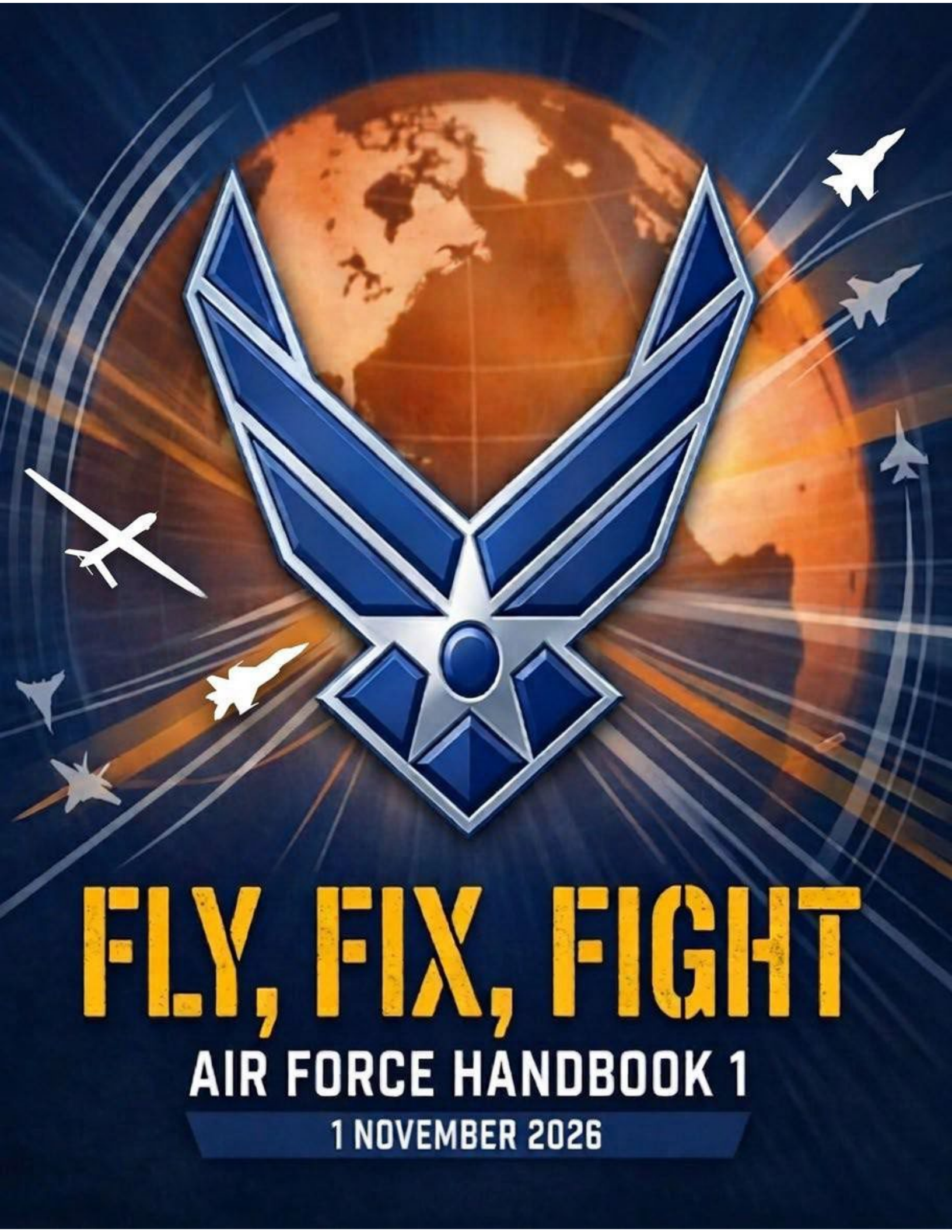

FLY, FIX, FIGHT
AIR FORCE HANDBOOK 1
1 NOVEMBER 2026

The United States Air Force exists to Fly, Fix, and Fight. For generations, enlisted Airmen have answered that call. They have raised aircraft into the sky, kept watch through the long hours of darkness, mastered machines once thought impossible, and stood their ground when the Nation needed them most. Their work required courage, their duty demanded sacrifice, and their commitment shaped the Air Force we inherited. Today, that responsibility is yours.

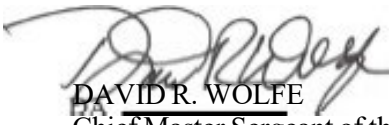
The greatness of our Air Force rests upon more than its aircraft, its weapons, or the strength of its numbers. It rests upon the character, competence, and conviction of the Airmen who give those instruments their purpose. Whether on the flightline, in a command post, maintaining a weapons system, defending an installation, operating in the cyber domain, or supporting the mission from home station, every Airman carries a responsibility that contributes to the strength of our force.

Mastery of a single specialty is essential, but service in this profession requires a wider understanding. We must know the standards expected of us, the values that govern our conduct, the doctrine that shapes our use of airpower, and the leadership required at every level. This handbook brings that knowledge together, alongside the history that explains how our Service came to be. Its purpose extends beyond preparation for an examination or the pursuit of promotion; its pages are meant to inform the decisions we make, the Airmen we lead, and the trust others must be able to place in us.

The measure of our readiness will come at a time not of our choosing, under conditions we may never have imagined. In that hour, the Nation will depend upon Airmen who have mastered their craft, who can think clearly amid uncertainty, and who possess the discipline to act when hesitation carries its own cost. What we are capable of in that moment will be determined by the work we have done before it, and this handbook is one tool to help you prepare for that responsibility.

You inherited the world's greatest Air Force, but inheritance alone will not keep it great. Those who came before you left more than an institution. They left a standard, purchased through sacrifice, upheld through discipline, and passed from one generation to the next. It was never theirs to keep, and it is not yours to squander.

Now it is your watch, and you must be ready to win.



DAVID R. WOLFE
Chief Master Sergeant of the Air Force

BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE HANDBOOK 1

01 NOVEMBER 2026

AIRMAN

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at: https://www.e-publishing.af.mil/.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: CMSgt Beonville I. Rouser III HQ AETC SAS

Supersedes: AFH 1, 15 February 2025 Pages: 620

Air Force Handbook (AFH) 1, Airman, is consistent with Air Force Instruction (AFI) 1-1, *Air Force Standards*, 18 August 2023, and the Department of the Air Force (DAF) Policy Directive (DAFPD) 36-26, *Total Force Development and Management*, 18 January 2024, in alignment with established policies for developing the Total Force. This handbook contains information applicable to all civilian employees and uniformed members of the Regular Air Force (RegAF), the Air Force Reserve (AFR), and the Air National Guard (ANG). This handbook does not apply to the United States Space Force (USSF). This handbook itself does not create any DAF directive policy. It incorporates directive DAF policy publications by reference for informational purposes.

Specific levels of importance and understanding have been assigned to each section for enlisted promotion testing. Enlisted Airmen may use this handbook or the applicable Enlisted Promotion Study Guide to prepare for the Promotion Fitness Examination (PFE). AFH 1 is the sole source reference for the Enlisted Promotion Study Guides.

Send recommendations regarding this handbook to: Air Education and Training Command, Studies and Analysis Squadron, Airman Advancement Analytics, 9730 Third Drive West, Bldg. 862, Joint Base San Antonio-Randolph, Texas 78150; DSN 487-4075; Workflow email: afh@us.af.mil. This publication may not be supplemented or further implemented or extended. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322*, Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Product*; route DAF Forms 847 from the field through the appropriate functional chain of command. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

AFH 1 has been substantially revised and needs to be completely reviewed.

TABLE OF CONTENTS

PREFACE 10
AIRMAN STUDY REFERENCES AND PREPARATION 12
TIPS FOR STUDYING 16
ADULT LEARNING STYLE PROFILE 17
FOREWORD 18
Chapter 1 PROFESSIONALISM 19
Section 1A—Professionalism *19*
Section 1B—Profession of Arms *21*
Section 1C—Air Force Core Values *22*
Section 1D—Ethical Standards *25*
Chapter 2 AVIATION HISTORY 29
Section 2A—Aviation Fundamentals *29*
Section 2B—Aviation and Operations in World War I *33*
Section 2C—Aviation and Operations in World War II *38*
Section 2D—The Edge of Space *44*
Chapter 3 USAFAIRFORCEHERITAGE 50
Section 3A—The Air Force and the Mid-1900s *50*
Section 3B—The Air Force and the Post-Cold War *60*
Section 3C—The Air Force and the New Millennium *66*
Section 3D—The Chief Master Sergeants of the Air Force *76*
Chapter 4 AIR AND CYBERPOWER 97
Section 4A—Identifying with Airpower *99*
Section 4B—Aircraft Systems *109*
Section 4C—Missile and Munition Systems *87*
Chapter 5 MILITARY ORGANIZATION AND COMMAND 90
Section 5A—United States Armed Forces *90*
Section 5B—Military Departments *93*
Section 5C—Military Command Structure *96*
Section 5D—USAF Total Force *99*
Section 5E—USAF Structure *102*
Chapter 6 DOCTRINE AND JOINT FORCE *109*
Section 6A—Doctrine *109*

Section 6B—Joint Force *117*
Section 6C—Joint Planning *121*
Chapter 7 ENLISTED FORCE DEVELOPMENT 125
Section 7A—Leadership Levels *125*
Section 7B—Enlisted Force Structure *128*
Section 7C—Duty Titles and Special Positions *131*
Section 7D—Force Development *134*
Section 7E—Training Responsibilities *136*
Section 7F—Professional Military Education *140*
Section 7G—Community College of the Air Force *143*
Section 7H—Continuing Education *147*
Chapter 8 ASSESSMENTS AND RECOGNITION 150
Section 8A—Airman Comprehensive Assessment *150*
Section 8B—Performance Evaluations *152*
Section 8C—Reenlistments and Continuation *156*
Section 8D—Awards and Decorations *160*
Chapter 9 ENLISTED PROMOTIONS 16
Section 9A—Promotion Systems and Programs *169*
Section 9B—Promotion Cycles *171*
Section 9C—Preparation and Responsibilities *173*
Section 9D—Promotion Testing *175*
Section 9E—Evaluation Boards *177*
Chapter 10 ASSIGNMENTS AND OCCUPATIONAL CODES 179
Section 10A—Eligibility and Restrictions *179*
Section 10B—Occupational Codes *185*
Section 10C—Special Duties *196*
Chapter 11 PERSONNEL, PROGRAMS, AND BENEFITS 200
Section 11A—Benefits and Services *200*
Section 11B—Leave and Authorized Absences *212*
Section 11C—Military Associations *216*
Section 11D—Civilian Programs *217*
Chapter 12 FINANCE, MANPOWER, AND RESOURCES 222
Section 12A—Individual Finances and Allowances *222*
Section 12B—Official Travel Expenses and Allowances *228*
Section 12C—Manpower Management *232*

Section 12D—Resource Management *235*
Section 12E—Environmental Commitment *241*
Chapter 13 DEVELOPING ORGANIZATIONS 243
Section 13A—Strategic Thinking and Results Focus *243*
Section 13B—Resources and Organizational Structure *246*
Section 13C—Change and Problem Solving *249*
Chapter 14 DEVELOPING OTHERS 256
Section 14A—Teamwork *256*
Section 14B—Develops People *260*
Section 14C—Service Mindset *262*
Section 14D—Leadership *267*
Section 14E—Talent Management *274*
Chapter 15 DEVELOPING SELF 277
Section 15A—Accountability and Self-Management *277*
Section 15B—Military Communication *282*
Section 15C—Preparing to Communicate *286*
Section 15D—Written Communication *291*
Section 15E—Spoken Communication *293*
Section 15F—Electronic Messaging *298*
Chapter 16 DEVELOPING IDEAS 301
Section 16A—Accountability and Self-Management *301*
Section 16B—Cognitive Processes *303*
Section 16C—Informed Decision-Making *310*
Section 16D—What We Don't Know *315*
Chapter 17 EMERGENCY MANAGEMENT AND CHEMICAL BIOLOGICAL RADIOLOGICAL & NUCLEAR DEFENSE PROGRAMS 318
Section 17A—Emergency Management *318*
Section 17B—Chemical, Biological, Radiological, Nuclear (CBRN) Defense *321*
Section 17D—Crisis Response and Recovery *329*
Section 17E—Mishap Prevention *331*
Section 17F—Risk Management *335*
Chapter 18 SECURITY 341
Section 18A—Integrated Defense *341*
Section 18B—Operations Security *345*
Section 18C—Information Protection *347*

Section 18D—Information Access, Cyber Security, and Mobility *351*
Section 18E—Antiterrorism *355*
Chapter 19 STANDARDS OF CONDUCT 360
Section 19A—Way of Life *360*
Section 19B—Law of War *363*
Section 19C—Code of Conduct *369*
Chapter 20 ENFORCING MILITARY STANDARDS 375
Section 20A—Air Force Inspection System *375*
Section 20B—Individual Accountability *378*
Section 20C—Appropriate Working Relationships *383*
Section 20D—Addressing Misconduct *391*
Chapter 21 MILITARY JUSTICE 396
Section 21A—Military Law *396*
Section 21B—Legal Enforcement *400*
Section 21C—Nonjudicial Punishment *402*
Section 21D—Courts-Martial *405*
Chapter 22 FITNESS AND READINESS 410
Section 22A—Air Force Fitness *410*
Section 22B—Official Fitness Assessment *416*
Section 22C—Nutrition *419*
Section 22D—Substance Use or Abuse *425*
Section 22E—Readiness State of Mind *429*
Chapter 23 DRESS AND APPEARANCE 436
Section 23A—Professional Image *436*
Section 23B—Military Uniforms *449*
Chapter 24 MILITARY CUSTOMS AND COURTESIES 532
Section 24A—Honored Traditions *532*
Section 24B—Respect for the Flag *536*
Section 24C—Respect for Individuals *543*
Section 24D—Ceremonies and Events *546*
Section 24E—Drill and Formation *551*
Section 24F—Preserving Our Heritage *553*
Attachment 1 555
Attachment 2 580
THE ROUNDEL 580

Attachment 3 581
Attachment 5 605
Attachment 6 607
DEVICES 607
Attachment 7 609
Attachment 8 613

PREFACE

Air Force Handbook 1 (AFH 1), *Airman,* is designed to be a useful force development tool for every Airman in today's Air Force. AFH 1 serves as a collection of references and resources pertaining to a wide range of subject areas in the profession of arms. Whether you choose to use the handbook as a quick reference, as a source for professional development, or you solely consider this material to be essential for enlisted promotion testing, you will find the material is current, relevant, and applicable to the Air Force objective of maintaining Global Vigilance, Global Reach, and Global Power for America.

The Enlisted Promotion Study Guides are developed directly from the contents of the handbook and include material that is specifically identified as testable for each level of enlisted promotion testing. Refer to the appropriate WAPS Catalog (https://www.studyguides.af.mil/) for the applicable promotion cycle to ensure you study the correct information.

Enlisted promotion tests are designed to reflect each applicable Airman's knowledge. Group study for the purpose of enlisted promotion testing is strictly prohibited in accordance with (IAW) DAF Manual (DAFMAN) 36-2664, *Personnel Assessment Program*.

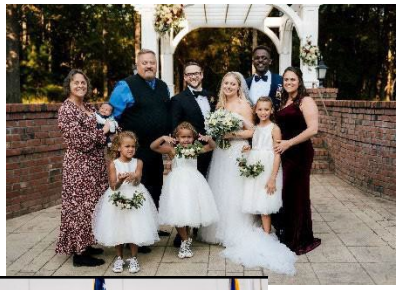
BUILT THROUGH SERVICE

Air Force Handbook One stands as a cornerstone in every Airman's development, grounding them in the values, expectations, and heritage that define the profession of arms. It is more than guidance it is a shared foundation that unites Airmen across specialties, ranks, and generations under a common standard of excellence. In moments of uncertainty, whether during operations, humanitarian response, or conflict, its principles provide clarity, discipline, and purpose. This consistency is what enables Airmen to adapt, lead, and deliver decisive results when it matters most. Because of this foundation, Airmen remain the difference trusted, capable, and ready to answer the call in any environment.

This collection of images captures more than moments, it reflects the dedication, discipline, and quiet resilience required in a life of service. Each photo represents a chapter shaped by teamwork, sacrifice, and a commitment to something greater than self. Together, they offer a glimpse into the realities behind the mission, where preparation meets purpose and challenges forge growth. These snapshots serve as a reminder that progress is built over time, through consistency and shared effort. Above all, they are meant to inspire others to pursue excellence, stay grounded in their values, and recognize the impact of their own journey.

FLY, FIX, FIGHT

-CMSgt B. Rouser III, AFH-1 Program Manager
















AIRMAN STUDY REFERENCES AND PREPARATION
Airman Development and Testing Chart (ADTC)

The Airman Development and Testing Chart (ADTC) is used by the Air Force to identify the relevance of AFH 1 testable content for the PFE as well as to determine subject matter content for inclusion in applicable enlisted promotion study guides. Testable content comprehension levels were determined by survey of all RegAF chief master sergeants.

The primary purpose of the ADTC is to relate test content relevant to promotion with desired comprehension levels. It is the primary measurement to ensure enlisted promotion tests are developed to the required AF-level of knowledge for enlisted promotion to the next grade.

The ADTC is an outline of the subject matter content in AFH 1. For promotion testing purposes, the level of comprehension necessary for each section is identified by rank using a scale of A through D. Enlisted Airmen should use the chart to identify the levels of comprehension of subject matter content for the enlisted promotion exam and development expectations associated with each rank.

Scale	Level of Comprehension	Indicates the level of comprehension necessary for each rank as enlisted Air Force professionals
A	**Remembering**	Recognizing or recalling knowledge from memory. Remembering is when memory is used to produce or retrieve definitions, facts, or lists, or recite previously learned information.
B	**Understanding**	Constructing meaning from different types of functions, whether written or graphic messages, or activities like interpreting, exemplifying, classifying, summarizing, inferring, comparing, or explaining.
C	**Applying**	Carrying out or using a procedure through executing or implementing. Applying relates to or refers to situations where learned material is used through products like models, presentations, interviews, or simulations.
D	**Analyzing**	Breaking materials or concepts into parts, determining how the parts relate to one another, how they interrelate, or how the parts relate to an overall structure or purpose.

Airman Development and Testing Chart (ADTC)

15 February 2025

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION

Chapter 1—PROFESSIONALISM	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 1A—United States Air Force (USAF) Professional	B	C	C	D	D
Section 1B—Profession of Arms	B	B	C	D	D
Section 1C—Air Force Core Values	C	C	D	D	D
Section 1D—Ethical Standards	B	C	C	D	D
Chapter 2—AVIATION HISTORY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 2A—Aviation Fundamentals	A	A	B	B	B
Section 2B—Aviation and Operations in World War I	A	A	B	B	B
Section 2C—Aviation and Operations in World War II	A	A	B	B	B
Section 2D—The Edge of Space	A	A	B	B	B
Chapter 3—AIR FORCE HERITAGE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 3A—The Air Force and the Mid-1900s	A	A	B	B	B
Section 3B—The Air Force and the Post-Cold War	A	A	B	B	B
Section 3C—The Air Force and the New Millennium	A	B	B	B	B
Section 3D – The Chief Master Sergeants of the Air Force	N/A	N/A	N/A	N/A	N/A
Chapter 4—AIR AND CYBERPOWER	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 4A—Identifying with Airpower	B	B	B	C	D
Section 4B—Aircraft Systems	A	B	B	B	C
Section 4C—Missile and Munition Systems	A	B	B	B	C
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5A—United States Armed Forces	B	B	C	C	D
Section 5B—Military Departments	B	B	C	C	D
Section 5C—Military Command Structure	B	B	C	C	D
Section 5D—Air Force Total Force	B	B	C	C	D
Section 5E—Air Force Structure	B	B	C	C	D
Chapter 6—DOCTRINE AND JOINT FORCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 6A—Doctrine	A	B	B	C	D
Section 6B—Joint Force	B	B	C	C	D
Section 6C—Joint Planning	A	B	B	C	D
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7A—Leadership Levels	B	B	C	D	D
Section 7B—Enlisted Force Structure	B	C	C	D	D
Section 7C—Duty Titles and Special Positions	B	B	C	D	D
Section 7D—Force Development	B	B	C	C	D
Section 7E—Training Responsibilities	B	B	C	C	D
Section 7F—Professional Military Education	B	B	C	C	D
Section 7G—Community College of the Air Force	B	B	C	C	C
Section 7H—Continuing Education	B	B	C	C	C
Chapter 8—ASSESSMENTS AND RECOGNITION	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 8A—Airman Comprehensive Assessment	B	C	C	D	D
Section 8B—Performance Evaluations	B	C	C	D	D
Section 8C—Reenlistments and Continuation	B	B	C	C	D
Section 8D—Awards and Decorations	B	B	C	C	D
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9A—Promotion Systems and Programs	B	B	C	C	D
Section 9B—Promotion Cycles	B	B	C	C	D
Section 9C—Preparation and Responsibilities	B	B	C	C	C
Section 9D—Promotion Testing	B	B	C	C	D
Section 9E—Evaluation Boards	B	B	C	C	D

Chapter 10—ASSIGNMENTS AND OCCUPATIONAL CODES	SSgt	TSgt	MSgt	SMSgt	CMSgt
Section 10A—Eligibility and Restrictions	B	B	C	C	D
Section 10B—Occupational Codes	A	B	B	C	C
Section 10C—Special Duties	B	B	C	C	D
Chapter 11—PERSONNEL PROGRAMS AND BENEFITS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 11A—Benefits and Services	B	B	C	C	C
Section 11B—Leave and Authorized Absences	B	B	C	C	D
Section 11C—Military Associations	A	B	B	C	C
Section 11D—Civilian Programs	A	B	B	C	C
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12A—Individual Finances and Allowances	B	B	C	C	C
Section 12B—Official Travel Expenses and Allowances	B	B	C	C	C
Section 12C—Manpower Management	A	B	C	C	D
Section 12D—Resource Management	B	B	C	C	D
Section 12E—Environmental Commitment	A	B	B	C	C
Chapter 13—DEVELOPING ORGANIZATIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 13A—Strategic Thinking and Results Focus	A	B	C	C	D
Section 13B—Resources and Organizational Structure	B	B	C	D	D
Section 13C—Change and Problem Solving	B	C	C	D	D
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14A—Teamwork	B	C	C	D	D
Section 14B—Develops People	B	C	C	D	D
Section 14C—Service Mindset	B	C	C	D	D
Section 14D—Leadership	B	C	C	D	D
Section 14E—Talent Management	B	C	C	D	D
Chapter 15—DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15A—Accountability and Self-Management	B	C	C	D	D
Section 15B—Military Communication	B	C	C	D	D
Section 15C—Preparing to Communicate	B	B	C	D	D
Section 15D—Written Communication	B	C	C	D	D
Section 15E—Spoken Communication	B	B	C	C	D
Section 15F—Electronic Messaging	B	C	C	C	D
Chapter 16—DEVELOPING IDEAS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 16A—What We Know	B	C	C	C	D
Section 16B—Cognitive Processes	B	B	C	C	D
Section 16C—Informed Decision-Making	B	B	C	C	D
Section 16D—What We Don’t Know	B	B	C	C	D
Chapter 17—EMERGENCY MANAGEMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17A—Air Force Emergency Management	B	B	C	C	D
Section 17B—CBRN Defense	B	B	C	C	D
Section 17C—Preparedness and Protection	B	B	C	C	D
Section 17D—Crisis Response and Recovery	B	B	C	C	D
Section 17E—Air Force Mishap Prevention	B	B	C	C	D
Section 17F—Risk Management	B	B	C	C	D
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18A—Integrated Defense	B	B	C	C	D
Section 18B—Operations Security	B	B	C	C	D
Section 18C—Information Protection	B	B	C	C	D
Section 18D—Information Access, Cyber Security and Mobility	B	B	C	C	C
Section 18E—Antiterrorism	B	B	C	C	D
Chapter 19—STANDARDS OF CONDUCT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 19A—Way of Life	B	B	C	D	D
Section 19B—Law of War	B	B	C	C	D

Section 19C—Code of Conduct	B	B	C	C	D
Chapter 20—ENFORCING MILITARY STANDARDS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 20A—Air Force Inspection System	B	B	C	C	D
Section 20B—Individual Accountability	B	C	C	C	D
Section 20C—Appropriate Working Relationships	C	C	C	D	D
Section 20D—Addressing Misconduct	B	C	C	D	D
Chapter 21—MILITARY JUSTICE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 21A—Military Law	B	B	C	C	C
Section 21B—Legal Enforcement	B	B	C	C	C
Section 21C—Nonjudicial Punishment	B	B	C	C	D
Section 21D—Courts-Martial	B	B	C	C	C
Chapter 22—FITNESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22A—Air Force Fitness	B	C	C	C	D
Section 22B—Official Fitness Assessment	B	C	C	C	D
Section 22C—Nutrition	B	B	B	C	C
Section 22D—Substance Use or Abuse	B	B	C	C	C
Section 22E—Readiness State of Mind	B	C	C	C	D
Chapter 23—DRESS AND APPEARANCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 23A—Professional Image	C	C	C	C	D
Section 23B—Military Uniforms	C	C	C	C	D
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24A—Honored Traditions	B	B	C	C	C
Section 24B—Respect for the Flag	B	C	C	C	C
Section 24C—Respect for Individuals	C	C	C	C	C
Section 24D—Ceremonies and Events	B	B	C	C	C
Section 24E—Drill and Formation	B	B	C	C	C
Section 24F—Preserving Our Heritage	B	B	C	C	C
ATTACHMENTS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Attachment 1—Glossary of References and Supporting Information	N/A	N/A	N/A	N/A	N/A
Attachment 2—The Roundel	N/A	N/A	N/A	N/A	N/A
Attachment 3—DAF Leadership	N/A	N/A	N/A	N/A	N/A
Attachment 4—NOT USED	-	-	-	-	-
Attachment 5—DAF Ribbons and Medals	N/A	N/A	N/A	N/A	N/A
Attachment 6—Devices	N/A	N/A	N/A	N/A	N/A
Attachment 7—USAF Medal of Honor Recipients	N/A	N/A	N/A	N/A	N/A
Attachment 8—The USAF Song Lyrics	N/A	N/A	N/A	N/A	N/A

TIPS FOR STUDYING

Strategic Preparation and Execution

Successful promotion exam preparation requires a strategic, long-term commitment initiated two months to a year before the testing cycle. By establishing a dedicated, distraction-free study environment and integrating a disciplined routine into your daily professional schedule, you can foster deeper comprehension and facilitate the practical application of key concepts. To maximize cognitive performance and prevent mental fatigue, study material should be broken down into manageable intervals such as through the Pomodoro Technique while actively rotating between diverse topics to maintain engagement.

Active Mastery and Continuous Improvement

True retention relies on active learning methodologies, such as summarizing core concepts, participating in discussions, or instructing others, rather than passive reading. This academic rigor must be sustained by a foundation of physical readiness, where consistent exercise, proper nutrition, and adequate sleep directly support cognitive stamina. Finally, candidates must validate their progress through regular diagnostic testing under simulated exam conditions, continuously evaluating performance metrics and adjusting their study plans to target identified weaknesses. Ultimate success is defined not just by securing promotion, but by the professional growth, operational capability, and skill enhancement developed throughout the preparatory journey.

Objective	Actionable Strategy
Leverage Official Guidance	Target your study efforts by aligning your schedule directly with the examination bibliography, master reference lists, or weighted airman promotion systems (WAPS) catalog.
Utilize Spaced Repetition	Employ flashcards or digital active-recall tools (like Anki) to review difficult concepts at increasingly longer intervals, shifting critical information into long-term memory.
Simulate Environmental Stress	Take mock exams in noisy or time-constrained environments to build psychological resilience and ensure performance under actual testing pressure.
Document "Lessons Learned"	Maintain a dedicated log of consistently missed questions or weak areas from practice exams, creating a targeted "hit list" for final-week reviews.

ADULT LEARNING STYLE PROFILE

Determine your preferred learning style. The Adult Learning Style Profile, developed by Dr. Ray Barsch, emphasizes three learning styles: visual, auditory, and tactile/kinesthetic.

Auditory learners use hearing to process information. When given a choice, strong auditory learners will sit where they can easily hear information and where there are minimal noise distractions. For auditory learners, it may be most helpful to use audio versions of material to supplement written text, when available.

Visual learners use their eyes to process information. For visual learners, it may be most helpful to establish a study environment where you can clearly see the material. You may choose to enhance your study routine with notes, flashcards, or highlighters.

Tactile learners learn while being active. Having access to a variety of study materials will enable tactile learners to take a more active approach to learning and maintain focus on the material. Tactile learners may find it beneficial to study while exercising.

Whether your goal is to engage in lifelong learning, become a more adept Airman, or get promoted, take pride in knowing that your efforts to align your professional goals with your personal goals will help you develop a better understanding of the Air Force through the material provided in this handbook.

FOREWORD
Preparing America's Airmen and Guardians for the Future

As America's Airmen and Guardians, we stand united in strength, courage, and determination, ready to defend our nation in an era of unprecedented challenges. The 2026 National Defense Strategy (NDS) calls us to adapt, innovate, and lead as we face the realities of Great Power Competition (GPC) and the evolving threats posed by the People's Republic of China (PRC) and Russia.

To meet these challenges, the DAF is transforming how we train and develop our force. We are preparing Airmen and Guardians to excel in multi-domain operations, integrating air, space, and cyber capabilities to achieve operational superiority. Training programs now emphasize technological proficiency, leadership development, and collaboration with joint and allied forces, ensuring we are ready to operate in complex and dynamic environments.

The 2026 NDS prioritizes resilience and adaptability, equipping our force to thrive under pressure and overcome emerging threats. From advanced systems training to hybrid warfare preparation, we are building a team that is agile, innovative, and prepared for the demands of modern conflict. Teamwork remains central to our strength, fostering a culture where every Airman and Guardian contributes to mission success.

As we rise to meet the challenges of this era, we honor the legacy of those who came before us and carry forward their tradition of excellence. Guided by the principles of the 2026 NDS, we are ready to defend freedom, protect our nation, and ensure the Air Force and Space Force remain the greatest in the world. Together, we soar into the future with valor, integrity, and unwavering resolve.

Chapter 1
PROFESSIONALISM

Section 1A—Professionalism

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 1—PROFESSIONALISM	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 1A—Professionalism	B	C	C	D	D

1.1. Professionalism

The dictionary defines a professional as one who "engages in something specific as their main occupation rather than a pastime." Other adjectives used to describe a professional are "competent," "assured," and "skillful." Professionalism describes who we are as a service and how we conduct ourselves as Airmen and representatives of the Air Force. It sets the standards all Airmen are expected to adhere to and exceed. Professionalism within the AIR FORCE is framed by the requirements of trust, loyalty, dignity, and personal commitment. We must be dependable and responsible for our own actions while being good wingmen for fellow Airmen and colleagues. At the root of professionalism is respect. Respect is what bonds every Airman's contribution to the mission with the collective understanding of what it means to serve with humility and respect for those we serve with.

The Air Force is a Total Force that effectively leverages the unique capabilities of officer, enlisted, and civilian Airmen across RegAF, Guard, Reserve, and Auxiliary Components. As a Total Force, we are a values-based, mission-focused, people-oriented air force. Professionalism is the heart and soul of who we are and who we aspire to be every day. Our sense of professionalism underlies the pride we feel when we say, "I am an American Airman."

Professional Obligation and Status. Every Airman has an obligation to be the very best professional possible. As stated in AFI 1-1, the Air Force has a very important national defense mission; and you, as a member of the Air Force, have serious responsibilities for carrying out that mission. You are responsible for following orders, performing specific daily tasks related to your duties, and living up to the high standards of the Air Force. Maintaining good order and discipline is paramount for mission accomplishment. Our core values demand that Airmen treat others with genuine dignity, fairness, and respect at all times. Each Airman is entitled to fair treatment, and each Airman is charged with caring for, teaching, and leading others. We must also maintain loyalty to the Air Force's core values and standards and maintain professionalism and respect for others regardless of race, color, religion, sex, national origin, age, disability, or sexual orientation. This respect for others not only involves personal interaction but also extends to communications and interactions in social media and cyberspace.

Professional status is expressed by attitudes and commitments, and by internalizing military values which can come to people at different times in their lives and careers. Studying and understanding these factors are vital to Airmen and the future of the Air Force. Professional military members of today and tomorrow must accept responsibility for their actions, hold others accountable, and take appropriate action to never hide behind excuses. Focus must be directed toward devoted service to the nation, not on pay or the next assignment. Our Air Force is a critical part of the greatest fighting force the world has ever known. It is powered by the greatest Airmen the world has ever seen.

Mission-Focused. As Airmen, we stand ready to perform selfless duties in defense of our nation. We, and our families, are dedicated to answering our nation's call, making sacrifices for the good of the mission. We, as Airmen, must have the courage to take appropriate risks when necessary. Our heritage of breaking barriers and accelerating faster, farther, and first, drives us to see things differently, continually innovate, and improve our craft to execute the mission.

People-Oriented. Our most important resource is people. Taking care of our wingmen is our duty.

We are an integrated force—strong, able, and ready. We, as Airmen, value the contribution of every member and motivate each other to achieve excellence. We also have a duty to develop and empower leaders. We honor and respect all who serve, and when we strengthen our alliances— we are stronger together.

The Air Force capabilities and warfighting skills are enhanced by the unique strengths, perspectives, and abilities of its personnel. At its core, this collective approach provides our Total Force with an aggregation of talents and viewpoints that transcend individual contributions. Personnel who work in an environment learn to maximize individual strengths and combine abilities and perspectives for the good of the mission.

Our ability to attract a larger, highly talented pool of applicants for service with the Air Force, both military and civilian, and to develop and retain our current personnel will shape the future of our Total Force. This focus on leveraging the full range of talent within our ranks is essential to strengthening our force and ensuring our long-term viability to support the mission.

Section 1B—Profession of Arms

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 1—PROFESSIONALISM	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 1B—Profession of Arms	B	B	C	D	D

1.2. Profession of Arms

No profession asks more of its members than the profession of arms. As stated in our Airman's Creed, we have answered our nation's call. It is a higher calling, and it comes with a higher standard. As the pacing threats of our strategic competitors continue to grow and evolve, it's crucial all Airmen understand how their profession connects with our mission of national security and defense of the homeland.

General Ronald Fogleman, our 15th Air Force Chief of Staff, once said, "We are not engaged in just another job; we are practitioners of the profession of arms. We are entrusted with the security of our nation, the protection of our citizens and the preservation of its way of life. In this capacity, we serve as guardians of America's future. By its very nature, this responsibility requires us to place the needs of our service and our country before personal concerns." That responsibility was given to each and every Airman who raised their right hand and swore to support and defend the Constitution of the United States. When we join our Air Force with a sacred oath, we accepted a sacred trust from the American people, one that goes beyond anything else in society. As members of a joint team, our profession is distinguished from others because of our expertise in the justified application of lethal military force and the willingness of those who pay the ultimate sacrifice for our nation. No other profession expects its members to lay down their lives for their friends, families, or freedoms...but it's what our profession readily expects.

Section 1C—Air Force Core Values

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 1—PROFESSIONALISM	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 1C—Air Force Core Values	C	C	D	D	D

1.3. Air Force Core Values

At the heart and soul of our profession, the Air Force recognizes our core values as universal, consistent standards used to evaluate the ethical climate of all Air Force organizations. When needed in the cauldron of war, core values are the beacons that light the path of professional conduct and the highest ideals.

Integrity First, Service Before Self, and Excellence In All We Do

Values represent enduring, guiding principles for which we stand. Values, such as the Air Force core values of integrity, service, and excellence, should motivate attitudes and actions on and off duty as essential moral principles or beliefs that are held in the highest regard. Our core values represent the Air Force's firm convictions about the nature of our personal character, our commitment to each other and our nation, and the manner in which we perform our service. Core values are so fundamental that they define our very identity through a common bond among all professional Airmen—past and present. Being a part of our proud Air Force community requires a commitment to living by these values at all times.

Reflecting the Air Force core values in one's personal and professional lives is a challenge that must be faced every day. In doing so, we honor the heritage and continue the legacy of those who served before us and sacrificed so much. It is through this alignment of our actions with these values that we, as an Air Force, earn the public's trust, strengthen our service, and accomplish our mission. This is the expectation of our profession and is the standard that our fellow service members and the American public hold us to.

> "Before you can lead others, you have to lead yourself. We must develop leaders of character that are ready to create and foster environments of respect, inclusivity, and trust. When Airmen know they are valued, have high quality of service and quality of life, and are empowered to reach their full potential—there are no limits to what we can accomplish."
>
> General Dan Caine, Chairman, Joint Chiefs of Staff

Virtues of Core Values

Each of the Air Force core values is further defined by virtues (desired behaviors and characteristics) we must practice and demonstrate in our daily lives, showing we truly do value integrity, service, and excellence. Consistently practicing these virtues results in habits of honorable thought and action, producing a Air Force professional. Air Force professionalism is a shared belief in, and a commitment to, honorable service based on our Air Force core values.

1.3.1. Integrity First

Integrity provides the bedrock for our military endeavors and is fortified by service to country. Integrity encompasses many characteristics indispensable to Airmen and makes us who we are and what we stand for. It is the compass that keeps us on the right path when we are confronted with ethical challenges and personal temptations, and it is the foundation upon which trust, and respect are built.

Integrity is simply doing the right thing, all the time, whether everyone or no one is watching. An

individual realizes integrity when thoughts and actions align with what he or she knows to be right. Following principles, acting with honor, maintaining independent judgment, and performing duties with impartiality, help to maintain integrity and avoid conflicts of interest.

> "The foundation of our Profession of Arms is, and has always been, respect. That is a non-negotiable principle that supports the Integrity, Service and Excellence of our great Air Force. It is the cornerstone of the culture we need in our Air Force."
>
> CMSAF JoAnne S. Bass 19th
> Chief Master Sergeant of the Air Force

Virtues of Integrity. The virtues of Integrity First are honesty, courage, and accountability.

Honesty. Honesty is the hallmark of integrity. As public servants, we are trusted agents. Honesty requires us to evaluate our performance against standards, and to conscientiously and accurately report findings. Our word must be unquestionable. This is the only way to preserve the trust and respect that we hold so dear for one another and the population we serve.

Courage. Courage is not the absence of fear but doing the right thing despite fear. Courage empowers us to take necessary personal or professional risks, make decisions that may be unpopular, and admit our mistakes. Having the courage to take these actions is crucial for the mission, the Air Force, and the nation.

Accountability. Accountability instills our responsibility while maintaining transparency and ownership for our actions, whether it is the American people, our units, our supervisors, our fellow Airmen, our families, our loved ones, and even ourselves. Accountable individuals maintain transparency, seek honest and constructive feedback, and take ownership of the outcomes of their actions and decisions.

1.3.2. Service Before Self

Service Before Self represents an abiding dedication to the age-old military virtue of selfless dedication to duty, including putting one's life at risk if called to do so. Service Before Self tells us that professional duties take precedence over personal desires. Airmen are practitioners of the profession of arms, entrusted with the security of the nation, the protection of its citizens, and the preservation of their way of life. In this capacity, Airmen serve as guardians of America's future, and this responsibility requires the needs of service and country to be placed before our own. In today's world, service to country requires not only a high degree of skill, but also a willingness to make personal sacrifices. It requires having the heart and mindset for service that allows us to embrace expectations and requirements not levied on the American public or other professions.

Virtues of Service Before Self. The virtues of Service Before Self are duty, loyalty, and respect**.**

Duty. Duty is the obligation to perform what is required for the mission. While our responsibilities are determined by the law, the Department of War (DoW), and Air Force instructions, directives, and guidance, our sense of duty is a personal one and bound by the oath of service we took as individuals. Duty sometimes calls for sacrifice in ways no other profession has or will. Airmen who truly embody Service Before Self consistently choose to make necessary sacrifices to accomplish the mission, and in doing so, we honor those who made the ultimate sacrifice.

Loyalty. Loyalty is an internal commitment to the success and preservation of something bigger than ourselves. Our loyalty is to the nation first, the values and commitments of our Air Force second, and finally to the men and women with whom we serve. Loyalty to our leaders requires us to trust, follow, and execute their decisions, even when we disagree. We offer alternative solutions and innovative

ideas most effectively through the chain of command. Leaders demonstrate loyalty by respecting those who serve and treating them with dignity, compassion, and true concern for their well-being and professional development. Ultimately, loyalty is demonstrated by helping each other act with respect and honor.

Respect. Respect encompasses self-respect, mutual respect, and organizational respect. This three-dimensional view requires us to embrace the unique value of all individuals and treat everyone with dignity. We must always act in the certain knowledge that all Airmen must be treated with respect and boldly speak up, even when it is uncomfortable, to assert this truth. We must engage genuinely, honestly, and with an empathetic and open mind. We must honor the Air Force and others by following our words with actions.

1.3.3. Excellence In All We Do

Excellence In All We Do directs us to develop a sustained passion for the continuous improvement and innovation that propels the Air Force, as well as ourselves, beyond the capabilities of our adversaries. Excellence In All We Do does not mean that we demand perfection in everything from everyone. But rather, it means we continuously advance our craft and increase our knowledge as Airmen.

Excellence In All We Do means Airmen seek out opportunities and complete developmental education, continually working to stay in physical, mental, emotional, spiritual, and moral shape. It means we enhance our professional competencies and remain diligent in maintaining our job skills, knowledge, and personal readiness at the highest possible levels.

Virtues of Excellence In All We Do. The virtues of Excellence In All We Do are mission, discipline, and teamwork.

Mission. Mission focus encompasses operations and excellence in stewardship. The complex undertaking of the Air Force mission requires us to harness the ingenuity, expertise, and elbow grease of all Airmen. We approach it with the mindset of respect, pride, innovation, and a continued commitment to anticipate and embrace change. Our work areas, our processes, and our interpersonal interactions must be undeniably professional and positive. Our people are the platform for delivering continuous process improvements, innovative ideas, strategies, and technologies to the overall mission.

Discipline. Discipline is an individual commitment to uphold the highest personal and professional standards. We demonstrate it in attitude, work ethic, and effort directed at continuous improvement, whether pursuing professional military education or nurturing ourselves physically, intellectually, emotionally, or spiritually. Our appearance, actions, professionalism, and words, spoken and written, represent the USAF and shape our Air Force culture and the reputation of the entire military profession.

Teamwork. Teamwork is essential to triumph at every level. Airmen recognize the interdependency of every member’s contribution toward the mission and strive for organizational excellence. We not only give our personal best but also challenge and motivate each other to give their best. We gain respect through our actions and strong work ethics to build team trust. We carry our own weight, and whenever necessary, help our wingmen carry theirs.

Section 1D—Ethical Standards

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 1—PROFESSIONALISM	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 1D—Ethical Standards	B	C	C	D	D

1.4. Code of Ethics

As a member of the Air Force, you must practice the highest standards of conduct and integrity, not only in your job, but also in your relationships, personal financial dealings, and interactions with the civilian community. Whereas moral values describe what we hold to be right and wrong, ethics is the systematic reflection of these values enabling us to live and act according to our beliefs. Although following the law is ethical, laws only tell us what we can and cannot do. Ethics, on the other hand, tells us what we should or shouldn't do. Thus, Airmen must follow the law, but simply doing so is not enough. Airmen must also develop a code of ethics such that your behavior and motives do not create even the appearance of impropriety while providing a larger standard to live up to. Your commitment to integrity and excellence will lead the way for others to follow. Nonetheless, personal values, such as happiness or stability, while almost always present, must not take precedence over Air Force's ethical values. The key is to align ethical values with personal values and enhance the commitment we have made to the dedicated service of our nation. Our ethical code is prescribed in our core values, our oaths, the Airman's Creed, Air Force instructions, Professions of Arms, and the Uniform Code of Military Justice. When faced with decisions related to mission, personal life, or the interest of peers, the choice can always be made with consideration for our ethical code.

Principles and Guidelines. Embedded in our code of ethics, and driven by our competence and character, are key guidelines that help clarify acceptable and unacceptable behavior, but also aspirational values about who we want to be. Principles and ethical guidelines can be used to help identify what right looks like and continue to fortify our Air Force culture. Title 5, CFR, Part 2635, *Standards of Ethical Conduct for Employees of the Executive Branch*, establishes the basic ethical principles and guidelines that must be followed by every government employee. A few examples of ethical expectations outlined in the regulation are provided here.

Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles, above private gain.

Employees shall not hold financial interests that conflict with the conscientious performance of duty.

Employees shall not solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the government.

Employees shall act impartially and not give preferential treatment to any non-Federal entity (including installation-recognized private organization) or individual.

Employees shall protect and conserve federal property and shall not use it for other than authorized activities.

Employees shall satisfy, in good faith, their obligations as citizens, including all just financial obligations, especially federal, state, or local taxes that are imposed by law.

Employees may generally not accept gifts from subordinates or employees that make less pay than themselves.

Employees may not solicit a donation or a contribution from other personnel for a gift to a superior, make a donation for a gift to a superior official, or accept a gift from subordinate personnel, except for voluntary gifts or contributions of nominal value (not to exceed $10), on occasions of special personal significance (such as marriage or birth of a child), or occasions that terminate the superior-subordinate relationship, such as retirement, permanent change of station or assignment.

1.4.1. Ethical Dilemma

An ethical dilemma is a situation where one is forced to choose between alternatives in which moral principles conflict with one another. Three general causes or sources of ethical dilemmas are: uncertainty, competing values, and potential harm. Uncertainty is the result of not having all the facts pertaining to a situation; not having enough experience for dealing with a situation; or not having a clearly established policy, procedure, or rules for deciding how to make an optimal decision. Competing values occur when our personal values conflict with those of our institution, subordinates, peers, or supervisors; however, the mark of a true professional is maintaining high professional standards despite conflicting values by locating the conflicting values, weighing one's options, and deciding upon the best course of action. Potential harm relates to the intentional and unintentional short and long- term consequences caused by our actions.

Decisions and Actions. As Airmen, we should always think through second and third order effects of our actions. We must apply a sense of order to our priorities, so we are able to overcome temptation to stray from our military norms and values. When contemplating what to do, consider possible courses of action by listing the best options and quality checking ideas to take the right path. When possible, take the decision process to the next level and put each course of action to the test. Dr. Robert M. Hicks, former Deputy Director of the Civil Air Patrol, Chaplain Services, identified three tests we can use to check the morality of our actions and decisions.

The Network Test. The network test consists of asking yourself, "How would this decision look if it was aired on the news or social media?" If your actions were broadcast on the evening news, would you be proud of your actions or ashamed? Would your actions bring credit to yourself and the Air Force or would they discredit yourself or those we owe? If you find yourself leaning toward a negative response to these questions, then your decision doesn't pass the network test.

The United States of America Test. The United States of America test focuses on asking yourself, "Is this decision good for the United States? Is this decision good for the Air Force? Is this decision good for my unit (us)? Is this decision good for me?" If you take this course of action, are you properly ordering your priorities? If you can't answer with a resounding yes, this might not be the best decision.

The Divine Test. The divine test deals with asking yourself, "Would I feel good about the decision when I give account for my life?" When telling the story of your proud and honorable service to our country, would you include conversation about this decision? Would you feel guilt or loss of trust from this action? If you can't confidently provide a positive response, the course of action fails the divine test.

1.4.2. Honorable Characteristics

Airmen share a history of valor, courage, and sacrifice. From the earliest days of airpower to the heights of space, Airmen have built an extraordinary heritage that forms the foundation for a boundless horizon. We are technology focused, we embrace change, and through transformation and innovation, we ensure a viable Air Force for the future.

Always keep focus on demonstrating honorable service and commitment to the profession of arms. Through skills, knowledge, and experience developed in the Air Force, listen to your internal compass while fostering the same in your peers. Remind yourself and your peers of the reason you do what you do. Declare the importance of serving for a higher cause, adhering to established ethical codes, and embracing a Air Force culture steeped in honor and tradition. Rely on what you know is true and what is right. Be the Airman who makes decisions and leads in a way you can be proud of.

Airmen firmly grounded in the core values react to stresses, operational deployment pressures, and daily home station demands with valor, courage, and sacrifice. While many acts of valor, courage, or sacrifice go unseen, they should be recognized not only as part of Air Force culture, but also to illustrate that any Airman may be called upon at any time to perform above and beyond in the profession of arms.

Valor. Valor is the ability to face danger or hardship in a determined and resolute manner. Valor is commonly and rightly recognized as bravery, fearlessness, fortitude, gallantry, heart, and nerve. When acting with valor, one expresses the willingness to step outside the comfort zone to deal with unexpected situations. Such situations can happen almost anywhere. In addition to demonstrating valor on the battlefield, an Airman can exhibit valor when presented with unusual circumstances in the daily routine of life and take intelligent risks.

Courage. Courage is about the ability to face fear, danger, or adversity. Three types of courage are critical in the profession of arms: personal, physical, and moral. Personal courage is about doing what's right even when risking one's career. Physical courage is the ability to overcome fears of bodily harm to get the job done, or willingness to risk harm to yourself for someone else's sake in battle or the course of everyday life. Finally, moral courage is the ability to stand by the core values when moral courage may not be the popular thing to do. Integrity breeds courage when and where the behavior is most needed. Often, courage is manifested as an act of bravery on the battlefield when Airmen face the challenges present in combat.

Sacrifice. Sacrifice involves a willingness to give your time, comfort, or life to meet others' needs. Personal sacrifices occur whenever Airmen put others' needs before individual wants, whether in combat, at home station, or in the local community.

Call to Duty. Airmen are wingmen, leaders, and warriors from across our nation. When Americans commit to service, the Air Force takes on the charge to develop them into Airmen. The Air Force culture is one that embraces Airmindedness and fiercely protects its foundational attributes. Over the next 30 years, the Air Force's ability to continue to adapt and respond faster than our potential adversaries will depend on the flexibility and adaptability of our current and next generation Airmen. We will recruit, develop, and retain exceptional Airmen through strategies and programs designed to develop and care for our Total Force, strengthen the Air Force culture, and leverage development opportunities that employ creative concepts across the force. When faced with the call to duty, we must remember that we are Airmen. As Airmen, we understand the price that is paid for freedom and the sacrifices that come from willing service to our country. We understand the meaning of belonging to the profession of arms.

1.5. The Airman's Creed

The Airman's Creed was presented to the Air Force in 2007 by General T. Michael Moseley, 18th Air Force Chief of Staff. General Moseley introduced the creed as an aspect of one of his top priorities to reinvigorate the Total Force. The intent of the creed was to enhance the building of a warrior ethos among Airmen and establish a coherent bond between the members of the USAF.

THE AIRMAN'S CREED

I am an American Airman.
I am a Warrior.
I have answered my Nation's call.

I am an American Airman.
My mission is to Fly, Fight, and Win.
I am faithful to a Proud Heritage, A Tradition of Honor,
And a Legacy of Valor.

I am an American Airman.
Guardian of Freedom and Justice, My Nation's Sword and Shield, Its Sentry and Avenger.
I defend my Country with my Life.

I am an American Airman. Wingman, Leader, Warrior.
I will never leave an Airman behind, I will never falter,
And I will not fail.

Chapter 2
AVIATION HISTORY

Section 2A—Aviation Fundamentals

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 2—AVIATION HISTORY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 2A—Aviation Fundamentals	A	A	B	B	B

2.1. Introduction to Aviation History

Aviation history, particularly the early years of aviation fundamentals, provides an understanding of the foundations of airpower. This chapter on aviation history contains information on the beginning of the aviation industry and the evolution of airpower in the early days. Material in this chapter examines how participation in wars and conflicts throughout our history helped drive innovation and technological advancements to develop the United States (U.S.) Air Force into the greatest Air Force in the world. **Note:** Several significant historical events associated with air and space flight, and most importantly, the legacy of the men and women of the Air Force, are foundations of the Air Force of yesterday, today, and tomorrow. Chapters 2 and 3 are designed in chronological order. Significant events may overlap or may have occurred simultaneously; therefore, dates are considered for the general purposes of providing a timeline of aviation history and Air Force heritage. Many military projects, exercises, and operations are identified by names or titles. Several factors are considered before establishing and publishing names for operations. Operational names are a combination of one or two separate unclassified words that are assigned an unclassified meaning and used for unclassified administrative, morale, or public information purposes. Typically, there are four general suggestions for naming operations: make them meaningful, target key audiences, avoid fashion, and make them memorable.

2.2. First Flights

The dream of flight has nearly always existed. It was when two French brothers launched a hot air balloon in 1783, that man was able to fly. Approximately a decade later, military aviation became a noteworthy potential when, in 1794, the French Aerostatic Corps' balloons accompanied the Armies of the French Revolution. European advancements in balloons, gliders, and aerodynamics continued to progress rapidly. By 1853, Britain's Sir George Cayley created a glider with fixed wings, cambered airfoil, and horizontal and vertical stabilizers. These gliders eventually evolved into flying machines similar to today's hang gliders. In 1861, a Balloon Corps provided aerial observation and reconnaissance for the Union Army during the American Civil War. The seven balloons in the inventory proved to be useful, but they were fragile and vulnerable to weather conditions. In 1863, the Army disbanded the Union Army Balloon Corps.

Orville and Wilbur Wright. In the early 1900s, Orville and Wilbur Wright conducted more than 1,000 glides and achieved the first powered, sustained, controlled airplane flight, heralding the age of heavier-than-air aviation. When President Theodore Roosevelt established an Aeronautical Division in the U.S. Army's Signal Corps on 1 August 1907, the Wright Brothers offered the only flyable aircraft that met specifications for its first military airplane. The flying machine had to carry two people with a combined weight of 350 pounds or less, and it needed to be able to fly for 125 miles at an average speed of 40 miles per hour. Despite a crash on 17 September 1908, seriously injuring Orville and killing passenger Lieutenant Thomas E. Selfridge, by 1909 the U.S. Army accepted its first of many aircraft, the Signal Corps No. 1, from the Wright Company.



The Wright Brothers

Subsequently, the Wright Brothers trained several U.S. Army pilots, including Henry H. “Hap” Arnold, future commander of the U.S. Army Air Forces.

2.3. Aeronautical Division, Signal Corps (1 August 1907 – 18 July 1914)

When the Aeronautical Division, Signal Corps was established in 1907, the Army inevitably found itself in possession of several balloons that had been retained since the disbandment of the Balloon Corps. With that discovery, the Army realized the need for trained enlisted men to conduct balloon inflations and make necessary repairs. That year, Eddie Ward and Joseph Barrett reported in at the Leo Stevens’ Balloon Factory in New York, New York. They were the first enlisted Airmen in the Aeronautical Division to be schooled in the rudiments of fabric handling, folding, and stitching. They were also taught the manufacturing of buoyant gases and became experts in the inflation and control of the Army’s aircraft.

Developing an inventory and ensuring the safety of the pilots were two significant concerns regarding military aviation in the Signal Corps. Enlisted crews not only repaired the planes, but they also labored to make them safer to fly. They provided day-to-day support for a handful of officer pilots, learned new skills as airplane mechanicians (aircraft mechanics with skills and knowledge to maintain and repair aircraft engines, airframes, controls, and systems), and furthered skills as mechanics, riggers, and fitters. The enlisted detachment was a small band of enlisted Airmen who shared in the first steps of establishing military aviation as a permanent part of the nation’s defense. By October 1912, the Aeronautical Division consisted of 11 aircraft with 14 flying officers and 39 enlisted mechanics, making it relatively equivalent to forces in Europe. In 1913, the 1st Aero Squadron was activated. It is recognized as the oldest squadron in the Air Force.

Wright Biplane Chief Mechanic, Frank Scott. Corporal Frank Scott enlisted in the Field Artillery branch of the U.S. Army in 1908 and cross-trained into the Signal Corps in 1911. He was initially assigned to launching and releasing of hot air balloons and was soon transferred to work on the Type-B Wright biplane. As a chief mechanic, Corporal Scott was offered an opportunity to accompany the pilot, Lieutenant Rockwell, on a test flight. On 28 September 1912, when the pilot attempted to land, the aircraft experienced engine trouble. It unfortunately became Scott’s first and only flight. Both Corporal Scott and Lieutenant Rockwell lost their lives that day. Corporal Frank Scott died in an accident in a military aircraft. Scott Field, now Scott Air Force Base, Illinois, was named in his honor.



Frank Scott

American Enlisted Pilot, Vernon L. Burge. The story of enlisted pilots began long before the official enlisted pilot training program was established. In the early 1900’s, Captain Frank P. Lahm commanded a newly opened air school in the Philippines. Lahm had trouble finding enough officers to train, so Corporal Vernon L. Burge, Lahm’s crew chief, volunteered and received his pilot's license in June 1912. He is recognized as an American enlisted pilot, one of only a handful of World War I enlisted aviators. After 10 years as an enlisted man, Burge was commissioned during World War I and served the next 25 years as an officer.



Vernon Burge

Father of Blind Flight, William C. Ocker. Sergeant William C. Ocker entered the U.S. Army on 25 June 1898. He served in the Spanish-American and Philippine-American Wars with cavalry and artillery units. After requesting a transfer, on 20 April 1914 he officially joined Burge (an enlisted pilot) and Lamkey (enlisted pilot). During World War I, while instructing other pilots, Ocker addressed the hazards of flying into clouds, which invariably disoriented pilots. He developed a flight integrator, an electrically-driven gyroscope with a moving background scroll that depicted a sky with clouds and a miniature airplane silhouette that remained correctly oriented relative to the horizon. In June 1930, Ocker flew approximately 900 miles from San Antonio, Texas to Scott Field, Illinois in an enclosed cockpit, earning him recognition as the "Father of Blind Flight." In January 1955, the Air Force posthumously awarded the Legion of Merit to Ocker for the many lives saved during World War II as a result of the training devices he pioneered.



William C. Ocker

2.4. Aviation Section, Signal Corps (18 July 1914 – 20 May 1918)

On 18 July 1914, with the passage of U.S. House Resolution 5304, the bill authorized the Signal Corps to establish an aviation section. This new launch pad for aviation was officially designated as Aviation Section, Signal Corps, consisting of 60 officers and 260 enlisted men. The bill created an official military rating for the aviation mechanician, which called for a 50 percent pay increase for enlisted men who were instructed in the art of flying while on flying status. The total number of personnel was limited to 40, with no more than twelve enlisted men authorized by law, but it was a major breakthrough for enlisted aviators. The Aviation Section was a significant step toward establishing the Army Air Service.

2.5. Mexican Revolution and the Pancho Villa Expedition

During the Mexican Revolution of 1910-1920, Francisco "Pancho" Villa's forces raided Columbus, New Mexico. In 1916, President Woodrow Wilson ordered the 1st Aero Squadron to assist ground forces in protecting the border and apprehending Pancho Villa. Commanded by Captain Benjamin Foulois, 11 pilot officers, 82 enlisted men, and one civilian mechanic departed from San Antonio, Texas with eight Curtiss JN-3 Jennies, 10 trucks, and one automobile. On the way, Foulois picked up two enlisted hospital corpsmen and an engineering section consisting of one officer and 14 enlisted. Despite the 1st Aero Squadron's successful reconnaissance flights and several dispatches, mountain weather, dust, extreme temperatures, and the 5,000-feet elevations of the Casa Grandes in Chihuahua, Mexico wreaked havoc with the aircraft. Within one month, only two of the eight airplanes were in working condition.

In February, after almost a year of what was commonly referred to as the Punitive Expedition, the pursuit of Pancho Villa was called off. Villa continued to lead rebels in Northern Mexico until 1920 when he successfully negotiated with the Mexican interim President for amnesty in exchange for a peace settlement on behalf of himself and his military. Captain Foulois commended his pilots for their bravery and their willingness to fly clearly dangerous aircraft. He also praised the enlisted personnel for their dedication and willingness to workday and night to keep the aircraft flying. Valuable lessons were learned about the realities of aviation under field conditions. Adequate maintenance was essential, as were plenty of backup aircraft while other airplanes were removed from the line and repaired.



Benjamin Foulois

Benjamin D. Foulois. After enlisting in the Army at the time of the Spanish-American War, and being commissioned during his service in the Philippines, Benjamin D. “Benny” Foulois was assigned to the Office of the Chief Signal Officer, Washington D.C. in 1908, where he participated in the acceptance tests of the Army’s first semi-rigid dirigible and its first airplane, the Wright Flyer, Signal Corps No. 1. In 1910, he took the aircraft to Fort Sam Houston, Texas, where he conducted tests to demonstrate the aircraft’s military usefulness. After completing the organization of the 1st Aero Squadron, Foulois commanded the Pancho Villa Expedition, and after the United States entered World War I, Foulois played a major role in planning and implementing the $640 million aviation program. In 1917, Brigadier General Foulois was named Chief of the Air Service for the American Expeditionary Force, moved to Washington, D.C. in 1927 to become Assistant Chief of the Air Service, and in 1931 was promoted to Major General as Chief of the Air Corps.

Section 2B—Aviation and Operations in World War I

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 2—AVIATION HISTORY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 2B—Aviation and Operations in World War I	A	A	B	B	B

2.6. Air Power in World War I

The Allies, often referred to as Entente Powers, initially consisted of three entities in 1907: the French Republic, the British Empire, and the Russian Empire. Eventually Italy and Japan joined the side of the Entente, as well as Belgium, Serbia, Greece, Montenegro, and Romania. The Central Powers on the opposing side, often referred to as the Quadruple Alliance, included the German Empire, Austria-Hungary, the Ottoman Empire, and the Kingdom of Bulgaria. The lines were drawn by the time World War I began in July 1914, just days after Archduke Franz Ferdinand of Austria was assassinated by Yugoslav forces in Sarajevo.

By 8 December 1913, the 1st Aero Squadron consisted of 15 officers, 61 enlisted men, 8 aircraft, 16 tractors, and 6 motorcycles. By 1916, a second squadron and new training facilities were added with plans for 24 more squadrons with a dozen aircraft each. All 24 squadrons were formed by early 1917, but only the 1st Aero Squadron was fully equipped, manned, and organized when the United States declared war on Germany on 6 April 1917. The U.S. Army Aviation Section inventory included less than 250 airplanes and consisted of 131 officers (virtually all pilots or pilots-in-training), and 1,087 enlisted men.

Tradition dictated that pilots were drawn from the ranks of commissioned officers, but the Aviation Section realized the pressing need for trained enlisted personnel to perform duties in supply and construction and to serve specialized functions in the emerging aviation-related fields of photo-reconnaissance, communication, armament, welding, rigging, sail making, and most of all, mechanics. By November 1918, billions of dollars were spent, and over 70 million lives were lost. Battles ensued with victories and defeats of what some refer to as devastation, while others refer to as a revolutionary approach to military power.

2.7. The First Air War

Aircraft and aerial warfare evolved during World War I between 1914 and 1918. Observation, artillery spotting, and reconnaissance emerged as the airplane’s most important wartime missions. By 1915, pursuit aircraft were developed to deny the enemy use of airspace. While flying missions evolved from information gathering to defense, using handguns to take down enemy aircraft left much to be desired. One of the most remarkable advancements in aviation technology was the arming of aircraft with machine guns that fired between the propeller blades. Using the deflector blade concept, French pilot, Roland Garros, attached steel plates to the propeller of his Morane- Saulnier Type L monoplane, enabling him to fire through the propeller arc of his aircraft. This innovative process enabled Garros to achieve the first aerial victory in history. **Note:** When engine trouble forced Garros to land behind enemy lines on 19 April 1915, the Germans captured him as a prisoner of war, but also studied the innovative concepts on his aircraft and created the first true fighter plane, the Fokker Eindecker, which was used ferociously on allied aircraft.

Flying Aces. The concept of the ace emerged in 1915 during World War I at the same time as aerial dogfighting. A flying ace or “ace” is a military aviator credited with shooting down multiple enemy aircraft during aerial combat. Initially five or more aerial victories were required to be considered an ace, but that number varies throughout history. Public sentiment for the ace was based on a sense of pride and patriotism for war heroes in the skies. Allies and adversaries alike publicized aces to foster public support for the war effort. While aces are generally thought of exclusively as fighter pilots,

enlisted aviators also earned the coveted title. Aerial gunners and observers, for example, were often referred to as aces for executing air-to-air victories on the enemy.

Ace of Aces, Edward V. Rickenbacker. Edward V. "Fast Eddie" Rickenbacker, America's World War I "Ace of Aces", began his career after first being rejected for enlistment due to lack of education, but his persistence paid off when he joined the Signal Enlisted Reserve Corps in May 1917, as a Sergeant First Class. Sent to Paris for duty with Aviation Headquarters, he served as General Pershing's staff driver before pushing his way into flight training, earning his commission later that year. Though Maj. Carl A. Spaatz initially kept him on staff as Engineering Officer, Rickenbacker finally secured a combat assignment



Edward V. Rickenbacker

in March 1918 with the famed 94th Aero Squadron. He scored his first victory on 25 April 1918, without a single bullet hitting his aircraft, and became an ace by 1 June. With 26 confirmed kills, Rickenbacker became America's most successful WWI fighter pilot, receiving the Distinguished Service Cross eight times, one later upgraded to the Medal of Honor in 1930.

The Lafayette Escadrille. As early as 1915, Americans flew in the European war, both with the French and the British—though it was the American-manned Lafayette Escadrille of France that earned the greatest and most enduring fame. Named in honor of Marquis de Lafayette, Hero of the Two Worlds, the French Air Service established the Lafayette Escadrille in 1916. In 1918, American members of the Lafayette Escadrille transferred into the U.S. Army Air Service as the 103d Aero Squadron while the French formed the Escadrille Jeanne d'Arc.

American Military Pilot, Eugene Bullard. Corporal Eugene Bullard is one of the very few enlisted Americans to fly in the war. Bullard enlisted in 1914 and was assigned to the 3rd Marching Regiment of the Foreign Legion. In World War I, Bullard flew as a machine gunner and served in over 20 air combat missions. As a member of the French Foreign Legion, he was awarded the French Croix de Guerre. He was wounded four times before the legion gave him a disability discharge. During his convalescence in Paris, he bet an American $2,000 that he could learn to fly and become a combat aviator. Corporal Bullard won the bet by completing training and joining the Lafayette Escadrille. Referred to as "The Black Swallow of Death," he claimed two victories.



Eugene Bullar

2.8. Division of Military Aeronautics (20 May 1918 – 24 May 1918)

On 20 May 1918, President Wilson issued an Executive Order that transferred Army aviation control from the Signal Corps to the Secretary of War. This four-day transition existed long enough for the reorganization to take place and officially transfer recognition of responsibilities of aviation administration, assets, and personnel from the division of military aeronautics to the Air Service.

2.9. Air Service, U.S. Army (24 May 1918 – 2 July 1926)

The U.S. Army Air Service was established in 1918 as a temporary branch of the U.S. War Department and was faced with budget cutbacks and resistance to establishing an independent Air Force. A drawdown was enacted in 1918 that called for a reduction in Air Service personnel from 190,000 to fewer than 20,000. Likewise, the $952 million allocated for military aviation in 1919 fell to $28 million in 1920. Another challenge came about when Congress demanded that new military aircraft use the surplus Liberty engines produced during the World War I buildup. Consequently, World War I vintage

Curtiss JN-3 Jennies and Liberty DH-4 bombers remained in service until the 1930s, despite technological advances that had been made in airframe and engine design.

Father of the USAF, William Mitchell. After enlisting, joining the Aviation Section of the Signal Corps, and taking private flying lessons, William "Billy" Mitchell earned his private pilot's license. He was convinced of airpower's potential as the primary component of national defense against strategic bombardment and was a strong advocate for an independent Air Force. Mitchell's claims ultimately led to bombing trials in June 1921. Under his leadership, the 1st Provisional Air Brigade sank the 27,000-ton former German battleship Ostfriesland. Officials turned over two World War I battleships for further testing, the United States Ship (USS) New Jersey and the USS Virginia, to punctuate the values of airpower. At the age of 32, Captain Mitchell was the youngest member to join the General Staff. For his



William Mitchell

efforts, Mitchell earned the Distinguished Service Cross, the Distinguished Service Medal, the World War I Victory Medal with eight campaign clasps, and several foreign decorations. Note: In 1924, Mitchell developed a 324-page report that predicted a future war with Japan, including the attack on Pearl Harbor. Mitchell believed a surprise attack on the Hawaiian Islands would be conducted by land-based aircraft operating from islands in the Pacific. His report was published as the book Winged Defense in 1925, about sixteen years prior to the attack on Pearl Harbor by Japan in 1941.

Demonstration of Airpower, Ulysses Nero. A young bombardier, Sergeant Ulysses "Sam" Nero, was selected to demonstrate the capabilities of airpower. Against established tactics, during the demonstration Nero and the Martin-Curtiss NBS-1 pilot approached the USS New Jersey at 85 miles per hour at an altitude of 6,900 feet, from about 15 degrees off the port beam. They scored two hits, and the USS New Jersey went down in just over three minutes. Having one bomb left, Nero's aircraft proceeded to the floundering USS Virginia to administer the coup de grace on the stricken craft—the shot landed directly on the Virginia's deck, putting it out of commission permanently. General Mitchell disqualified Nero and his pilot from further competition for



Ulysses Nero

disobeying instructions, but he reconsidered when the rest of the crews failed to hit the USS Virginia unless they dropped down to 1,500 feet. Nero was promoted during the next cycle. **Note:** The NBS in Martin-Curtis NBS-1 is an abbreviation for night bomber-short range.

End of the Enlisted Pilot Era and George H. Holmes. George H. Holmes served in the Navy during World War I. After the war, he enlisted in the Army in 1919 as a mechanic. In 1921 Holmes became a pilot flying the Curtiss JN-4D Jenny and other aircraft. When World War II ended, Lieutenant Colonel Holmes chose to revert back to his enlisted rank. Ending the era of enlisted pilots, Master Sergeant George H. Holmes was the last of about 2,500 men who graduated from enlisted pilot training. When he retired from the Air Force in 1957, he was the last of the enlisted pilots.



George H. Holmes

World War I Armistice. Airpower clearly played an important role in the Allied

victory of World War I. As of the Armistice on 11 November 1918, observation, reconnaissance, and artillery spotting remained significant missions, but close air support, interdiction, and strategic bombardment showed promise in the progress of airpower. Armistice Day may best be known as the signing of an agreement to end the war in the eleventh hour, on the eleventh day, of the eleventh month. Some war memorials date the end of the war as being when the Versailles Treaty was signed in 1919 and many of the troops serving abroad finally returned to their home countries. In the United States, Armistice is publicly recognized on Veterans Day in honor of military veterans.

2.10. U.S. Army Air Corps (2 July 1926 – 20 June 1941)

The U.S. Army Air Corps was established as a step toward recognizing the autonomy of aviation and its role in modern warfare. During this time, aviation was still a part of the U.S. Army command structure. Meanwhile, the Air Corps Tactical School and Air Corps Technical School evolved under the U.S. Army Air Corps.

Air Corps Tactical School. Through a brief series of changes, in 1926 the Air Service Tactical School, designed for military officer professional development, was renamed the Air Corps Tactical School. Eventually the Air Corps Tactical School was relocated to Maxwell Field, Alabama, where it was later replaced as the Army Air Force School of Applied Tactics. The school is now recognized as the Air University, and remains on Maxwell Air Force Base, Alabama.

Air Corps Technical School. In 1926, the Air Corps Technical School was established at Chanute Field, Illinois. While other branches of the Army returned to the apprentice system of assignment and training, the Army Air Corps continued to use and develop a combination of the Army Alpha Test (reading and writing assessment), aptitude tests, and counseling. At the technical school, students participated in a range of experimental work, including altitude flights, blind flying, aerial photography, cosmic ray research, and the development of the parachute. Enlisted men who wanted to apply for technical training had to qualify as high school graduates, or the equivalent, and pass a mathematics proficiency test in addition to the Army Alpha Test. A trade test specialist familiar with the actual work personally interviewed each enlisted man. By 1938, the technical school branched out to Lowry Field, Colorado and Scott Field, Illinois.

Aerial Refueling and Carl A. Spaatz. General Carl A. "Tooey" Spaatz, first Chief of Staff of the Air Force, was a member of the Fokker C-2 aircrew that launched the legendary Question Mark mission on 1 January 1929 to showcase aerial refueling potential. The mission was simple, determine how long the aircrew could keep the aircraft in the air. The crew flew the Question Mark for 150 hours and 40 minutes, taking on 5,600 gallons of hand-pumped fuel during 37 air-to-air refuelings. They traveled 11,000 miles on that journey, proving the relatively unlimited range available with air refueling capabilities.



Carl A. Spaatz

Operation Point Blank and Ira C. Eaker. General Ira C. Eaker was an aviation pioneer and articulate advocate of aerospace power. Commissioned in the Army Reserve after graduating flight school, he participated in the Pan-American Good Will Flight of 1926 and 1927, which is displayed at the National Museum of the Air Force in Dayton, Ohio. Eaker also flew in the legendary Question Mark extended aerial refueling mission in 1929. As a strong advocate for daylight strategic bombardment, during Operation Point Blank, Eaker directed the daylight campaigns while the British conducted their night area



Ira C. Eaker

bombing. The co-led operation struck the German military and industrial base of Nazi-occupied territories around the clock, exhausting German strength, as well as its production capabilities.

2.11. General Headquarters (GHQ) Air Force (1935 – 1939)

Alongside the Army Air Corps, GHQ Air Force was set up to focus primarily on control of aviation combat units, while still being aligned under the Army Air Corps. This was a confusing half-step toward an independent Air Force but proved to be the right direction for the conception of airpower. GHQ Air Force was established with the recognition that technological advances in aircraft would eventually propel airpower forward as a significant military force, beyond its early role of solely supporting ground troops. In 1938, when the United States first took the signs of war in Europe seriously, the Army's Air Arm was still split into two cumbersome command organizations, the Army Air Corps and GHQ Air Force. In 1939, President Roosevelt asked for an appropriation of $300 million for military aviation. Before the outbreak of hostilities in Europe in the fall of 1939, GHQ Air Force had begun the massive expansion program that eventually evolved into the largest air organization in the nation's history.

2.12. U.S. Army Air Forces (20 June 1941 – 17 September 1947)

The U.S. Army Air Forces was established in June 1941. It replaced both the U.S. Army Air Corps and the GHQ Air Force. Although still under command of the Army, the message was clear, unify command of all air elements, give total autonomy to air forces, and provide equality separate from ground forces. The U.S. Army Air Forces continued to exist as a branch of the Army (similar to the infantry, quartermaster, or artillery) until reorganization provisions of the Public Law 80-495, *National Security Act of 1947*, 18 September 1947.

Commanding General of the U.S. Army Air Forces, Henry H. Arnold. General Henry H. "Hap" Arnold was an aviation pioneer, a West Point graduate, and an infantryman. In 1911 he was taught to fly by Orville and Wilbur Wright. Arnold began his rise through the Army Air Corps during the interwar years, serving in Air Service Headquarters and in several of the most important operational flying commands in the field. After serving two years as the Chief of the Air Corps, in June 1941 he became Commanding General of the U.S. Army Air Forces in World War II. Under General Arnold's command, the force expanded to nearly 2.5 million members and 75,000 aircraft.



Henry H. Arnold

Section 2C—Aviation and Operations in World War II

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 2—AVIATION HISTORY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 2C—Aviation and Operations in World War II	A	A	B	B	B

2.13. Airpower in World War II

Allied Powers that existed at the onset of World War II in 1939 consisted of a long list of countries: France, Poland, the United Kingdom, British India, Australia, Canada, New Zealand, and South Africa. Soon, the Balkans, Netherlands, Belgium, Greece, and Yugoslavia joined the alliance as well. By 1942, the countries emerged as the United Nations, and brought the United States, Russia, and China onboard to stop the Axis Powers. The Axis Powers consisted of Germany, Japan, and Italy. If World War I signaled airpower's promise, World War II fulfilled the vision. In every aspect of aerial combat, airpower served as a force multiplier. Air superiority proved to be a prerequisite for successful land, sea, and air operations.

2.14. Ramping Up

Recognizing the need for a robust national defense, in 1940 President Franklin D. Roosevelt called for American industry to build 50,000 military aircraft a year in preparation for defending our nation's interests. That same year, Congress passed the first peacetime conscription law in United States history, mandating that all able-bodied men join the service. At the time, the U.S. Army Air Corps inventory was merely 1,700 tactical and training aircraft, 1,600 Air Corps officers, and 18,000 enlisted men. The Air Corps planned for 24 operational combat-ready groups by 1941, which called for greatly enhanced manpower, training, and equipment. Although American industry was ready to move forward with production, aeronautical designs, blueprints, tools, dies, airframes, engines, factories, skilled workers, and countless other components of an aviation industry, they would require time to develop.

On 7 December 1941, "a date which will live in infamy," Imperial Japan dealt a devastating blow to the United States at Pearl Harbor, Hawaii by sinking or heavily damaging several military battleships in two waves of approximately 350 Japanese aircraft. Also, our military aircraft made prime targets for Japanese aviators as they continued their attack that same day by destroying an entire fleet refueling on the ground in the Philippines. On 8 December 1941, the United States declared war on Japan. Three days later, we were at war with Germany and Italy as allies of Japan. Despite the fact that the attack on Pearl Harbor was what formally brought the United States into the war, the war in Europe and the defeat of Germany would take precedence.

Reflecting on 1930s Air Corps Tactical School doctrine of using massive force to destroy the enemy's will and capability to fight through long-range strategic bombardment, by 1942 American factories produced 33,304 aircraft, and by 1944 the inventory rose to 72,726. Also, by March 1944 Air Force manpower reached over two million. During the war, the majority of enlisted Airmen served in roles that never took them into the air, but without their efforts, no bombs would have dropped, and no war could have been waged. Considering all the support personnel in the Army Air Corps, the ratio of Airmen to aircraft was about 27 to 1. American industrial production, strategic target bombing, new tactics, enhanced training, greater budgets, and new aircraft with greater range, speed, and maneuverability, all proved to be key factors to an Allied victory.

2.15. Prohibition of Discrimination

Executive Orders 8802 and 9981. In 1941, President Roosevelt signed Executive Order 8802, prohibiting racial discrimination within the services. Civil rights activists saw promise for desegregation with Executive Order 8802, requiring vocational and training programs to be administered without discrimination for race, creed, color, or national origin. The order made progress

but did not end segregation. When the Air Force became a distinct service in 1947, segregation policies restricted black Airmen to all-black units or segregated service squadrons. In 1948, President Harry S. Truman signed Executive Order 9981 to abolish racial discrimination. On 11 May 1949, Air Force Letter 35.3 was published, mandating that black Airmen be reassigned to formerly all-white units according to qualifications. Within a year, virtually the entire Air Force was integrated with few incidents.

The Tuskegee Airmen. In 1944, the first Tuskegee Airmen to fight in World War II were members of the 99th Fighter Squadron, a unit commanded by black West Point graduate, Colonel Benjamin O. Davis, Jr. Soon after battling German aircraft over the skies of Anzio, Italy in their P-40 aircraft, they were joined by a second Tuskegee unit, the 332d Fighter Group with their P-39s. The Tuskegee Airmen's obsolete aircraft were replaced later that year by P-47s and P-51s respectively, and the crews flew bomber escort missions until the German surrender in the spring of 1945.



The Tuskegee Airmen

By the end of World War II, nearly 1,000 black Americans had proudly and rightfully earned their wings. Through determination to prove their patriotism, valor, and skill in combat, these aviators, forever called the Tuskegee Airmen, struck a significant blow against racism in America. The Tuskegee Airmen destroyed 112 enemy aircraft in air-to-air combat, losing 66 of their own aircraft. As a tribute to their skill, courage, and determination, the Tuskegee Airmen amassed a distinguished combat record on their 312 escort missions into Germany. The Tuskegee Airmen's actions in the skies over North Africa, the Mediterranean, Sicily, Italy, Austria, Yugoslavia, France, Romania, and Germany dispelled myths, opened eyes, rewrote history, and prepared the Air Force for being the first of the U.S. Armed Services to integrate racially.

Benjamin O. Davis, Jr. General Benjamin O. Davis, Jr. was the commander of the famed World War II Tuskegee Airmen. He was also the son of General Benjamin O. Davis, Sr. Davis graduated from West Point in 1936 and was commissioned as an infantry officer. He was a Reserve Officer Training Corp instructor at Tuskegee Institute from 1938 to 1941. In 1970, Davis retired as the senior American officer in the U.S. Armed Forces. Upon retirement he organized a special force of sky marshals to help combat aircraft hijacking, and in July 1971 he was appointed as Assistant Secretary of Transportation, where he remained until he retired in 1975. On 8 December 1998, in a ceremony at the White House, President William J. Clinton promoted Davis to the rank of four-star general.



Benjamin O. Davis, Jr.

The First American Volunteer Group. In early 1941, the first American Volunteer Group, known as the Flying Tigers, was organized to reinforce Nationalist China's efforts against Japanese invaders. Recruited under U.S. Presidential authority and led by Captain Claire Lee Chennault (who eventually rose to the rank of Lieutenant General), the Flying Tigers included pilots from the U.S. Army Air Corps, U.S. Navy, and Marine Corps, as well as a few civilians. The group of volunteers were officially members of the Chinese Air Force and had contracts with salaries ranging from $250 a month for mechanics to $750 for squadron commanders, roughly three times what they had been making previously.

The three Flying Tigers squadrons, consisting of the Adam & Eves, Panda Bears, and Hell's Angels, maintained around 30 aircraft each. The shark-faced nose art of the Flying Tigers remains among the most recognizable image of any individual combat aircraft or combat unit of World War II. The American Volunteer Group was credited with destroying almost 300 enemy aircraft but lost 14 pilots in combat. In the book, Flying Tigers: Claire Chennault and His American Volunteers, 1941–1942, the author, Daniel Ford, attributes the American Volunteer Group's success to morale and group esprit de corps. He notes that the pilots were triple volunteers who had volunteered for service with the United States military, the



The First American Volunteer Group

American Volunteer Group, and engaged in brutal fighting in Burma. They were clearly a corps of experienced and skilled volunteer pilots who wanted to fight. On 4 July 1942, the Flying Tigers were disbanded and replaced by the 23rd Fighter Group of the U.S. Army Air Forces.

Enlisted Pilot Training Program. In June 1941, Congress passed Public Law 99, which authorized an enlisted pilot training program. The law permitted enlisted men between ages 18 and 25 who graduated in the top half of their high school class to apply. By contrast, aviation cadets had to have two years of college and be at least 21 years old. Class 42-C, the first class of "flying sergeants" graduated as enlisted pilots on 7 March 1942. One half graduated from Kelly Field, Texas and the other half graduated from Ellington Field, Texas. All of Class 42-C went on to fly P-38s. Subsequent classes were assigned to various types of aircraft in both combat and support units.

Women's Army Auxiliary Corps. The Women's Army Auxiliary Corps was created in May 1942 and within a year became the Women's Army Corps, which was essentially the women's branch of the U.S. Army. Women served with distinction, replacing men who could then be reassigned to combat and other vital duties. What initially began with 800 women in training, eventually rose to 150,000 during World War II. A top priority assignment for women was to serve at aircraft warning service stations. Many others were assigned as clerical and administrative assistants, topographers, medical specialists, chemists, and even aircraft mechanics. Some commanders were reluctant to accept women into their units, but General Dwight D. Eisenhower lauded the women's contributions to the force for providing immeasurable efficiency, skill, spirit, and determination.

Greatest Female Aviator of All Time, Jacqueline Cochran. Jacqueline Cochran is remembered for competing in and winning several flying events and performing record-breaking missions with regard to altitude, distance, and speed. During World War II, Cochran organized efforts for 25 women to fly for Great Britain and she flew a bomber across the Atlantic Ocean. In 1943, she was appointed to the U.S. Army Air Forces and served as Director of the Women's Air Force Service Pilots Training Program. Colonel Cochran received the Distinguished Service Medal for her service. In 1971, she was inducted into the National Aviation Hall of Fame. Her efforts helped her earn titles, such as "the most outstanding woman pilot in the world" and "the greatest female aviator of all time." In 1975, Cochran was honored with a permanent display of her memorabilia at the USAF Academy.



Jacqueline Cochran

Trailblazer in United States Military History, Lillian K. Keil. A pioneer in passenger care, Captain Lillian K. Keil successfully combined two careers (flight attendant and flight nurse) to become one of the most decorated individuals in military history. She later served in the U.S. Army Air Forces and treated wounded and frostbitten crewmen after bombing raids over Europe. During World War II, Keil made 250 evacuation flights, 23 of which were transatlantic. After World War II, Keil returned to United Airlines as an assistant chief stewardess. In 1950, she was called back to duty as a flight nurse during the Korean War, amassing 175 air evacuations and logging 1,400 flying hours. Overall, it is estimated she attended to more than 10,000 wounded. She was awarded 19 medals, including a European Theater Medal with 4 Battle Stars, a Korean Service Medal with 7 Battle Stars, 4 Air Medals, and a Presidential Citation from the Republic of Korea.



Lillian Keil

2.16. Nazi Suppression

Operation Argument. Armed with new aircraft, tactics, and superior numbers, Operation Argument, otherwise known as Big Week, was launched with the objective of winning air superiority and crippling Germany's aircraft industry. The operation consisted of a series of attacks aimed against Nazi Germany from 20 - 25 February 1944. During this time, the 8th Air Force flew 3,300 heavy bomber sorties, the 15th Air Force added 500 missions from Italy, and the Royal Air Force Bomber Command flew 2,750 night attacks aimed at German aircraft manufacturing plants. Nearly 4,000 fighter sorties were conducted as protective measures for operational assets. At a cost of 226 American bombers, 114 British heavies, and 28 U.S. Army Air Force fighters, Operation Argument damaged or destroyed an estimated 500 Luftwaffe fighters and killed 400 pilots.

Invasion of Normandy. Although the Luftwaffe managed to replace many downed aircraft, it could not replace the 2,262 experienced pilots killed in the five months preceding the invasion of Normandy. By 6 June 1944, Allied Air Forces dominated the skies of Europe. On the first day of the invasion, widely recognized as D-Day, the Allies directed 8,722 U.S. Army Air Force and 5,676 Royal Air Force sorties against German defenses in France. In response, the Luftwaffe launched fewer than 100 sorties and only two German aircraft inflicted damage on the invasion beaches. Clearly, Allied bombers and fighters trumped the German integrated air defense network.

Combined Bomber Offensive. After the Normandy invasion, the Combined Bomber Offensive devastated Germany's forces. From 1942 to 1945, the Combined Bomber Offensive was the longest, bloodiest air campaign in history. According to the U.S. Strategic Bombing Survey, the Allies flew 1.44 million combat sorties and dropped 2.7 million tons of bombs. These missions killed and wounded over a million Germans and destroyed 3.6 million buildings. Inevitably, with the loss of over twenty percent of its forces, the Third Reich surrendered in May 1945 and General Spaatz declared a strategic air war victory against Germany. It was clear that airpower had emerged as a dominant weapon in Western Europe during World War II.

Operation Chowhound. In conjunction with the British humanitarian mission referred to as Operation Mana, in May 1945 the U.S. Army Air Forces delivered four thousand tons of food to three million Dutch in the German-occupied Netherlands during Operation Chowhound. Ten groups of B-17 bombers flew 2,268 sorties, avoiding German anti-aircraft attacks and suffering minimal losses.

Notable Bravery and First Chief Master Sergeant of the Air Force, Paul W. Airey. In 1944, at the age of 20, Technical Sergeant Paul W. Airey and his fellow crewmen were shot down on their 28th mission outside of Vienna, Austria. He was held as a prisoner of war for 10 months, surviving a 90- day, 400-mile march from the Baltic Sea to Berlin before being liberated by the British Army in 1945. During the Korean War, Airey served as a radio repairman. He was awarded the Legion of Merit for saving more than a million dollars in electronic equipment that would have deteriorated without the corrosion control assembly line he developed. Airey became the first Chief Master Sergeant of the Air Force in 1967. Notably, in 1988, Chief Airey received the Air Force Prisoner of War Medal.



Paul W. Airey

B-17 Named in his Honor, Sator Sanchez. Enlisted personnel served with honor throughout World War II. Sergeant Sator "Smilin' Sandy" Sanchez flew 44 missions as an aerial gunner with the 95th Bomb Group, 19 more missions than required to complete his tour. After returning home for a brief period, rather than accepting an assignment as a gunnery instructor, he returned to Europe. Flying with the 353d Bombardment Squadron in Italy, Sanchez's aircraft was hit by ground fire. Nine of the 10-member crew bailed out successfully, but Sanchez never made it from the stricken aircraft. The raid against the last operational Nazi oil refinery on 15 March 1945 was successful, but it cost the life of one of the enlisted force's most decorated Airmen. Sanchez was the only enlisted Airman to have a B-17 named in his honor.



Sator Sanchez

2.17. World War II Japanese Forces

The Doolittle Raid. The Japanese forces appeared invincible during the first six months of conflict in World War II. However, on 18 April 1942, Lieutenant Colonel James H. "Jimmy" Doolittle led 16 North American B-25 Mitchell medium bombers, launching from the carrier USS Hornet in a bombing raid on military targets in Tokyo, Kobe, and Nagoya, Japan. While the Doolittle Raid inflicted little damage on Japanese efforts, and unfortunately destroyed almost the entire fleet of its own B-25s, the gesture shocked Japanese military leaders and boosted morale for the American public.

Notable Bravery and Doolittle Raider, James Doolittle. General James H. "Jimmy" Doolittle's professional accomplishments are legendary. He was an air leader, aeronautical engineer, airplane racer, businessman, commanding general, oil-company executive, special assistant to the Chief of Staff of the Air Force, and recipient of the Medal of Honor. In 1922, Lieutenant Doolittle flew 21 hours and 19 minutes across the United States in a DH-4, with one refueling stop. In 1925, he won the Schneider Trophy in an over–water seaplane race when he established a world seaplane record at 245.713 miles per hour. In 1929, he was awarded the Harmon Trophy. After a break in service, he returned to lead the 18 April 1942 Doolittle Raid on Japan. In 1985, U.S. Congress promoted Doolittle to four-star general.



James H. Doolittle

2.18. Atomic Era

With great power comes great responsibility. Stemming as far back as 1896, when uranium was discovered to release an ‘unknown’ radiation, and radioactivity was related to the possibilities of atomic energy, the atomic era had begun. The potential uses for atomic energy ranged from nuclear medicine to fuel to weaponry. It wasn’t until 1945 that the use of atomic energy was used as a nuclear weapon with the intention of putting an end to World War II.

In July 1945, following a successful atomic test of the first nuclear bomb, Trinity, the Allied Powers issued an ultimatum calling for the Japanese government to surrender or suffer “prompt and utter destruction.” Within a matter of weeks, specially modified B-29s delivered the first operational atomic bombs. On 6 August 1945, the B-29, Enola Gay dropped a uranium bomb known as “Little Boy” over Hiroshima. Nearly five square miles of the city were destroyed, and 80,000 people were killed. Three days later, on 9 August 1945, the B-29, Bockscar, released a plutonium bomb called “Fat Man” on Nagasaki. Approximately 1.5 square miles were destroyed, 60,000 people were severely injured, and 35,000 people were killed. Faced with defeated military forces, burned cities, and a declaration of war by the Soviet Union, the Japanese government surrendered on 14 August 1945. The use of atomic weapons of mass destruction proved to be an effective force in inflicting devastation on an enemy. **Note:** By June 1946, a United Nations- appointed commission completed a plan for the elimination of nuclear weaponry. It was proposed that inspectors would travel the globe to ensure no country was making atomic bombs, and to supervise the dismantling of existing weapons. Unfortunately, that plan was vetoed by the Soviet Union, resulting in almost five decades of the Cold War.

2.19. Entering the Cold War

In 1945, British Prime Minister, Winston Churchill; Soviet Premier, Josef Stalin; and American President, Franklin D. Roosevelt, met to discuss the postwar division of Europe. The meeting did not go well, but it was foundational for the establishment of the United Nations. Although the United States and our Western Allies had counted on the Soviet Union as a heroic nation struggling with them against Hitler, it was apparent even before World War II ended that the alliance would not survive the ideological gulf that separated capitalist democracies from the communist giant. After World War II, the United States and the Soviet Union aimed at increasing their ideologies and influences throughout the world.

Section 2D—The Edge of Space

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 2—AVIATION HISTORY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 2D—The Edge of Space	A	A	B	B	B

2.20. The Final Frontier

The United States space program originated from the seminal experiments of American engineer Robert H. Goddard, whose ideas and early designs were further refined by the rocketry advancements of Nazi Germany. In 1944, after eight years of research, German scientists successfully launched the world's first Intermediate Range Ballistic Missile, the V-2 rocket. This nascent threat of attack from hundreds of miles away made it clear that future warfare would not be limited to only land, sea, and sky.

At the conclusion of World War II, almost 1,600 of the Nazi's leading scientists, engineers, and technicians, under the direction of German scientist Wernher von Braun, surrendered to allied forces and were secretly moved to the United States. During the ensuing of the Cold War with the Soviet Union, they continued their groundbreaking work throughout the 1950s under the supervision of the United States Army, eventually laying the foundation for American ballistic missile technology, satellite development, and later, manned space missions.

Following the war, Major General Curtis E. LeMay, then Deputy Chief of the Air Staff for Research and Development, envisioned space operations to be an extension of air operations. In 1946, he tasked the Research and Development Corporation to propose a preliminary design for an experimental world-circling spaceship - what would later be known as satellites.

In late 1953, the Assistant Secretary of the Air Force for Research and Development convened a group of experts known as the Strategic Missiles Evaluation Group, code named the Teapot Committee, to examine the field of long-range missiles and accelerate intercontinental ballistic missile development. Based on the committee's recommendations, Air Research and Development Command established the Western Development Division to develop and field test intercontinental ballistic missiles. On 2 August 1954, Brigadier General Bernard Schriever assumed command of the new organization.

2.21. The Space Race

While the focus of the late 1940s was the pursuit of rocket research and upper atmospheric sciences as a means of assuring American leadership in technology, a major step forward came when President Dwight D. Eisenhower approved a plan to orbit a scientific satellite as part of the International Geophysical Year (IGY). IGY was a cooperative effort to gather scientific data about the Earth for the period of 1 July 1957 to 31 December 1958.

On 4 October 1957, the Soviet Union successfully launched the Sputnik I satellite into earth orbit. The Soviet success marked the beginning of the space age and sparked the space race between the United States and the Soviet Union. In response to the Sputnik I launch, President Dwight D. Eisenhower accelerated civil and military space efforts, a decision that would prove crucial throughout the Cold War. To counter the threat of a possible Soviet nuclear attack, President Eisenhower made development of an intercontinental ballistic missile (ICBM) a national priority. By the end of the decade, the Air Force accepted its first long-range Atlas ICBM, followed later by the Titan system.

In 1958, the Air Force developed plans for a manned military presence in space, but President Eisenhower reserved manned missions for the National Aeronautics and Space Administration (NASA). However, the Air Force's plan formed the basis of the Mercury, Gemini, and Apollo Programs. The Space Transportation System, commonly known as the Space Shuttle, was born out of

a desire by NASA to ferry astronauts to large space stations and a desire of the Air Force to put military astronauts into space.

2.22. Maximizing Space Effects

Concurrent with efforts to develop long-range missiles, the United States pursued space-based technology to reveal credible information on Soviet military intentions and capabilities. Following the recommendation of the Research and Development Corporation's "Project Feedback" Report, senior Air Force leaders issued Weapon System Requirement No. 5, directing the development of an electro-optical reconnaissance satellite. This new era of space-based platforms was eventually broadened to include other missions such as missile warning, space awareness, and battlespace characterization.

To support these new technologies, the Air Force developed the ground-based infrastructure to support, augment, and complement the space-based portions of satellite systems. Ground-based systems included the ballistic missile early warning system, space object surveillance, and the Air Force Satellite Control Network. In addition, the Air Force developed launch ranges necessary to get satellites into space – one at Cape Canaveral, Florida, and the other at Vandenberg Air Force Base, California. Now under the direction of the USSF, these launch bases provide support not only for DoW sponsored systems, but also for the NASA, other U.S. government agencies, and additional commercial enterprises.

2.23. Space Reconnaissance

In 1960, the National Reconnaissance Office was formed to take charge of highly classified reconnaissance satellites. President Eisenhower undertook several initiatives to help prevent a surprise nuclear attack against the United States, including establishing the classified Satellite Photo Reconnaissance Program, code named Corona. This system, known publicly as the Discoverer Research Program, achieved its first successful launch of the Discoverer XIII on 10 August 1960. This early success acquired over 3,000 feet of reconnaissance film from space, heralding the beginning of America's space-based photo reconnaissance capability.

The Air Force concentrated on unmanned missions to fulfill national security needs. Space reconnaissance satellites, for instance, supported strategic deterrence throughout the Cold War, providing invaluable knowledge of the Soviet Union's nuclear inventory and verifying compliance with weapons control treaties. Space systems provided early warning of ballistic missile attack on North America and set the stage for worldwide communications platforms for strategic command and control.

Intelligence collected from space remains essential to United States national security. It is foundational to the formulation of foreign and defense policies, the capacity of the President to manage crises and conflicts, the conduct of military operations, and the development of military capabilities to assure the attainment of United States objectives.

In the early 1990s, space came out of the 'black world' of secrecy and into the mainstream military during the Gulf War. Warfighters in the Gulf, soldiers in the foxholes, cargo aircraft flying people and equipment, and ships at sea, gained greater access to space-based information. This information helped military planners see what Saddam Hussein could not see and gave coalition forces the high ground to drive Iraqi forces from Kuwait.

2.24. Global Reliance on Space Capabilities

Space-based technology revolutionized major aspects of commercial and social activity and will continue to do so as the capacity and capabilities of satellites increase through emerging technologies. Space enters homes, businesses, schools, hospitals, and government offices through its applications for transportation, health, the environment, telecommunications, education, commerce, agriculture, and energy. Much like highways and airways, water lines and electric grids, services supplied from space are already an important part of the United States and global infrastructures.

Commercial space activity has become increasingly important to the global economy. Civil activity now involves more nations, international consortia, and non-state actors. Space-related capabilities help national leaders to implement American foreign policy and, when necessary, to use military power in ways never before possible. Because of space capabilities, the United States is better able to sustain and extend deterrence to its allies and friends in our highly complex international environment.

In 2000, the United States recognized the increasing importance of Global Positioning System (GPS) to civil and commercial users by discontinuing the deliberate degradation of accuracy for non-military signals, known as Selective Availability. Since that time, commercial and civil applications of GPS have continued to multiply, and its importance has increased significantly. GPS is now a key component of the United States critical infrastructure. Services that depend on GPS are now an engine for economic growth and improved public safety.

2.25. Space Commission

In January 2001, a commission headed by then United States Defense Secretary-designate, Donald Rumsfeld, warned about a possible “space Pearl Harbor” in which a potential enemy would launch a surprise attack against United States-based military space assets, disabling them. The commission warned, “The United States is more dependent on space than any other nation. Yet the threat to the United States and its allies in and from space does not command the attention it merits.”

Recognizing the importance of space to United States national interests, Congress chartered a review of national security space activities. Released in May 2001, “The Report of the Commission to Assess United States National Security, Space Management and Organization,” better known as the Space Commission Report, found that, “The security and economic well-being of the United States and its allies and friends depend on the nation’s ability to operate successfully in space. To be able to contribute to peace and stability in a distinctly different, but still dangerous and complex global environment, the United States needs to remain at the forefront in space, technologically, and operationally, as we have in the air, on land, and at sea. Specifically, the United States must have the capability to use space as an integral part of its ability to manage crises, deter conflicts, and if deterrence fails, to prevail in conflict.”

2.26. The Ultimate High Ground

Over the last decade, space has become competitive, congested, and contested. The opportunity to achieve and hold the high ground advantage in space is no longer limited to the United States. Many countries either conduct or participate in space programs dedicated to a variety of tasks, including communications and remote sensing. The United States will continue to be tested over time by competing programs or attempts to restrict United States space activities.

On 11 January 2007, the world received a wake-up call when China conducted its first successful direct-ascent anti-satellite (ASAT) test by destroying one of its own satellites. While there are long-term political and strategic implications to this test, satellites in low Earth orbit such as reconnaissance and weather satellites and manned space missions (including the International Space Station, space shuttle, and China’s manned flights) became vulnerable to the increase in space debris resulting from

China's satellite destruction.

Due to the technical nature of space operations, the broadening multiplicity of threats and the complexity of the future battlespace and the development of space systems operations, it is essential to maintain superiority in the space domain. The space domain and the vertical environment is increasingly saturated with 'near space peers.' Our ability to operate freely through space, recognize when fighting extends to space, exploit space-based effects at a time and tempo of our choosing, and dictate the parameters of space access, are all challenged.

2.27. The Space Imperative

To come full circle, General LeMay's 1946 Research and Development Corporation study concluded that, "We can see no more clearly all the utility and implications of the spaceships than the Wright Brothers could see fleets of B-29s bombing Japan and air transports circling the globe." For the next 70 years, our ability to maneuver to and through space has presented unlimited potential for prosperity and security, making continued Air Force dominance of the space domain a national imperative.

Throughout the years, space has been a direct contributor to air, land, maritime, and cyberspace operations (CO). Space operations are conducted in all domains with terrestrial and sea-based platforms, aboard space lift vehicles, via persistent on-orbit constellations, and across the electromagnetic spectrum (EMS). That said, in 2017, Secretary of the Air Force Heather Wilson told Congress that space no longer is just an enabler and force enhancer for United States military operations, it is a warfighting domain just like air, land, and sea.

In 2018, Air Force Chief of Staff, General David Goldfein, doubled down in stating it was, "time for us as a service, regardless of specialty badge, to embrace space superiority with the same passion and sense of ownership as we apply to air superiority today." He went on to exclaim, "I believe we're going to be fighting from space in a matter of years. And we are the service that must lead joint war fighting in this new contested domain. This is what the nation demands."

2.28. The Space Force

On December 20, 2019, the USSF, Title 10 U.S.C, Ch. 908, *U.S. Space Force Act*, 1 January 2021, was signed as part of the National Defense Authorization Act by President Donald Trump. This act reorganized the Air Force Space Command into the U.S. Space Force and created the first new independent military service since the Army Air Forces were reorganized as the USAF in 1947. Along with its sister branch, the Air Force, the Space Force is part of the DAF, one of the three civilian-led military departments within the DoW. It is the smallest branch within the U.S. Armed Forces with an active-duty end strength of 8,400 and its members are called Guardians.

The Air Force, however, originated the concept of a military space force 70 years before the U.S. Space Force was created when a visionary Air Force general, who was a physician-scientist, created an organization that became vital to the success of NASA's manned space flight program. Dr. Harry Armstrong, who became the Air Force's second Surgeon General, built his credibility as a scientific pioneer upon his earlier contributions to the viability of commercial air travel through his development of cabin pressurization.

Dr. Armstrong did not scientifically subscribe to the old phrase "the sky's the limit." He had his sights set much higher – space travel. He leveraged his position as commander of the USAF School of Aviation Medicine (USAFSAM) to fulfill a dream. He had conceived the idea of building upon technological advances USAFSAM had made in aviation medicine since its inception in 1918 to promote the then new field of scientific research – space medicine.



Harry Armstrong

In 1949, Dr. Armstrong set in motion a juggernaut of scientific and medical achievement when he persuaded former German Luftwaffe scientists, engineers, and technicians, many of them experts in astrophysics and other scientific disciplines, to form the nucleus of the world's first Department of Space Medicine at the USAFSAM at Randolph Air Force Base (AFB) in San Antonio, Texas. Recruited under the U.S. government's post-World War II program "Operation Paper Clip", the former German Air Force scientists were instrumental in advancing the concept of manned space travel years before NASA was created as the world's first civilian space agency. Two of them, brothers Heinz and Fritz Haber, conceived and designed the world's first space cabin simulator. Built in 1952, the low-pressure chamber was used for pioneering experiments to find the most survivable atmosphere for future space travelers confined in a space cabin, forerunner of a spaceship capsule.

In 1955, the Haber brothers sought rudimentary knowledge of one of the then unknowns of space travel—microgravity or weightlessness. The Habers conducted preliminary analysis of the physiological effects experienced by pilots exposed to short periods of weightlessness. They gleaned important data about microgravity's impact on humans through "weightlessness flights." The Habers had conceived the idea of using Air Force fighters to produce momentary periods of weightlessness during parabolic trajectory flight maneuvers executed by F-100 Super Sabre jets flown from Randolph AFB.

One of USAFSAM's earliest achievements in space medicine development occurred shortly after the Soviet Union shocked the world with a milestone space event – having launched into Earth orbit Sputnik I on October 4, 1957. The event ushered in the space age and led to 'the space race' with the United States. Sensing the potential national security threat posed by the Soviets with Sputnik, a dramatic American response was required. However, with the U.S. ICBM missile program in its infancy, and untested rocket launches not a viable consideration to successfully demonstrate vis-à-vis a 'space event' to counter what the Soviets had done, the USAFSAM was tasked to showcase a space travel experiment based on earlier research.



Donald Farrell

USAFSAM scientists came up with a bold idea – use the space cabin simulator to simulate sending an Airman volunteer to the moon. To make the journey, a human would be confined for the first time in history within a research chamber using 100 percent recyclable air. A1C Donald Farrell, a 22-year-old overly confident and fearless Lackland AFB accounting specialist from the Bronx, N.Y., volunteered to become America's first 'space traveler.' Sequestered inside the two-and-a- half ton, 2x3 foot steel low pressure chamber at Randolph AFB, Farrell made the seven-day simulated lunar voyage in a device dubbed "Terrella I" (Latin for "Little Earth") in February 1958. Waiting to greet Farrell upon his arrival back to Earth was future President Lyndon Johnson.

The Farrell space expedition made international news and sparked America's fascination with space. It even inspired TV producer Rod Serling to produce a "Twilight Zone" episode based upon the Air Force experiment. More important to the Air Force space force that Dr. Armstrong had inaugurated, USAFSAM became an important partner with NASA, the latter having been created only five months after Farrell's lunar adventure. For the next 30 years, NASA contracted with the Air Force to support its manned space flight program, culminating with the six moon landings (1969-1972). USAFSAM's Department of Space Medicine became a hub of support to NASA's Project Mercury, an Air Force program that had been appropriated by the space agency shortly after the latter's inception. Project

Mercury's success, and NASA's subsequent Gemini and Apollo programs, would not have been fully achieved without USAFSAM research experiments conducted at Randolph AFB and later at Brooks AFB in San Antonio. NASA relied on Air Force scientists to test and study the physiological effects of space travel on primates before American astronauts could be launched into orbit. Three unknowns of space travel had to be addressed: acceleration, microgravity, and radiation. All three were analyzed through suborbital flights of America's space monkeys.

Among the primates trained at Randolph AFB were two rhesus monkeys named after the School of Aviation Medicine – "Sam Space" and "Miss Sam Space." USAFSAM enlisted Airmen technicians helped train the monkeys, while "Operation Paper Clip" recruit Dr. Hans-Georg Clamman and his team designed and built space flight equipment needed to safely launch primates into suborbital flight. They created a cage-like device called a biopack that served a dual purpose: it monitored the primate's physiological functions while confining it inside the nose cone of a ballistic missile. In 1959, less than a year after Farrell's simulated moon trip, USAFSAM's trained and equipped space monkey had traveled in space aboard a 'Little Joe' rocket.

The Air Force Space Force that began at Randolph AFB eventually moved to Brooks AFB in 1959. The foundational Air Force space medicine work that progressed at Brooks AFB led to White House recognition. During his visit to Brooks AFB on November 21, 1963, President John F. Kennedy delivered his famous "cap over the wall" speech on space exploration. He credited the contributions of Air Force space medicine research that played an integral role in the development of NASA's manned space flight program.

USAFSAM's legacy as the Air Force's inaugural space force was recognized by the new U.S. Space Force. In November 2020, U.S. Space Force's first Chief Master Sergeant of the Space Force (CMSSF), CMSSF Roger Towberman, visited the Randolph AFB building 661 where the world's first Department of Space Medicine had been headquartered. He was curious to see for himself where an Airman spent seven days in simulated space on a trip to the moon, and where two monkeys cavorted while dressed for success in specially designed space suits made from a USAFSAM scientist's ironing board cover.



Roger Towberman Research Chamber Area

Chapter 3
USAF AIRFORCEHERITAGE

Section 3A—The Air Force and the Mid-1900s

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 3— AIR FORCE HERITAGE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 3A—The Air Force and the Mid-1900s	A	A	B	B	B

3.1. USAF (18 September 1947 – Present)

Continuing the chronological events leading to our USAF of today and tomorrow, we recognize that Airmen have been breaking barriers for over 70 years. With victory in World War II, on 26 July 1947 President Harry S. Truman signed into law the National Security Act of 1947, which created a separate and independent DAF. After a century of significant advancements in aviation and after 40 years of operating under the U.S. Army, on 18 September 1947 the USAF was officially established as an independent, equal branch of our military. Under the leadership of the Chief of Staff of the Air Force, General Carl A. Spaatz, the Air Force clarified roles and missions to meet the challenges of the growing Cold War.

Esther McGowin Blake. In June 1948, the Public Law 80-625, *Women's Armed Services Integration Act*, 12 June 1948, gave women permanent status in the Regular and Reserve Forces of all branches of the military. On 8 July 1948, Esther McGowin Blake served in the USAF, enlisting the first minute of the first hour of the first day that USAF duty was authorized. Although it was not her first experience with the military, her driving force for serving was to free a soldier from clerical work to fight, with the hopes of ending the war sooner.



Ester McGowin Blake

3.2. The Berlin Blockade and Operation Vittles

On 24 June 1948, the Soviet Union blockaded surface routes between Berlin and the Western occupation zones in Germany, exploiting the arrangements under which the United States, Great Britain, and France had occupied Germany. The Soviets blockaded railroad and road corridors to the 2.5 million residents of West Berlin, located deep within Communist East Germany.

Two days after the Soviet Union blockade, the Allies worried that an attack against the blockade on the ground could precipitate World War III. Instead, an air bridge into Berlin was built, and for 15 months the 2.5 million inhabitants of the Western sectors of Berlin were sustained by airpower. The Berlin Airlift, also known as Operation Vittles, delivered an abundance of supplies, food, medicine, and coal on C-47 and C-54 cargo aircraft. More than 2.3 million tons of supplies were delivered on over 277,000 flights, which equated to one flight every three minutes.

When the Soviets finally lifted the blockade, the airlift's success represented one of the great Western victories of the Cold War. The principles of rapid decision-making and adaptability that are central to the OODA (Observe, Orient, Decide, Act) loop (DAF 8-step Practical Problem Solving Model/Method) were certainly demonstrated during the Berlin Airlift. The success of the operation was largely due to the ability of the Allied forces to quickly observe the situation, orient themselves to the changing conditions, decide on the best course of action, and act effectively to sustain the city of Berlin during the Soviet blockade. This process was iterative and continuous, which aligns with the OODA loop's emphasis on agility and responsiveness. The Berlin Airlift was arguably airpower's single-most decisive contribution to the Cold War, unquestionably achieving a profound strategic effect through the nonviolent use of airpower and defusing a potentially disastrous confrontation.

3.3. The Korean War

The Peninsula Divided. In the early 1900s, China had political interests in the Korean Peninsula, but through the early- and mid-1900s, Korea was ruled by Japan. After World War II ended, the Korean Peninsula was essentially divided into two fronts: the Soviet Union liberated North Korea (the Democratic People's Republic of Korea) and the United States aligned with South Korea (the Republic of Korea). Separated at the 38th parallel, the North and South Korean governments did not settle on an agreement to the terms of the separation. The feuding between the two sides escalated to a new level when Communist North Korea launched a massive invasion on South Korea on 25 June 1950.

Geographically, Korea was of interest to the United States because of its proximity to Japan. Also, the rise of Communist parties was of concern that made intervention in the Korean War a challenging, yet compelling decision. President Truman emphasized the importance of the global containment of communism and advocated for sending military support in the Korean Peninsula.



Figure 3.1. The Korean Peninsula

Battle of Osan. The United Nations, led heavily by the United States, quickly engaged in support of the South while China and the Soviet Union aligned with the North. Battles ensued in Korea from June through September in 1950, with severe gains and losses on both sides. The Battle of Osan was primarily fought by the U.S. Army in July 1950. Significant losses were experienced by the 24th Infantry Division and they were forced to retreat. The ruthless actions of the North Korean forces heightened our determination, but with less than adequate weaponry and armor, defense of the South only secured 10 percent of the Korean Peninsula.

Battle of Pusan Perimeter. In August and September 1950, to prevent the North from furthering their advance, six weeks of relentless air, land, and sea attacks ran their forces underground, halting the Communist invaders in their tracks. Meanwhile, efforts were successful in reinforcing South Korea's forces and supplies to defend the perimeter. By the battle's end, North Korean forces were pushed back at all points along the perimeter.

Battle of Inchon. In September 1950, President Truman authorized the pursuit of North Korea's Army north of the 38th parallel. During the Battle of Inchon, although both air superiority and close air support missions were successful, a lengthy attempt to disrupt Communist supply lines by air attack failed. A new strategy of systematic campaigning was applied to inflict prolonged economic cost to North Korea and the Chinese forces as long as war persisted.

Drawing the Line. The initial phase of the Korean War illustrated the dangers of being unprepared as Airmen struggled to relearn close air support and interdiction skills. As the Korean War ensued, air battles in the skies above Korea challenged our capabilities, but not our resolve. The United Nation's efforts repelled two communist invasions of South Korea, and American airpower secured the skies against enemy air attack. Older USAF aircraft were replaced with the much needed, more dominating airpower of F-86 Sabre jet-engine fighters that battled over "MiG Alley" where superior training and experience prevailed. The Air Rescue Service medically evacuated more than 9,600 wounded soldiers

and rescued nearly 1,000 personnel shot down over enemy territory during the Korean War. The fighting finally ended on 27 July 1953, when an armistice was signed. The agreement created the Korean demilitarized zone to separate North and South Korea by a strip of land approximately four kilometers (2.48 miles) wide, as shown in **Figure 3.1.** The demilitarized zone still exists today. With no peace treaty signed, the two Koreas are technically still at war.

3.4. Relief Operations in Mid-1900's

Hungarian Relief and Operations Safe Haven I & II. Following the Hungarian Revolution of 1956, the humanitarian missions Operation Safe Haven I (1956) and II (1957) were initiated for Hungarian refugees. The USAF airlifted over 10,000 refugees to asylum who fled from Hungary after Soviet forces crushed the anti-communist uprising.

Chilean Natural Disasters and Operation Amigos Airlift. In May 1960, earthquakes, volcanic eruptions, avalanches, and tidal waves ripped through southern Chile, leaving nearly 8,000 people dead or missing, 5,500 injured, and more than 240,000 homeless. The Department of Defense (DoD) and State Department agreed to provide humanitarian assistance. During the month-long Amigos Airlift, the USAF airlifted over 1,000 tons of material to the stricken area.

3.5. Cuban Missile Crisis

In 1959, Fidel Castro, a communist revolutionary, overthrew the dictator of Cuba, initially promising free elections, but instead, instituted a dictatorship. Hundreds of thousands of Cubans fled to the United States. In late 1960, President Eisenhower authorized the Central Intelligence Agency to plan an invasion using Cuban exiles as troops to overthrow Castro and install a pro-
U.S. Government. In mid-April 1961, during John F. Kennedy's presidency, the invasion was ordered to proceed. The Cuban exiles landed at the Bay of Pigs and suffered a crushing defeat. The Soviet Union almost immediately increased economic and military aid to Cuba.

In August 1962, photographs from a U-2 aircraft from Strategic Air Command confirmed the construction of intermediate- and medium-range ballistic missile complexes on Cuba. Our military forces began preparations for an invasion, conducted low-level reconnaissance flights, deployed aircraft to numerous bases in Florida, dispersed nuclear-capable B-47 aircraft across the United States, and kept B-52 heavy bombers in the air ready to strike. Tensions escalated while President Kennedy, his national security advisors, and senior military officials discussed the most effective course of action against the Soviet Union. Many on the Joint Chiefs of Staff favored an invasion, but President Kennedy chose to impose a naval blockade of the island to prevent more materiel from reaching Cuba. Still technically an act of war, the blockade had the advantage of not escalating tensions of the Cold War.

While military preparations continued, the United States agreed not to invade Cuba in exchange for removal of Soviet missiles from the island. Secretly, we also agreed to remove American missiles from Turkey. The Soviets turned their Cuban-bound ships around, packed up the missiles in Cuba, and dismantled the launch pads. As the work progressed, the Air Force gradually deployed aircraft back to home bases and lowered the alert status. The Cuban missile crisis brought the United States and the Soviet Union dangerously close to nuclear war. Our strategic and tactical power, coupled with the will and ability to use it, provided the synergy to deter nuclear war and convince Soviet leaders to remove the nuclear weapons from Cuba. **Note:** In the early 1960s, the strategic doctrine of mutually assured destruction came to the forefront of national strategy. The doctrine was based on the theory that superpower strategic nuclear forces could be sized and protected to survive a nuclear attack and retaliate with sufficient force to destroy the other side. Such retaliatory destruction was considered to be deterrent under the premise that no rational leader would start a nuclear war knowing the result would be nuclear destruction.

In May 1972, the United States and the Soviet Union signed the Anti-Ballistic Missile (ABM) Treaty. The Treaty entered into force in October 1972 and originally permitted both parties to deploy two fixed, ground-based anti-ballistic missile sites. One site could protect the national capital, while the second could be located at an ICBM field. Subsequently, a July 1975 protocol halved the numbered of permitted ABM sites. The United States withdrew from the ABM Treaty in June 2002.

3.6. Vietnam Conflict

The Vietnam Conflict was fought primarily between the North Vietnamese and the South Vietnamese over which side would govern Vietnam. North Vietnam, represented by the Viet Minh under Ho Chi Minh's direction, gained support from China and Russia. South Vietnam, supported by the French as the official government of the country, was aided by the United States and Great Britain. In the 1950s, our involvement in Vietnam began as a cold war operation. The post-World War II policy of containment of communism prompted President Harry S. Truman to increase the military footprint, thus engaging in the conflict, but not declaring war.

As offensive air operations increased, USAF presence in Southeast Asia increased even more. Airmen performed various duties, including support, combat, and rescue missions. Base Engineer Emergency Force Teams, often referred to as Prime BEEF, built revetments, barracks, and other facilities. Rapid Engineering Deployable Heavy Operational Repair Squadron Engineer Teams, often referred to as REDHORSE, provided more long-range civil engineer services. In addition, enlisted personnel served on gunships during the war as aerial gunners and loadmasters.

Operation Farmgate. In 1961, in response to Communist efforts in Laos and South Vietnam, President Kennedy ordered Operation Farmgate. The operation involved the covert deployment of the 4400th Combat Crew Training Squadron (Jungle Jim) to provide training to the South Vietnamese Air Force. Flying T-28 Trojans, A-26 Invaders, and A-1E Skyraiders, American pilots launched attack missions under the umbrella of combat training.

Operation Pierce Arrow. In 1964, the North Vietnamese fired on the USS Maddox and USS Turner Joy while patrolling in the waters of the Gulf of Tonkin. Following this incident, the Gulf of Tonkin Resolution was passed, authorizing President Lyndon B. Johnson to use conventional force in Southeast Asia without requiring a formal declaration of war by Congress. Our advisory role rapidly evolved into one of combat operations. The first bombing raids against North Vietnam occurred that same year when President Johnson lifted the shroud of secrecy over the operations being conducted. As a show of force, the United States orchestrated air attacks against the North Vietnamese and Communist forces in Cambodia.

Operation Flaming Dart I & II. In 1965, the North Vietnamese Viet Cong attacked a small U.S. advisory detachment in II Corps, four-and one-half miles north of Pleiku. Moreover, they also struck Camp Holloway. The joint assaults killed eight Americans and wounded 104. The United States responded with Operation Flaming Dart I, a series of 49 air strikes against various military targets in North Vietnam. When the Viet Cong retaliated against the strikes by attacking a hotel where Americans were being housed, Operation Flaming Dart II was initiated with additional air attacks and reinforced with aircraft launches from three U.S. Navy aircraft carriers.

Operation Arc Light. From 1965 to 1973, the Air Force provided close air support, interdiction, reconnaissance, airlift, tanker support, and search-and-rescue capabilities to operations in Vietnam. Resources used during Operation Arc Light ranged from one-man Cessna O-1s used by forward air controllers for marking enemy targets for strikers, to mammoth B-52Ds modified to drop as many as 27 750-pound bombs and 84 500-pound bombs. During this time, vintage World War II aircraft like AC-47 gunships joined the advanced terrain-following radar F-111 state-of- the-art platforms. Complementing operations over North Vietnam, this aspect of the air war over South Vietnam

demonstrated the full-spectrum of airpower.

Operation Rolling Thunder. In 1965, faced with a deteriorating political and military situation in South Vietnam, President Johnson ordered Operation Rolling Thunder as a sign of American support to South Vietnam and a signal of our resolve. Operation Rolling Thunder was implemented as a measured and limited approach against selected military targets in North Vietnam south of the 19th parallel. The objective was to destroy the will of the North Vietnamese to fight, destroy industrial bases and air defenses, and stop the flow of men and supplies down the Ho Chi Minh Trail, while forcing North Vietnam into peace negotiations. In response, North Vietnamese air defenses multiplied, as well as their Soviet-made SA-2 surface-to-air missile inventory. Hanoi established an advanced radar-controlled air defense system that combined surface-to-air missiles, anti-aircraft artillery, and Soviet-produced MiG-17 and MiG-21 interceptors.

Tet Offensive. In 1968, approximately 70,000 North Vietnamese and Viet Cong forces launched a coordinated series of fierce attacks on more than 100 cities in South Vietnam. The leader of the Communist People's Army of Vietnam planned the offensive in an attempt to provoke rebellion among the South Vietnamese population and encourage the United States to scale back support of the Saigon regime. United States and South Vietnamese forces managed to hold off the Communist attacks during what is referred to as the Tet Offensive, named for the Lunar New Year (Tet). However, heavy casualties were suffered on both sides. News coverage shocked and dismayed the American public and further eroded support. North Vietnam achieved a strategic victory with the Tet Offensive, as the attacks marked a turning point in Vietnam and the beginning of the methodical American withdrawal from the region.

By the fall of 1968, Air Force tactical aircraft and Navy attack aircraft had flown over 300,000 sorties over North Vietnam. The enemy downed 526 aircraft, and personnel losses were equally heavy. Of the 745 Air Force crew members shot down over North Vietnam, 145 were rescued, 255 were confirmed killed, 222 were captured, and 123 were classified as missing in action. Air Force leaders found these results intolerable for an air campaign with virtually complete air superiority.

Operation Niagara. In 1968, the siege of Khe Sanh displayed the potential of Air Force close air support. When more than 20,000 North Vietnamese troops, protected by hilly, covered terrain, surrounded 6,000 U.S. Marines, the Air Force applied massive firepower. A flight of three B-52s hit the enemy every 90 minutes for most of the 77-day siege. To prevent the enemy from overrunning the base, aircraft dropped 100,000 tons of bombs, two-thirds of those from B-52s.

3.7. Vietnamization

In 1968, shortly after taking office, President Richard M. Nixon announced that a primary goal of his administration would be to end the United States combat role in Southeast Asia by helping empower the South Vietnamese with equipment and training. He charged the Secretary of Defense with making Vietnamization of the war a top priority. In 1969, Nixon initiated a phased withdrawal from the frustrating conflict in Vietnam. Dropping from nearly 536,000 troops in 1968, American personnel numbered fewer than 100,000 by 1972. As the Vietnamese took over air operations, their Air Force grew to become the fourth largest in the world.

Operation Linebacker. In 1972, taking advantage of reduced American ground presence, Communist forces of the National Liberation Front crossed the demilitarized zone in Vietnam. President Nixon ordered to have the harbors mined, and peace talks broke down. Nixon resolved to achieve peace with honor, which made reinforcing ground troops politically impossible, so Nixon employed Operation Linebacker to blunt the Communist attack.

Operation Linebacker demonstrated to both the North and South Vietnamese that even without

significant U.S. Army ground forces, the United States could still influence the war. During Operation Linebacker military leaders were able to apply appropriate strategy and tactics with significantly reduced restrictions and advantages gained due to improvements in technology. Particularly, the acquisition of precision-guided munitions and laser-guided smart bombs dramatically increased strike accuracy. On 13 May 1972, 14 F-4 Phantoms hit the Thanh Hóa Bridge with 24 smart bombs, destroying a target that had eluded attack for years. From April to October 1972, our Air Force and Navy aircraft dropped over 155,000 tons of bombs on North Vietnamese troops. When North Vietnamese negotiators accepted specific peace conditions, President Nixon terminated the air campaign.

Operation Linebacker II. In December 1972, North Vietnamese resistance to submit to the terms of the final peace agreement prompted President Nixon to initiate Operation Linebacker II, an intense 11-day air campaign to pressure enemy compliance. Within two weeks, 729 B-52s dropped 15,000 tons of bombs. Fighter-bombers added another 5,000 tons on industrial targets in North Vietnam. Operation Linebacker II succeeded in breaking the deadlock, and negotiations with North Vietnamese resumed. A comprehensive ceasefire was signed on 28 January 1973. On 29 March 1974, the last of our troops left the country.

Despite the ceasefire, fighting between the North and the South continued until April 22 when the President of South Vietnam resigned. During the Vietnam era, airpower demonstrated its versatility and wide-ranging impact, as well as its limitations. Despite an impressive military showing, the United States did not win decisively in Vietnam. Although the Air Force flew more than five million sorties and dropped six million tons of bombs, the country of Vietnam was officially unified under a Communist regime on 2 July 1976.

Notable Bravery During Vietnam Conflict, William H. Pitsenbarger. William H. Pitsenbarger joined the Air Force on New Year's Eve in 1962. After pararescue training in 1965, he reported to Detachment 6, 38th Air Rescue and Recovery Squadron, Bien Hoa Air Base, near Saigon, Republic of South Vietnam. His leadership referred to him as "one of a special breed, alert and always ready to go on any mission." On 11 April 1966, Airman Pitsenbarger was aboard a rescue helicopter responding to a call to evacuate casualties from an ongoing firefight. When he arrived at the site, he descended from the helicopter to coordinate rescue efforts, care for the wounded, prepare casualties for evacuation, and ensure the recovery operation was smooth and orderly.



William Pitsenbarger

Several times he refused to evacuate and chose to remain with the Army troops on the ground. As the battle raged, Pitsenbarger repeatedly risked exposure to enemy fire while pulling the wounded to safety, caring for them, and returning fire when possible. During the fight, he was wounded three times. When others ran low on ammunition, he gathered ammo clips from the dead and distributed them to the living. Having administered aid, he picked up a rifle and joined the soldiers to help hold off the Viet Cong. Pitsenbarger was killed by Viet Cong snipers later that night. When his body was recovered the next day, one hand still held a rifle and the other clutched a medical kit. Nine men escaped the battle alive, thanks to Pitsenbarger's courage and devotion to duty. Pitsenbarger flew almost 300 rescue missions in Vietnam, routinely risking his life to save others. He was posthumously promoted as Staff Sergeant Pitsenbarger, and for his bravery and sacrifice, he was posthumously awarded the Air Force Cross. Also, on 8 December 2000, Pitsenbarger's parents accepted the posthumous upgrade to the Medal of Honor from the Secretary of the Air Force. Pitsenbarger received both medals posthumously.

Notable Bravery During Vietnam Conflict, Duane Hackney. Duane Hackney flew more than 200 combat missions in three and a half years of Vietnam duty. On 6 February 1967, Hackney descended from a HH-3E in search of a downed pilot. As he and the downed pilot were being extracted, their helicopter took a direct hit from a 37-mm anti-aircraft gun and burst into flames. Wounded by shell fragments and suffering third-degree burns, Hackney put his own parachute on the rescued pilot and got him out of the doomed chopper. Groping through dense smoke, he found an oil-soaked chute and slipped it on. Before he could buckle it, a second shell hit the helicopter, blowing him out the door, but he survived. In 1973, Hackney left the Air Force and returned four years later as a pararescue instructor. He



Duane Hackney

retired as Chief Master Sergeant Hackney, earned the Air Force Cross, four Distinguished Flying Crosses, the Silver Star, the Airman's Medal, the Purple Heart, 18 Air Medals, many for single acts of valor, and several foreign decorations. He received more than 70 awards and decorations in all, and received the Cheney Award for his actions in 1967, an honor presented for valor or self-sacrifice. At one point (and often even now), he is referred to as the "most decorated enlisted Airman."

Notable Bravery During Vietnam Conflict, Richard L. Etchberger. As one of the Air Force's most highly trained radar technicians, Richard Loy "Dick" Etchberger volunteered for a highly classified mission at Lima Site 85 in Laos. On 11 March 1968, Etchberger was the crew chief of a radar team when North Vietnamese forces overran his site. Under heavy fire, he defended his comrades, called in air strikes, and directed an air evacuation. When a rescue helicopter arrived, he put himself in the line of fire to load three Airmen into rescue slings. Etchberger was rescued after putting the other Airmen on the helicopter. While inside the helicopter and as they were departing the area,



Richard Etchberger

a round went through the belly of the helicopter, striking Etchberger and he bled out before they returned to the forward operating base. For extraordinary heroism and superb leadership, Etchberger was posthumously awarded the Air Force Cross. On 21 September 2010, Etchberger's three sons accepted the posthumous upgrade to the Medal of Honor from President Barack H. Obama.

Notable Bravery During Vietnam Conflict, John L. Levitow. On 24 February 1969, flying combat missions as a loadmaster over Vietnam, John L. Levitow was handling Mark 24 magnesium flares when his pilot threw the aircraft and its eight-man crew into a turn to engage the Viet Cong. The AC-47 Skytrain, was jarred by a tremendous explosion and bathed in a blinding flash of light when an 82-millimeter mortar shell landed on the right wing. Despite 40 shrapnel wounds in his legs, side, and back, Levitow rescued a fellow crewmember who was perilously close to the open cargo door. When he saw a burning 27-pound magnesium flare rolling amid ammunition cans that contained 19,000 live rounds, through a haze of pain and shock, and



John L. Levitow

fighting a 30-degree bank, Levitow crawled to the flare, hugged it to his body, and dragged himself to the rear of the aircraft. At the instant he hurled it through the open cargo door, the flare separated and ignited in the air.

The aircraft returned to base with more than 3,500 holes in the wings and fuselage, one more than three feet long. Levitow spent two and a half months recovering in the hospital before returning to

Vietnam for another tour. He received the Medal of Honor from President Nixon during a 14 May 1970 Armed Forces Day ceremony at the White House. He was honorably discharged four years later as Sergeant Levitow. On 22 January 1998, Air Mobility Command named one of its C-17 Globemaster III aircraft, The Spirit of John Levitow. Levitow was buried with military honors 17 November 2000 at Arlington National Cemetery. He is the lowest ranking Airman ever to receive the Medal of Honor for exceptional heroism during wartime. The John L. Levitow Award is the top award presented during enlisted professional military education.

Notable Bravery During Vietnam Conflict, Wayne Fisk. Wayne Fisk was directly involved in the famed Son Tay Prisoner of War Camp raid, earning his first Silver Star, and the rescue of the crew of the USS Mayaquez. When the USS Mayaquez was hijacked by Cambodian Communist forces in May 1975, Fisk was a member of the assault force that successfully recovered the ship, the crew, and the entrapped U.S. Marines. Concluding the mission, he was recognized as the last American serviceman to engage Communist forcesin ground combat in Southeast Asia. For his actions, Fisk was presented with his second Silver Star. In 1979, he was an enlisted recipient of the U.S. Jaycees 10 Outstanding Young Men of America. In 1986, Chief Master Sergeant Fisk became the director of the Air Force Enlisted Heritage Hall on Maxwell Air Force Base-Gunter Annex, Alabama.



Wayne Fisk

3.8. The Post-Vietnam Era

The North Vietnamese captured Saigon in April 1975. The number of operations that ensued during the 1960s and 1970s, and the millions of casualties and devastation of the citizens of the countries involved, left a sinking void in the lost attempts to contain communism. After the war ended, hundreds of thousands of Vietnamese refugees required temporary relocation until permanent locations could be established. Many of these refugees were resettled in the United States.

Red Flag. The Vietnam-era Air Force included many members who entered the ranks during World War II. President Nixon ended the draft in 1973 in favor of an all-volunteer American military. The Air Force attracted recruits and maintained enough Vietnam career veterans to allow significant changes, beginning with realistic, more dangerous, combat training. By 1975, training was being conducted during Red Flag at the USAF Weapons and Tactics Center, Nellis Air Force Base, Nevada. Aircrews flew individual sorties and formations in realistic situations to gain application experience before actual combat. Red Flag is credited for revolutionizing Air Force training.

Rebuilding. Post-Vietnam military service rebuilding included the application of technological improvements for air campaigns. Plans for the F-15 Eagle, followed soon after by the F-16 Fighting Falcon, filled the need for highly maneuverable dogfighting aircraft armed with missiles and cannons. For conducting deep air attacks, isolating the enemy on the battlefield, conducting battlefield air interdiction, disrupting the movement of secondary forces to the front, and providing close air support to Army ground forces, the Air Force procured the A-10 Thunderbolt. Additionally, the United States developed the F-117 Nighthawk stealth fighter to negate the dangers posed by radar-guided anti-aircraft artillery and surface-to-air missiles. When the F-117 was operationalized in 1980, stealth technology featured special paints, materials, and designs to reduce or eliminate aircraft radar, thermal, and electronic signatures. Laser-guided bombs, electro-optically-guided missiles, and other precision

technologies changed the focus of Air Force doctrine from strategic bombing to pinpoint bombing through economy of force.

3.9. Iran Hostage Crisis and Operation Eagle Claw

In April 1980, Operation Eagle Claw kicked off as an attempt to rescue 52 American hostages from the U.S. Embassy in Tehran, Iran. The Americans were held hostage for 444 days, from 4 November 1979 to 20 January 1981 when a group of Iranian students who supported the Iranian Revolution took over the U.S. Embassy. In the United States, the hostage crisis united Americans to recognize the situation as a threat against diplomacy and ignited a sense of patriotism across our country. However, Operation Eagle Claw was ultimately aborted at the request of field commanders directly involved in the mission. They experienced too many obstacles and mechanical problems with the helicopter fleet for the rescue to be conducted successfully. The hostages were eventually released as a result of political negotiations and were returned home to the United States. The Iran Hostage Crisis remains one of the longest and most famous mass diplomatic hostage crises today.

3.10. Grenada Invasion and Operation Urgent Fury

In October 1983, a military coup on the tiny Caribbean island of Grenada arrested and then assassinated Prime Minister Maurice Bishop, imposed a 24-hour shoot-on-sight curfew, and closed the airport. President Ronald W. Reagan, who did not want a repetition of the Iranian Hostage Crisis, considered military intervention to rescue the 600 American citizens who were attending medical school on the island. During Operation Urgent Fury, the bulk of Air Force support consisted of airlift and special operations units. AC-130 gunships proved their worth repeatedly, showing more versatility and accuracy than naval bombardment and land artillery. Several Air Force enlisted personnel were cited for special achievement and received praise for their efforts.

The invasion to rescue the students and restore order to Grenada was strongly criticized by several countries and was described as a flagrant violation of international law by the United Nations General Assembly. However, there was strong public support for the mission in the United States and the date of the invasion is celebrated in Grenada annually. The operation resulted in the appointment of an interim government, followed by democratic elections in 1984, and has remained a democratic nation since.

3.11. Overthrow of Libya and Operation Odyssey Dawn

In 1969, a group of junior military officers led by Muammar al-Qaddafi (often spelled Gaddafi) overthrew the pro-Western Libyan Arab monarchy. Left virtually unchecked, by the mid-1980s Libya had taken several steps toward demonstrating support and sponsorship of worldwide terrorism. Qadhafi was involved in subversion; global assassinations of anti-Qadhafi Libyan exiles and other adversaries; sponsorship of terrorist training camps within Libya; as well as supply of funds, weapons, logistics, and safe haven establishments for numerous terrorist groups.

With terrorism on the rise at alarming rates, National Security Decision Directive 138 was signed on 3 April 1984 by President Reagan to establish a national policy of preemptive and retaliatory strikes against terrorists. Unfortunately, despite strong evidence that connected Libya to a number of terrorist incidents, the United States did not have sufficient proof to order retaliatory strikes. In response, President Reagan chose to impose sanctions against Libya and publicly denounce Qadhafi, particularly for sponsoring attacks on the airports in Rome and Vienna, Italy. Two years after imposing sanctions, Libya was found responsible for the bombing of a popular discotheque, La Belle, in West Berlin. This time President Reagan had the evidence he sought, and he authorized air strikes against Libya. Within one week, air strikes were carried out by the Air Force, Navy, and Marine Corps. Although the raid was supported in the United States, it was almost universally “regretted” by our European Allies for fear that it would spawn more violence.

In 2011, the first Libyan Civil War, referred to as the Libyan Revolution, broke out between Qadhafi

loyalists and those seeking to remove him from power. Under the United Nations Security Council Resolution 1973, in March the United States engaged in Operation Odyssey Dawn, implementing a no-fly zone. By the end of March, the North Atlantic Treaty Organization (NATO), under Operation Unified Protector, assumed control of the no-fly zone, conducted air strikes, and imposed additional actions, such as the arms embargo. Qadhafi was captured and killed by the opposing forces of the National Transitional Council on 20 October 2011. Due to continued conflict over rival governments, territory, and oil rights, the second Libyan Civil War began in 2014. A United Nations assisted cease-fire was agreed to in December 2015 that led to a new 'unity government' but with little confidence among its people. The country currently remains under the unity government.

3.12. Panama Canal and Operation Just Cause

In 1904, the Republic of Panama granted the United States occupation and control of an area referred to as the Panama Canal. The Panama Canal is a 40-mile-long canal that connects the Atlantic and Pacific Oceans. The canal was controlled by the United States until joint ownership was established with Panama in 1979 under the Torrijos-Carter Treaties. In 1983, Central Intelligence Agency informant and military dictator, General Manuel Noriega, became the de facto Panamanian leader. Noriega continued furnishing information on Latin American drug trafficking and money laundering, while at the same time engaging in such activities.

Noriega's actions grew increasingly destructive and his relationship with the United States deteriorated. President George H.W. Bush decided to take action and invade Panama to safeguard the lives of 35,000 American citizens in Panama. Emphasis was also placed on defending democracy and human rights in Panama, combating drug trafficking, and protecting the integrity of the Torrijos–Carter Treaties.

In 1989, Operation Just Cause tested air operations in Panama as the largest and most complex air operation since Vietnam, involving four branches of the U.S. Armed Forces and more than 250 aircraft. The Air Force primarily airlifted troops and supplies, but also debuted the F-117 Nighthawk. On the first night of the operation, 84 aircraft flying 500 feet above the ground dropped nearly 5,000 troops, the largest nighttime airborne operation since World War II. The organized resistance was eliminated in just six days. Manuel Noriega surrendered on 3 January 1990 and was flown to Miami, Florida to face a federal grand jury for drug-trafficking and money-laundering charges. The Panama Canal was fully turned over to Panama on 31 December 1999.

Section 3B—The Air Force and the Post-Cold War

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 3—AIR FORCE HERITAGE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 3B—The Air Force and the Post-Cold War	A	A	B	B	B

3.13. American-Soviet Relations

In a 23 March 1983 address, President Ronald W. Reagan proposed replacing the doctrine of mutually assured destruction with one of assured survival, through implementation of the Strategic Defense Initiative. The Strategic Defense Initiative would include a combination of defensive systems, such as space-based lasers, particle beams, railguns, and fast ground-launched missiles to intercept intercontinental ballistic missiles in the earth's outer atmosphere and ballistic path in space.

Intermediate Range Nuclear Forces Treaty. Beginning in March 1985, Soviet Communist Party General, Secretary Mikhail Gorbachev, initiated major changes in Soviet-American relations. The United States and Soviet Union signed the Intermediate-Range Nuclear Forces Treaty (INF Treaty) in December 1987. The treaty entered into force in June 1988 and eliminated an entire class of weapons, ground launched cruise and ballistic missiles with a range of 500-5500 kilometers. In February 2019 because of Russia's non-compliance with the treaty, the United States declared suspension of U.S. obligations under the INF Treaty, in addition formally announcing its intention to withdraw from the treaty in six months. In March 2019, President Putin signed Russia's suspension of the INF Treaty into law. The United States withdrew from the INF Treaty in August 2019.

Strategic Arms Reduction Treaties. American nuclear strategy changed significantly in response to post-Cold War policies and initiatives. The Strategic Arms Reduction Treaty (START I), signed by the United States and the Soviet Union in July 1991, entered into force in December 1994 and expired in December 2009. Under START I, the United States agreed to reduce arms to 6,000 total warheads on deployed intercontinental ballistic missiles, submarine launched ballistic missiles, and heavy bombers. The USAF, by presidential direction in September 1991, notified Strategic Air Command to remove heavy bombers from alert status. Strategic Air Command was subsequently inactivated in June 1992. U.S. Strategic Command replaced Strategic Air Command and assumed control of all remaining USAF and Navy strategic nuclear forces.

START II, signed in January 1993 by the United States and Russia, would reduce total deployed warheads up to a range of 3,500 nautical miles, but the agreement never officially went into effect. In 1997, START III was initiated, but was never signed due to negotiations breaking down between the two countries. The New START Treaty, officially named The Treaty between the United States of America and the Russian Federation on Measures for the further Reduction and Limitation of Strategic Offensive Arms, was signed in April 2010, and entered into force in February 2011. The treaty was extended for one-time five-year period in February 2021 and will expire in February 2026.

3.14. Iraqi Invasion of Kuwait

Operation Desert Shield. On 2 August 1990, Iraqi dictator Saddam Hussein ordered 100,000 troops to invade oil-rich Kuwait, claiming Kuwait as Iraq's 19th province. The invasion, with the fourth largest Army in the world and an extensive program to develop nuclear weapons, put Iraq on the doorstep of Saudi Arabia with vast petroleum reserves. If the Saudis were to fall to Iraq, the dictator would then control 50 percent of the world's oil. The United States sought and received a United Nations sanction to act against Iraq and joined 35 other nations to launch Operation Desert Shield. The defensive deployment was an impressive accomplishment. On 8 August 1990, 24 F- 15Cs landed in Saudi Arabia after departing 15 hours earlier from Langley Air Force Base, Virginia. Within one week, C-141 and C-5 transports delivered the Army 82d Airborne Division and elements of the Air Force

1st Tactical Fighter Wing to defend Saudi Arabia and the other Persian Gulf states against further aggression.

Less than one month after mobilization, 1,220 Allied aircraft were in theater and combat ready, aimed first at deterring Saddam Hussein from aggression against the Saudis, then preparing for a counter invasion, if necessary. Operation Desert Shield eclipsed the Berlin Airlift as the greatest air deployment in history. Between August 1990 and January 1991, Military Airlift Command cargo planes conducted 20,500 strategic airlift missions, delivered 534,000 personnel, and carried 542,000 tons of cargo to the theater.

Operation Desert Storm. President George H.W. Bush demanded the immediate withdrawal of Iraqi forces from Kuwait. Believing that the American public lacked the stomach for war, for more than six months Saddam Hussein alternated between defiance and vague promises of compliance. When Saddam missed the final deadline to withdraw his troops from Kuwait, the United States lost patience with Saddam's refusal to cooperate, and initiated Operation Desert Storm. At 0100, 17 January 1991, three Air Force Special Operations MH-53J Pave Low helicopters led nine Army Apaches on the first strike mission. Under the command of Lieutenant General Charles A. Horner, U.S. Central Command Air Forces, aircraft from 14 countries implemented the master attack plan. Within hours, the world watched live television coverage while Iraqi skies filled with anti-aircraft artillery fire.

In response to Iraq's modified Soviet scud missiles launched against Israel, Saudi Arabia, and the Persian Gulf States, the Air Force commenced what became known as 'the great scud hunt' with a fleet of A-10s, F-16s, and F-15Es with low-altitude navigation and targeting infrared for night pods. The F-117As struck heavily defended targets with unprecedented precision and successfully evaded the sophisticated Iraqi anti-aircraft defenses. A flight of seven B-52Gs flew nonstop from Barksdale Air Force Base, Louisiana to strike Iraqi power stations and communications facilities. At 35 hours round-trip, the 14,000-mile raid was the longest combat mission up to that time, and proof of America's global reach. The fleet shattered Iraqi Army morale with massive bomb drops.

After establishing air dominance and destroying the enemy's command and control system, coalition forces turned their attention to entrenched enemy ground forces, who were evidently willing to surrender to the first Allied troops they saw. When one Iraqi commander candidly asserted that he surrendered because of B-52 strikes, his interrogator pointed out that his position had never been attacked by the B-52. "That is true," the Iraqi asserted, "but I saw one that had been attacked."

While coalition ground forces delivered General Schwarzkopf's famous Hail Mary outflanking maneuver that applied the final blow to the Iraqi military forces, airpower set the stage for victory. As stated in the Gulf War Air Power Survey, "It was not the number of Iraqi tanks or artillery pieces destroyed, or the number of Iraqi soldiers killed that mattered. It was the effectiveness of the air campaign in breaking apart the organizational structure and cohesion of enemy military forces and in reaching the mind of the Iraqi soldier that counted." On 28 February 1991, scarcely 48 hours after the air war ended and the land invasion took center stage, Iraq surrendered to the coalition. Despite over 2,700 sorties (22 percent of the strategic air phase), the enemy managed to launch 88 scuds, including one that struck a U.S. Army Reserve unit at Dhahran, Saudi Arabia, killing 28 soldiers and wounding 98. Over the course of the air campaign, the coalition flew over 118,000 sorties, of which the Air Force flew 60 percent. In the 43-day war, the Air Force was, for the first time in modern combat, the equal partner of land and sea power.

Gulf War Space Assets. The Gulf War represented the first extensive, broad-based employment of space support capabilities. Coalition forces employed more than 60 military satellites, as well as commercial and civil sector systems during the conflict. The defense meteorological satellite program provided dedicated meteorological support in theater, which helped facilitate safe, highly effective

combat power planning and application in a harsh environment characterized by sandstorms and oil fires. Satellite-based systems delivered more than 90 percent of all communications to and from the theater due to the sheer volume and the lack of ground-based infrastructure. At the height of the conflict, 700,000 phone calls and 152,000 messages per day flowed over satellite links.

Air Force space assets provided precision positioning and navigation to joint and coalition forces with the combat debut of the global positioning system. Space forces also provided advanced Iraqi scud launch warnings that gave coalition partners sufficient time to engage the incoming missiles. Space force capabilities influenced Israel to remain neutral, thereby preserving the integrity of the coalition as well. The Persian Gulf War was the first conflict to highlight the force enhancement capabilities of space-based communications, intelligence, navigation, missile warning, weather satellites, and precision guided munitions in modern warfare with the joint community.

Iraqi Kurd Population and Operation Provide Comfort I. In 1991, following the Persian Gulf War, Iraqi leader, Saddam Hussein, attacked the Kurdish population in Northern Iraq. Fearing a repeat of the previous threat of brutal suppression, chemical weapons, and massacres by Iraqi troops, more than a million Kurds fled to Iran and Turkey and hundreds of thousands more gathered on cold mountain slopes on the Iraqi-Turkish border. Lacking food, clean water, clothing, blankets, medical supplies, and shelter, the refugees suffered enormous mortality rates. In response to the unfolding tragedy, the United Nations Security Council passed Resolution 688 and authorized a humanitarian relief effort. The United States organized and combined a task force for Operation Provide Comfort that delivered 7,000 tons of supplies and airlifted thousands of displaced Kurds to safety. Operation Provide Comfort officially ended two months after it began.

Iraqi Kurd Population and Operation Provide Comfort II. Operation Provide Comfort II began the day Operation Provide Comfort ended. The primary focus for this operation was to prevent Iraqi aggression against the Kurds once they returned to their country. The operation ended officially on 31 December 1996 at the request of the Turkish Government who wanted to improve relations with Iran and Iraq. To accommodate the request, while still providing support and security to the region, Operation Provide Comfort II was followed by Operation Northern Watch, which began on 1 January 1997, with the mission of enforcing the northern no-fly zone.

No-Fly Zones over Iraq and Operations Southern and Northern Watch. Operation Southern Watch began on 27 August 1992 and lasted until 19 March 2003. Operation Southern Watch began one day after President Bush announced a no-fly zone in Southern Iraq in support of United Nations Security Council Resolution 688, to discourage renewed Iraqi military activity near Kuwait. The resolution protected Shiite Muslims under aerial attack from the Iraqi regime. Operation Northern Watch was initiated by President William J. Clinton to establish no-fly zones north of the 36th parallel. The expansion meant that most of Iraqi airspace fell into no-fly zones. Operation Northern Watch lasted until 17 March 2003. It officially ended two days before Operation Iraqi Freedom began. **Figure 3.2.** is provided to show the northern and southern no-fly zones.



Figure 3.2. Iraq No-Fly Zones

3.15. Military Support and Humanitarian Relief

While engaged with the Gulf War, including participation in operations for many years in the region following the Gulf War, the Air Force was also providing military support and humanitarian relief around the world.

Bay of Bengal Typhoon and Operation Sea Angel. In addition to the Gulf War, the Air Force performed a number of humanitarian missions to various countries around the world. In 1991, a typhoon swept over Bangladesh with thunderstorms and winds of up to 150 mph, causing damages estimated to be $1.5 billion. The typhoon caused a 20-foot storm surge over the country, killing 138,000 people and destroying homes of more than 10 million others. In response to the devastation, the Airmen, Marines, and Sailors, delivered 3,000 tons of supplies to Bangladesh during Operation Sea Angel.

Soviet Union Support and Operation Provide Hope. Operation Provide Hope began in 1992. The former Soviet Union was transitioning from a Communist country to a capitalist nation that left much of its population struggling for survival. Not only were people living in the capital cities suffering, but there was also dire need of support in the outlying cities as well. The Operation Provide Hope airlift mission lasted approximately two weeks, with the ongoing efforts of helping build sustainable medical services lasting almost two years. The operation ultimately provided 25,000 tons of food, medicine, and other cargo to the former Soviet Union.

Somalia Relief and Operation Provide Relief. In 1992, unrest in the wake of a two-year civil war contributed to a famine in Somalia that killed up to 350,000 people. As many as 80,000 refugees fled the stricken country. The United Nations led a relief effort in July 1992 to address the suffering of refugees near the Kenya-Somalia border and in Somalia itself. The United States initiated Operation Provide Relief two months later. By December, 19,000 tons of food were airlifted into the region, often under the hail of small arms fire. Civil war and clan fighting prevented much of the supplies from getting into the hands of those who desperately needed them.

Somalia Relief and Operations Impressive Lift & Restore Hope I. In September 1992, to address the issues of famine in Somalia, the United States initiated Operation Impressive Lift to airlift hundreds of Pakistani soldiers under the United Nations banner to provide aid in Somalia. Despite efforts and increased security from the United Nations, the problems continued. On 4 December 1992, President Bush authorized Operation Restore Hope to establish order in Somalia so that food could reach those in need. With U.S. Marines on the ground and with control of the airport, flights were able to resume. During Operation Restore Hope, we airlifted 32,000 of our troops into Somalia. By 4 May 1993, fewer than 5,000 remained when it officially ended.

Somalia Relief and Operation Restore Hope II. After Operation Restore Hope ended, factional fighting within Somalia continued, causing relief efforts to unravel yet again. On 3 October 1993, U.S. Special Forces, to capture members of a dangerous, disruptive clan, returned to Somalia. The team lost 18 personnel and suffered 84 wounded. In response, during Operation Restore Hope II we airlifted 1,700 of our troops and 3,100 tons of cargo into Mogadishu between 5 and 13 October 1993 to stabilize the situation. President Clinton refused to commit the United States to nation building and Operation Restore Hope II officially ended 25 March 1994 when the last C-5 departed Mogadishu. While Operation Restore Hope II allowed our troops to get out of the country without further casualties, anarchy ruled, and the threat of famine remained in Somalia.

Notable Bravery in Somalia, Timothy A. Wilkinson. In the late afternoon of 3 October 1993, Timothy A. Wilkinson, a pararescueman with the 24th Special Tactics Squadron, responded with his crew to the downing of a UH-60 helicopter in the streets of Mogadishu, Somalia. Wilkinson was repeatedly exposed to intense enemy small arms fire while extracting the injured and mortally wounded from the crashed helicopter. Despite his own injuries, he provided life-saving medical treatment to the crewmembers, then turned to the ranger security element engaged in an intense firefight across an open four-way



Timothy Wilkinson

intersection from his position where he began immediate medical treatment. His personal courage and bravery under heavy enemy fire were integral to the success of all casualty treatment and evacuation efforts conducted in the intense 18-hour combat engagement. Master Sergeant Wilkinson was awarded the Air Force Cross for his heroic actions.

Eastern Europe Stabilization and Operation Provide Promise. Leading up to the initiation of Operation Provide Promise, the collapse of communism in Eastern Europe, coupled with the disintegration of the Soviet Union itself, dissolved the political bind that tied ethnically diverse Yugoslavia as a single nation. Roman Catholic Slovenia and Croatia declared their independence from the Yugoslav Federation that was dominated by Eastern Orthodox Serbia. In early 1992, predominantly Muslim Bosnia-Herzegovina (Bosnia) also severed ties with the Federation. Fearing their minority status, Serbs within Bosnia reacted by enforcing their ethnic state, seizing territory, and besieging the Bosnian capital of Sarajevo. In July 1992, the United States became involved with the United Nation's efforts in Operation Provide Promise. C-130 crews on 3-week deployments flew out of Rhein-Main Air Base, Germany to deliver food and medical supplies to the region. The effort was supported by 15 additional countries also airlifting relief supplies to Sarajevo. Briefly, to supplement efforts, Operation Provide Santa kicked off in December 1993 when C-130s dropped 50 tons of toys and children's clothing and shoes. On 14 December 1995, warring factions signed peace accords at Wright-Patterson Air Force Base, Ohio, calling for an end to humanitarian air-land deliveries into Sarajevo. During Operation Provide Promise, aircraft supporting the United Nation's relief operation withstood 279 incidents of ground fire and was the longest running humanitarian airlift in history, lasting over three and a half years.

War in Bosnia and Operation Deny Flight. On 12 April 1993, Operation Deny Flight began as a North Atlantic Treaty Organization (NATO) effort to limit the war in Bosnia through imposition of a no-fly zone over the country and served to provide close air support for United Nation's troops in Bosnia. The mission faced challenges, particularly when Bosnian Serbs took lightly armed United Nation's forces hostage to use as leverage against continued airstrikes. The United Nations agreed to veto further strikes on the Serbs, but the mission was still taking strikes from Serb aggressors. Operation Deny Flight ended on 20 December 1995, bringing a close to the 100,000 sorties flown in efforts of ending turmoil in the region.

Haitian Control and Operation Uphold Democracy. On 8 September 1994, the United States launched Operation Uphold Democracy to remove the military regime that had overthrown Haitian President Jean-Bertrand Aristide. The U.S. Atlantic Command developed two different plans, one for forcible entry and the other for passive entry. While Air Force planners worked through variations of both invasion strategies, an aerial force of more than 200 aircraft were activated to bear an overwhelming force of strength, if needed. At nearly the last minute, a diplomatic proposal offered by former President James E. Carter, persuaded the military leader in Haiti to relinquish control. This move allowed the mission to be implemented as an insertion of a multinational peacekeeping force and application of the passive-entry plan. The successful adaptation to airlifting peacekeeping troops was a major indicator of the flexibility airpower offers military and political leaders in fulfilling foreign policy objectives. U. S. Air Force involvement effectively ended 12 October 1994. Three days later, the Haitian President returned to his country.

Kuwaiti Border Protection and Operation Vigilant Warrior. In October 1994, Iraqi troops, including the elite Iraqi Republican Guard, massed at the Kuwaiti border. Saddam Hussein had begun aggressive posturing for power once again. The United States responded with Operation Vigilant Warrior. Thousands of additional U.S. Armed Forces personnel entered into the theater. As a result of the American response, Kuwait was not invaded, and Iraq recalled its ground forces away from the border. Operation Vigilant Warrior officially ended on 15 December 1994.

Bosnian Serb Attacks and Operation Deliberate Force. In 1995, after a mortar shell killed 37 civilians in Sarajevo, Operation Deliberate Force served notice to Bosnian Serb forces that they would be held accountable for their actions. Operation Deliberate Force airstrikes were launched against Bosnian Serb targets throughout the country. This was the first campaign in aerial warfare where precision munitions outweighed conventional bombs. The incessant air campaign garnered the desired results. Operation Deliberate Force played a key role in ending the war in Bosnia. On 14 September that same year, the Serbs agreed to NATO terms and the bombing stopped. Operation Deliberate Force officially ended on 21 September 1995.

Kurd Genocide Protection and Operation Desert Strike. In August 1996, Saddam Hussein ordered an attack on the city of Irbil in Iraqi Kurdistan. This attack stoked American fears of a genocidal campaign against the Kurds, similar to the campaigns of 1988 and 1991. It also placed Saddam in clear violation of United Nations Security Council Resolution 688, forbidding repression of Iraq's ethnic minorities. Operation Desert Strike launched a series of strikes against Saddam. In that same timeframe, Operation Pacific Haven, often referred to as Operation Quick Transit, began a multi-stage effort to provide airlift for as many as 7,000 displaced Kurds to safe areas.

Iraqi Weapons of Mass Destruction and Operation Desert Fox. Operation Desert Fox was a four-day bombing campaign in 1998, directed at facilities in Iraq believed to be used to produce weapons of mass destruction. The strike was initiated as a result of Saddam Hussein's resistance to comply with United Nations Security Council and the inspection teams. Operation Desert Fox was the largest strike against Iraq in several years. Criticism was received on several accounts as to the extent, methods, intentions, and outcomes of the attack. Ultimately, the highly effective actions taken during the operation were deemed to be a success.

Serb Ethnic Violence Prevention and Operation Allied Force. After the post-Cold War breakup of Yugoslavia, the Serbian government's gradual oppression over the ethnic Albanian population for almost a decade eventually escalated to violence and mass killings. The international community began to negotiate with Serbian leaders in the spring of 1998 for a solution acceptable to all parties. The Serbs, led by President Slobodan Milosevic, considered the matter an internal one. A final effort to negotiate a settlement began in January 1999 at Rambouillet, France, but talks broke down soon after. When diplomacy failed, NATO worried about the possibility of a genocidal civil war and destabilization throughout the Balkan region in southeastern Europe. When President Milosevic unleashed a ruthless offensive designed to crush the Kosovo Liberation Army and drive ethnic Albanians out of Kosovo, the Allies, faced with a massive humanitarian crisis, turned to airpower.

Operation Allied Force began on 24 March 1999 to force Serbia to accept terms to end the conflict in Kosovo and prevent a repeat of the ethnic cleansing that took place in Bosnia. The operation was initiated with three objectives: demonstrate opposition to aggression; deter Milosevic from escalating attacks on civilians; and damage Serbia's capability to wage war against Kosovo. Unfortunately, Milosevic's resolve was underestimated. What was believed to require a few days of airstrikes turned out to take 78 days, with 30,018 sorties to secure the objective. The primary factors that led to the conclusion of the operation were unity and resolve. The lesson was clear to Milosevic that NATO was tough and became progressively tougher throughout the campaign. The precision and persistence of the air campaign was fundamental in convincing Milosevic to end the fight.

Section 3C—The Air Force and the New Millennium

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 3— AIR FORCE HERITAGE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 3C—The Air Force and the New Millennium	A	B	B	B	B

3.16. Terrorist Attacks

Khobar Towers. During the night of June 25, 1996, the bombing of building 131 in the Khobar Towers, **Figure 3.3.**, complex in Dhahran, Saudi Arabia marked the first time that the Air Force was directly targeted by terrorists and was the first time that the DoD issued purple hearts for a non-combat area. 19 Airmen were killed (2 officers and 17 enlisted) and hundreds were injured. Unfortunately, this heinous attack wouldn't be the last.



Figure 3.3. Khobar Towers Attack

Operation Noble Eagle. Terrorism struck home on 11 September 2001 in a planned attack by Islamic extremists when Al Qaeda terrorists hijacked four airliners flying in United States airspace. Two aircraft were flown into the towers of the World Trade Center, one was flown into the Pentagon, and the fourth crashed in a remote field in Pennsylvania. Thousands of people were injured in those events, and 2,996 people died, including the 19 hijackers. In response, President George W. Bush declared a global war on terrorism.

TERRORIST ATTACKS OF 11 SEPTEMBER 2001

American Airlines Flight 11
Crashed at 8:46 am at World Trade Center, North Tower

United Airlines Flight 175
Crashed at 9:03 am at World Trade Center, South Tower

American Airlines Flight 77
Crashed at 9:37 am at the Pentagon, Washington, D.C.

United Airlines Flight 93
Crashed at 10:03 am at Shanksville, Pennsylvania

Figure 3.4. Terrorist Attacks of 11 September 2001

Figure 3.4. is provided to show the timing of each of the four attacks.

These unprecedented acts of violence left thousands dead, thousands more grieving, and a nation unsure of its future vulnerabilities. One thing that was for certain was the depth and scope of radical Islamic hatred. The United States immediately focused on protecting our homeland from both internal and external air attacks, and fighter aircraft began flying combat air patrols in the skies over America in support of Operation Noble Eagle. Thousands of National Guard and Reserve personnel were mobilized to protect military and civilian assets, including airports, military installations, and infrastructure. Air Force fighter, tanker, and surveillance air assets provided 24-hour intercept response coverage for virtually the entire country.

Months later, North American Aerospace Defense Command, with more than 100 Air National Guard, Air Force Reserve, and RegAF fighters from 26 locations, continued to monitor American airspace. Across the globe, nations offered support and solidarity as Americans tried to regroup and move forward in the aftermath of the events of 9/11(the attacks are colloquially referred to as "9/11"). Examples of bravery and sacrifice continue to circulate to this day of service members and civilians rescuing comrades from burning buildings, fighting fires, providing medical attention, comforting survivors, and volunteering to do whatever they could after the tragedy occurred.

3.17. War on Terror – Afghanistan

Following the 11 September 2001 attacks, the United States reported that Osama bin Laden was behind the worst terrorist attacks in world history. President Bush demanded that the Taliban, Afghanistan's ruling government, deliver all leaders of al-Qaeda to the U.S. Government, release all imprisoned foreign nationals, immediately close all terrorist training camps, hand over all terrorists and supporters to authorities, and allow inspectors full access to terrorist training camps. When the Taliban refused, President Bush ordered military forces to the region.

Operation Enduring Freedom. Operation Enduring Freedom took the fight against terrorism to foreign soil, most notably to locations where terrorist organizations existed in Afghanistan. Operation Enduring Freedom was focused on forming and acting with an international coalition to remove Afghanistan's Taliban government. The coalition primarily included forces from the United Kingdom, Australia, Canada, the Czech Republic, Denmark, France, Germany, Italy, Japan, Jordan, the Netherlands, New Zealand, Norway, Pakistan, Poland, Russia, Spain, Turkey, and other nations.

The United States sent approximately 350 aircraft to Afghanistan. Several B-1 and B-52 bombers, F-15 and F-16 fighters, special operations aircraft, RQ-1B and RQ-4A unmanned aerial vehicles, and Navy fighters deployed to bases throughout the country. On 7 October 2001, following continued Taliban refusal to hand over suspected terrorists, United States, British, and French aircraft began a sustained air campaign against terrorist targets in the country. Operation Enduring Freedom strikes began with Air Force bombers, Navy carrier-strike aircraft, and sea-launched Tomahawk cruise missiles. The Air Force B-52 bombers flew to engagement zones where ground- based forces directed attacks. Guided munitions were employed with great accuracy, enabling air planners to reduce the number of air sorties required to destroy a particular objective. In the opening days of the campaign, joint and combined efforts destroyed Taliban air defenses, command centers, and other fixed targets.

Combat operations in Afghanistan began with small groups of elite American military forces deployed to support anti-Taliban Afghani fighters. Afghanistan's rugged terrain, complex political relationships, and distance from operating bases challenged coalition forces. Air Force combat controllers were among the 300 Army, Navy, and Air Force special operations personnel augmenting the Afghan Northern Alliance. In November 2001, coalition forces took control of Kabul, Afghanistan's capital. The Taliban resistance began to collapse, and in December 2001, Kandahar was abandoned, the last major town under Taliban control. Terrorist forces were run underground, but not eliminated, causing ongoing, extended counterinsurgency operations. In addition to being a combat operation, Operation Enduring Freedom served as a humanitarian mission. Service members provided humanitarian relief by dropping nearly 2.5 million rations to the oppressed Afghan people.

Operation Enduring Freedom Expands. In January 2002, 1,200 members of U.S. Special Operations Command, Pacific were deployed to the Philippines to assist the Armed Forces of the Philippines in uprooting al-Qaeda and other terrorist groups, such as Jemaah Islamiyah and Abu Sayyaf. The mission was to assist military operations against terrorist forces as well as support humanitarian operations for the Philippine island of Basilan, where most of the conflict was expected to take place. One American hostage was recovered during the mission, and the Abu Sayyaf Group was reduced from 800 to 100 members. Efforts from this engagement created 14 schools, 7 clinics, 3 hospitals, and provided medical care to over 18,000 residents of Basilan.

War on Terrorism in Africa. Attention was turned to the Horn of Africa in mid-2002, focused on disrupting and detecting terrorist activities in the region. The mission included humanitarian efforts for rebuilding schools and medical facilities, as well as training local forces in counterterrorism and counterinsurgency tactics throughout Djibouti, Kenya, and Ethiopia.

Operation Anaconda. On 2 March 2002, Operation Anaconda was launched as one of the most

crucial joint combat operations, designed to remove the Taliban resistance from Afghanistan. Operation Anaconda, conducted in the Shahikot Valley, was a complex battle fought in rugged mountainous terrain under difficult conditions. In the early morning hours, on a mountaintop called Takur Ghar in southeastern Afghanistan, al Qaeda soldiers fired on an MH-47E helicopter. The strike on the helicopter caused a Navy SEAL, Petty Officer First Class Neil C. Roberts, to fall through the open helicopter door to the ground. A chain of events followed during a 17-hour ordeal culminating in one of the most intense small-unit firefights of the war against terrorism. The press referred to Operation Anaconda as the battle at Shah-I-Kot Mountain, but the men who fought there called it the battle of Robert's Ridge.

U.S. Armed Forces involved in this fight distinguished themselves by conspicuous bravery. Their countless acts of heroism demonstrated America's best as Air Force, Army, and Navy special operators fought side by side, and in the process, secured the mountaintop and inflicted serious loss on al Qaeda. Operation Anaconda ended as an American victory, but not without the ultimate sacrifice of eight Americans and 80 wounded. The difficult early stages of the battle provided insights for thinking about how to organize, train, and equip military forces for future joint expeditionary operations and how to pursue transformation.



Jason D. Cunningham

Notable Bravery in Afghanistan, Jason D. Cunningham. In 2002, Senior Airman Jason D. Cunningham was the primary Air Force combat search and rescue medic, pararescueman assigned to a quick reaction force tasked to rescue two American servicemen from austere terrain occupied by Al Qaeda and Taliban forces. Shortly before landing near the village of Marzak, Paktia Province, Afghanistan, on 4 March Cunningham's MH-47E helicopter took rocket-propelled grenade and small arms fire, severely disabling the aircraft. The assault force formed a hasty defense, and the team immediately suffered three fatalities and five critical casualties. Facing enemy fire, risking his own life, Cunningham remained in the burning fuselage to treat the wounded. He moved his patients to a more secure location under mortar attack, disregarding extreme danger and exposing himself to enemy fire on seven separate occasions. When the second casualty collection point was compromised, Cunningham braved intense small arms and rocket-propelled grenade attacks to reposition the wounded to a third collection point. Mortally wounded and quickly fading, he continued to direct patient movement while transferring responsibilities to another medic. His selfless efforts resulted in the delivery of 10 gravely wounded Americans to life-saving medical care. The Secretary of the Air Force posthumously awarded Senior Airman Cunningham the Air Force Cross for his extraordinary heroism in military operations against an opposing armed force.



John A. Chapman

Notable Bravery in Afghanistan, John A. Chapman. On 4 March 2002, during Operation Anaconda, after being fired upon by al Qaeda and losing a Navy SEAL, John A. Chapman's MH- 47E helicopter landed just under five miles away. Once on the ground, Chapman provided directions to another helicopter to pick them up, successfully rescuing their mission team member from the enemy stronghold. Chapman killed two enemy soldiers, and without regard for his own life, kept advancing toward a dug-in machinegun nest when the team came under fire from three directions. Chapman exchanged fire from minimal personal cover and succumbed to multiple wounds. His engagement and destruction of the first enemy position and advancement to the second enabled his team to take cover, break enemy contact, and save the lives of the entire rescue team. On 10 January 2003, the Secretary of the USAF posthumously awarded the Air Force Cross to

Technical Sergeant John A. Chapman. On 22 August 2018, Chapman's widow accepted the

posthumous upgrade to the Medal of Honor from President Donald J. Trump. Chapman is the first Air Force member to receive this award since the Vietnam Conflict.

Notable Bravery in Afghanistan, Anissa Shero. Air Commando Anissa Shero served as a loadmaster aboard an MC-130 Combat Talon II, call sign Chariot-55, during Operation Enduring Freedom. On June 12, 2002, Chariot-55 was tasked with extracting a three-man U.S. Special Forces team from a dirt runway near the village of Sardeh Band, Afghanistan. Once on the ground, Shero, and fellow loadmaster Sean Corlew, both from the 15th Special Operations Squadron, performed an engine-running on-load of the team and equipment. After an aborted takeoff attempt, Shero discovered two soldiers unrestrained and told them to buckle up. Shortly after, the aircraft took off again, this time crashing. Shero, Corlew, and U.S. Army Sergeant First Class Peter Tycz died. The two soldiers that Shero assisted both survived.



Anissa Shero

Notable Bravery in Afghanistan, Kevin Whalen. On 19 July 2003, Kevin Whalen, a Tactical Air Control Party Terminal Attack Controller was supporting an Afghan and U.S. combat patrol in the Gayan Valley, Afghanistan. The patrol was hit in a well-coordinated ambush. Whalen returned effective fire with an automatic grenade launcher and remained exposed to enemy fire while allowing the rest of the team to take cover. When the grenade launcher was hit and damaged, Whalen remained at his post and attempted to fix the launcher. He was hit three times. One bullet hit his body armor,



Kevin Whalen

another his Gerber tool, and the third struck him in the left arm. Whalen dropped out of the turret, began first aid to stop the bleeding, and recovered his radio to call in close air support. When the engagement was over, Whalen insisted that all other wounded be evacuated first. After two days in the hospital, he returned to his team to continue combat missions. For his actions, Technical Sergeant Whalen was awarded the Silver Star.

Notable Bravery in Afghanistan, Ramon Colon-Lopez. Ramon Colon-Lopez, a pararescueman, was deployed to Afghanistan on 11 March 2004, as part of an advanced force operations team serving alongside elements of the Afghan national strike unit. The mission was to capture a high- value target (a drug king-pin who was funding terrorism) and prevent the proliferation of chemical weapons. While conducting operations, Senior Master Sergeant Colon-Lopez was on the first of four helicopters that took sustained small-arms fire and was seriously damaged as they landed. With rounds impacting all around him and unsure of the size of the enemy force, he pressed forward, overrunning enemy positions. His actions suppressed enemy fire against the other three helicopters and drove the enemy away. The raid resulted in two



Ramon Colon-Lopez

enemy kills, 10 enemy apprehensions, and the destruction of rocket-propelled grenades and small caliber weapons. As a result of his actions, Colon-Lopez received the Bronze Star with Valor and became one of the first six recipients of to earn the Combat Action Medal. He was later promoted to Chief Master Sergeant and served in several leadership positions, culminating in 2019 as the fourth Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff.

Notable Bravery in Afghanistan, Robert Guiterrez. Robert Guiterrez, deployed to Heart Province, Afghanistan as a combat controller assigned to an Army Special Forces Detachment. On 5 October 2009, Gutierrez and his team conducted a high-risk nighttime raid to capture the number two Taliban leader in the region. During the initial assault, the team was attacked with a barrage of rifle and heavy machine-gun fire from a numerically superior and determined enemy force. Gutierrez was shot in the chest, his team leader was shot in the leg, and the ten-man element was pinned down in a building with no escape route. In great pain and confronting the very real possibility that he would die, Gutierrez seized the initiative and refused to relinquish his duties as joint terminal attack controller. Under intense fire, he engaged Taliban fighters with his M-4 rifle and brought airpower to bear, controlling three "danger close" A-10 strafing runs with exceptional precision against enemy forces just 30 feet away. After the first A-10 attack, the team medic performed a needle decompression to re-inflate Gutierrez's collapsed lung, allowing him to direct the next two strafe runs which decimated the enemy force and allowed the team to escape the kill zone without additional casualties. Throughout the four-hour battle, Gutierrez's valorous actions, at great risk to his own life, helped save the lives of his teammates and dealt a crushing blow to the regional Taliban network. For this action, Guiterrez was awarded the Air Force Cross.



Robert Guiterrez

3.18. Afghanistan Troop Withdrawal

In 2011, at the height of American involvement in Afghanistan, 101,000 service members were deployed to the country. In June 2013, Afghan forces formally took over combat operations. At the North Atlantic Treaty Organization (NATO) International Security Assistance Force (ISAF) Headquarters in Kabul, a ceremony marked the end of ISAF's mission and the transition to the NATO-led Resolute Support. For most, the war in Afghanistan came to an end in 2014. Throughout Operation Enduring Freedom, 7 October 2001–28 December 2014, coalition casualties totaled 3,486. Taliban and Al-Qaeda casualties ranged from 25,500 to 40,500. The troop withdrawal/declared end to war in Afghanistan happened on 31 August 2021.

Notable Bravery in Afghanistan, Delorean Sheridan. In March 2013, Delorean Sheridan was completing a routine pre-brief for a combat control mission at his deployed location in Wardak Province, Afghanistan. While his team loaded gear into their vehicles, an Afghan police officer suddenly turned and opened fire with a truck-mounted machine gun 25 feet away. Simultaneously, 15 to 20 insurgents just outside the village engaged the base with heavy machine gunfire. With rounds striking and killing his teammates, Sheridan closed in on the gunman with a pistol and an M-4 Rifle, neutralizing the immediate threat with deadly accuracy. Still under heavy attack from outside insurgents, Sheridan exposed himself to heavy machine gunfire three more times to drag his wounded teammates out of the line of fire to a protected casualty collection point. Sheridan directed close air support and surveillance aircraft to pinpoint, engage, and eliminate additional insurgents, and directed the entrance and exit of six medical evacuation helicopters. Sheridan's calmness and leadership in the face of danger helped save 23 lives. For these actions, Technical Sergeant Sheridan was awarded the Silver Star. He also received one of the Air Force's most prestigious awards, the 2013 Lance P. Sijan USAF Leadership Award. Lastly, he was selected as one of the 12 Outstanding Airmen of the Year for 2014.



Delorean Sheridan

Operation Freedom's Sentinel. After the deadline for troop withdrawal from Afghanistan, roughly 300 American Airmen stayed in Afghanistan to carry out operations against remnants of Al Qaeda and help stand up the Afghan Air Force. In 2015, combat operations of Operation Enduring Freedom were replaced by Operation Freedom's Sentinel. Working with NATO's Operation Resolute Support, 28 NATO nations, 14 partner nations, and 11,000 American troops continued the mission of training, advising, and assisting the Afghan Air Force to help it become fully independent.

Notable Bravery in Afghanistan, Alexey Germanovich. Alexey Germanovich, a Joint Terminal Attack Controller, was deployed to the Nangarhar Province of Afghanistan as a part of the Afghanistan Combined Joint Special Operations Air Component. On the morning of 8 April 2017, Germanovich and his team came under intense machine gun and sniper fire. A ferocious firefight ensued, enveloping friendly forces with countless enemy fighting positions as insurgents continued to reinforce from all sides of the valley. Without hesitation, he deliberately placed himself in grave danger by sprinting towards his isolated teammates, traversing 70 meters of open terrain and a fusillade of machine gun fire. He directed multiple strafing runs,



Alexey Germanovich

with 500-pound and 2,000-pound bomb strikes as close as 90 meters from his position. As his team member was mortally wounded, Germanovich placed himself between the enemy and the pinned down friendly forces, protecting them with his body and employing his own suppressive fire. As the team's ammunition dwindled, Germanovich directed close air support as close as 20 meters from his position, neutralizing the enemy. Finally, he coordinated a medical evacuation of helicopters to extract the wounded and helped carry a Soldier 700 meters uphill to the landing zone as he continued to call for close air support. His actions directly resulted in the protection of over 150 friendly forces and the lethal engagement of 11 separate fighting positions. As a result of his actions, Alexey Germanovich was awarded the Air Force Cross.

Notable Bravery in Afghanistan, Daniel Keller. Daniel Keller, a Joint Terminal Attack Controller attached to a combined joint special operations assault force at Nangarhar Province, Afghanistan. On 16 August 2017, Keller embarked on a clearance operation against 350 Islamic State fighters. After fifteen hours of sustained contact, the assault force struck a house-borne improvised explosive device killing four personnel and wounding thirty-one. After being knocked over by the blast and struggling to his feet, he executed air to ground engagements while returning fire with his M4 rifle. Keller helped move thirteen critically wounded casualties to a helicopter landing zone under a hail of enemy fire. Upon noticing the medical evacuation helicopters were unable to identify the landing zone, he exposed himself to enemy fire in order to marshal in both aircraft. After the mission had been aborted and despite his injuries, Keller loaded wounded personnel into vehicles and volunteered to walk two and a half kilometers back to a combat outpost while escorting other wounded teammates. During this movement, Keller repulsed a three-sided enemy attack by returning fire and simultaneously passed enemy positions to another Joint Terminal Attack Controller, allowing friendly forces to break contact. As a result of his actions, Daniel Keller was awarded the Air Force Cross.



Daniel Keller

3.19. War on Terror – Iraq

Operation Iraqi Freedom. In March 2003, after receiving intelligence reports that Saddam Hussein possessed or was building weapons of mass destruction, President Bush announced a 48- hour ultimatum for him and his sons to leave Iraq or face severe consequences. When Saddam refused to comply, a coalition of American and Allied forces entered Iraq to end the Hussein regime and free the Iraqi people. The primary goals of Operation Iraqi Freedom were to create a stable Iraq, empower a broad-based government that renounces weapons of mass destruction, and rebuke terrorism to neighboring countries. Combined force commanders carried out objectives to defeat or compel capitulation of Iraqi forces, neutralize regime leadership, and neutralize Iraqi theater ballistic missile/weapons of mass destruction delivery systems.

More than 300,000 troops were deployed to the Gulf region to form a multinational coalition, and Operation Iraqi Freedom officially began on 20 March 2003. On the first day, while British forces took Basra, which was essential to delivering humanitarian aid, the United States unleashed air strikes so devastating that Saddam's soldiers were left unable or unwilling to fight. Between 300 and 400 cruise missiles were fired at targets, more than the number launched during the entire first Gulf War. On the second day, the battle plan called for launching another 300 to 400 missiles, what the National Defense University referred to as shock and awe. The plan was focused on the psychological destruction of the enemy's will to fight rather than the physical destruction of the opposing military force. The concept relied on a large number of precision-guided weapons hitting the enemy simultaneously, an approach that takes minutes instead of days or weeks.

By 9 April 2003, American commanders declared that Saddam's regime was no longer in control of Baghdad. Before the city fell, jubilant crowds toppled a 40-foot statue of Saddam. Also, Iraq's science advisor, the first on the 55 most-wanted leaders list issued by the coalition, surrendered. In less than one month, our military forces rolled past Iraq's Republican Guard, seized bridges over the Tigris and Euphrates rivers, and commandeered Saddam International Airport. With control of the airport, major operations were conducted to eliminate insurgent centers of activity.

Notable Bravery in Iraq, Scott D. Sather. Scott D. Sather led a reconnaissance task force into Iraq on the first day of the ground war of Operation Iraqi Freedom, breeching enemy fortifications during the border crossing. During the next several days, Sather covered countless miles conducting specialized reconnaissance in the Southwestern Iraqi desert in support of classified missions. Sather was then employed to an area of heavy enemy concentration, tasked to provide critical reconnaissance and intelligence on enemy movement, supporting direct action missions against enemy forces. Sather's phenomenal leadership and bravery on the battlefield throughout his deployment were instrumental in the resounding successes of numerous combat missions by performing a significant role in the success of the war and the complete overthrow of the Iraqi regime. Staff Sergeant Scott Sather died on 8 April 2003. He earned seven medals during his Air Force career, including the Bronze Star.



Scott Sather

Notable Bravery in Iraq, Elizabeth Jacobson. Three months into her deployment, security forces member, Elizabeth Jacobson, was guarding a convoy enroute from Camp Bucca, Iraq as a member of the off-base convoy support team. The convoy was hit by an improvised explosive device near Safwan, Iraq. On 28 September 2005, A1C Jacobson died in support of Operation Iraqi Freedom. She served in the Air Force two years. The Elizabeth N. Jacobson Award for Expeditionary Excellence was established in her honor. The award is given to Airmen for outstanding performance during a deployment.



Elizabeth Jacobson

3.20. Operation Iraqi Freedom Continues

The United States involvement in Iraq maintained focused on controlling insurgents and enabling the country to rebuild its constitution and government. Fifty-four Air Force personnel died in the Iraq War. In 2003, Saddam Hussein was found and captured; he was tried and executed three years later. With instability raging out of control in the region, primarily between Shias and Sunnis, the country became a breeding-ground for terrorist activities once again. The United States intervened with a surge of force in 2007 to deescalate the situation.

Operation New Dawn. On 1 September 2010, operations transitioned from Operation Iraqi Freedom to Operation New Dawn, signifying a formal end to United States involvement in the military combat operations. The transition to a supporting role and stability operations was made possible by increased capability of Iraqi security forces and their improved ability to combat terrorists and provide security for their people. As part of Operation New Dawn, our military had three primary missions: advising, assisting, and training the Iraqi security forces; conducting partnered counterterrorism operations; and providing support to provincial reconstruction teams and civilian partners as they helped build Iraq's civil capacity. As mandated under the terms of a bilateral agreement signed in 2008 by President Bush, troop withdrawal from Iraq was completed on 18 December 2011.

3.21. War on Terror – Libya

Operation Odyssey Dawn. On 20 March 2011, under Operation Odyssey Dawn, a collection of aircraft was launched to enforce United Nations Security Council Resolution 1973, centered on protecting Libyan citizens from further harm under Moammar Gadhafi's regime. Following an initial launch of Tomahawk missiles, aircraft conducted strikes on a variety of strategic targets over Libya and created an airspace where no enemy forces could advance on Libyan opposition troops. On 31 March 2011, the United States passed complete military command of the operation and control of the no-fly zone to NATO and took up a supporting role for the remainder of the operation, which was carried out under the name Operation Unified Protector.

3.22. War on Terror – Islamic State of Iraq and the Levant

Operation Inherent Resolve. In 2014, a new and ominous threat emerged that resulted in the involvement of the United States in operations in the skies over Iraq once again. This time, the enemy, calling themselves the Islamic State of Iraq and the Levant (ISIL), was an extremist Sunni jihadist organization. Aided by a number of worldwide recruits and sympathizers, ISIL gained control of territory in Syria and Northern Iraq and left savage atrocities in their wake, including mass murders and ruthless executions of innocent civilians. ISIL was estimated to have an annual budget of more than $1,000,000,000 and a force of more than 30,000 fighters. Their brutality resulted in nearly universal condemnation—even Al Qaeda repudiated them. President Barack H. Obama authorized the use of force, in cooperation with partner nations, to conduct carefully targeted air strikes over Iraq and Syria and thwart their destructive agenda.

3.23. Space Shuttle Commander, Eileen M. Collins.



Eileen M. Collins

Eileen M. Collins, a Air Force officer and NASA astronaut. She became an astronaut in 1991, was initially assigned to the orbiter engineering support team, and led several offices while working on the spacecraft program. On 3-11 February 1995, aboard the spacecraft Discovery, Colonel Collins flew the first flight of the Russian-American space program. On 15-24 May 1997, aboard the spacecraft Atlantis, Colonel Collins flew on NASAs sixth shuttle mission to rendezvous and dock with the Russian Space Station, Mir. On 22-27 July 1999, aboard the spacecraft Columbia. On 26 July-9 August 2005, aboard the spacecraft Discovery, Colonel Collins was a member of the crew that conducted the return-to-flight mission during which the shuttle docked with the International Space Station. By the time she retired from NASA in 2006, Colonel Collins logged more than 6,750 hours in 30 different types of aircraft and conducted four space flights, logging over 872 hours in space. Colonel Collins has been recognized as one of the top 300 women in history who has had an impact on changing the world.

3.24. USAF Welcomes New Enlisted Female Pilot



Courtney Farley

On 4 August 2017, TSgt Courtney Farley became an enlisted female pilot, after graduating from Undergraduate Remote Piloted Aircraft Training at Joint Base San Antonio Randolph, Texas. She was one of 12 hand-picked individuals to enter pilot training since World War II. Farley later commissioned, and her subsequent career has included roles tied to RQ-4 Global Hawk operations.

3.25. USAF Coronavirus Disease 2019 (COVID-19) Response

Operation Warp Speed. In 2020, Operation Warp Speed was a collaboration effort between the DoD and Departments of Health and Human Services. They partnered with each other to accelerate the development, production, and distribution of the COVID-19 vaccines. The Air Force responded to the COVID-19 pandemic by quickly halting non-essential operations, maximizing teleworking efforts for all Airmen, and enforcing policies such as mask mandates and social distancing. When the vaccines became available to military members, it was announced that Airmen could obtain it on a volunteer basis. Since then, the Secretary of Defense has mandated vaccinations for all Service members and the Air Force has continued tracking COVID-19 cases all over the world and has made every effort to keep Airmen healthy, safe and in a constant state of readiness.

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 3— AIR FORCE HERITAGE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 3D— The Chief Master Sergeants of the Air Force	N/A	N/A	N/A	N/A	N/A

CHIEF MASTER SERGEANTS OF THE AIR FORCE

First Chief Master Sergeant of the Air Force
CMSAF Paul Wesley Airey



CMSAF Paul W. Airey
April 1967 – July 1969

Paul Wesley Airey enlisted in the Army Air Forces as a radio operator on 16 November 1942. By the height of World War II, he was serving as an aerial gunner aboard B-24 bombers. While in Europe, Airey and his crew were shot down over Vienna, Austria, captured, and held prisoner by the Germans from July 1944 to May 1945. During the Korean conflict, he was awarded the Legion of Merit for creating a means of constructing equipment from salvaged parts, improving corrosion control of sensitive radio and radar components. Following the war, Airey took the job of first sergeant, a position he later said was one of the most important in the Air Force. He subsequently served as first sergeant for six squadrons at four bases over the next 12 years before being appointed to the highest NCO position.

Upon assuming his new responsibilities, CMSAF Airey began tackling the problem of personnel retention, an issue he identified as one of the greatest challenges he faced. The first-term reenlistment rate was the lowest it had been in 12 years, but Airey did not attribute the great decline to the unpopularity of the war in Vietnam. He felt it was the consequence of "poor pay, numerous remote assignments, good civilian employment opportunities, and an inequitable promotion system." He became an advisor to a committee to investigate and recommend a more equitable system. His efforts helped produce the Weighted Airman Promotion System, which was adopted in 1970, eliminating local enlisted promotion boards and equalizing promotion opportunities across career fields. In retirement, Airey continued to be an enlisted advocate and spoke to Airmen around the force. CMSAF Airey died in 2009.

Second Chief Master Sergeant of the Air Force
CMSAF Donald L. Harlow



CMSAF Donald L. Harlow
August 1969 – September 1971

Born in Waterville, Maine, Donald L. Harlow was the youngest of nine children. At age 22, after working a variety of jobs to help support his mother and pay his tuition at a private preparatory school, he was drafted into the Army Air Corps. Serving as an armament and gunnery instructor, he taught cadets to fieldstrip and reassemble their weapons and to synchronize firing guns through aircraft propellers. He transferred to the personnel career field in 1945 and advanced to the grade of Staff Sergeant before his February 1946 discharge from RegAF. During the Korean War, Harlow was recalled to RegAF, holding various positions in the personnel career field. At 16 years of service, he was promoted to Chief Master Sergeant and was the personnel Sergeant Major for Headquarters United States European Command and the Sergeant Major for the Executive Services Division, Office of the Vice Chief of Staff.

As the second to take the reins, CMSAF Harlow continued to cut a path through the misunderstanding, confusion, and mistrust that surrounded the CMSAF. Ever vigilant, he campaigned for and refined the newly established Weighted Airman Promotion System, garnered continued flight pay for NCOs attending in-residence PME and worked toward equal per diem for enlisted and officers. During Vietnam, he directed his attention to where he felt it was most needed: young Airmen and their issues, including racial tension, assignment concerns, and promotion problems. Known for his no-nonsense approach and keen ability to listen, Harlow advised the Chief of Staff of the Air Force on matters of true concern to the enlisted force. While many of his recommendations did not result in policy changes during his tenure, he planted the seeds for future change. After retiring, Chief Harlow was a strong lobbyist for enlisted equality. CMSAF Harlow died in 1997.

Third Chief Master Sergeant of the Air Force
CMSAF Richard D. Kisling



CMSAF Richard D. Kisling
October 1971 – September 1973

Richard D. Kisling and his 10 siblings were raised on a farm in Iowa during the Great Depression and the dust bowl years. The patriotism he developed during his childhood was called on when he was drafted into the Army's combat infantry in 1945 during the effort to reconstitute the number of soldiers driving through France. After training and deployment times, Kisling arrived in France a month before the war in Europe ended. His unit assumed responsibility for negotiating the repatriation of displaced Soviets. From there, Kisling separated from the service for civilian life. After a few months spent missing the camaraderie, he reenlisted for a brief stint in the Army. In 1947, he joined the Army Air Forces, serving first as a clerk and later a personnel specialist. Upon his promotion to Senior Master Sergeant in September 1958, he was among the first group of Air Force enlisted members to wear the super grades of Senior Master Sergeant and Chief Master Sergeant.

Once assigned to the Pentagon, CMSAF Kisling found the enlisted force struggling through the development of a new Air Force. After talking with several base officials, it was determined that the Air Force needed to develop their NCOs like they did their officers. So Kisling placed concerns for NCO professional development in the forefront of discussion at the Pentagon. His persistence paid off when the first senior NCO academy was approved by Congress in 1972. The Academy officially opened its doors in January 1973; however, before the Academy opened its doors, the original plan was to restrict its attendance to first sergeants. In the end, Kisling won the battle of making professional development available to all senior NCOs. His concern for such enlisted issues as housing, pay, promotions, education and training, and assignments earned him the respect of his peers and the nickname, "the GI's man in Washington." CMSAF Kisling died in 1985.

Fourth Chief Master Sergeant of the Air Force
CMSAF Thomas N. Barnes



CMSAF Thomas N. Barnes
October 1973 – July 1977

Thomas N. Barnes grew up in the war-related industries town of Chester, Pennsylvania. In 1949, he joined the newly created USAF as an aircraft maintainer specializing in hydraulics. His first duty station found him at the leading edge of Air Force integration efforts, as one of the first African-Americans to join the unit. Barnes' unit was flying Korean War support missions. Unbeknownst to others in his squadron, a crew pal taught him the art of flight engineering and let him fly resupply and medical evacuation missions. By his tour's end, Barnes had gained flight engineer certification, accumulated 750 flight hours over enemy territory, and earned the Air Medal. He was the first CMSAF with direct Vietnam experience and the first African-American to serve in the highest enlisted post of a military service. The Chief of Staff of the Air Force consecutively extended him in 1975 and in 1976.

CMSAF Barnes' notable contribution came in the area that inspired his greatest passion and ranked among his largest challenges: working to ensure equality among the ranks and races. He took great pride in the part he played in bringing about the Air Force Social Actions Program in 1969. He labored to eliminate barriers for women and convince the Air Force to use them in nontraditional roles. He understood the value of continuing to educate Airmen and believed no one should advance in rank without PME, working to establish the service's firm commitment to enlisted PME. Recognized throughout the force for his ability to communicate with anyone, Barnes made listening to Airmen a priority. At the beginning of his tenure, the question most asked of Barnes was, "What programs will you implement for the blacks?" "The answer was 'None'," Barnes recalls. "I told them I work for all blue suiters." After his retirement, Barnes remained actively engaged in Air Force issues. CMSAF Barnes died in 2003.

Fifth Chief Master Sergeant of the Air Force
CMSAF Robert D. Gaylor



CMSAF Robert D. Gaylor
August 1977 – July 1979

Growing up in Indiana, Robert D. Gaylor wanted to travel and learn a skill. He enlisted in the Air Force in 1948, a transition time for America and the military. As he arrived at basic training, President Truman issued Executive Order 9981, *Desegregation of the Armed Forces*, 26 July 1948, establishing the President's Committee on Equality of Treatment and Opportunity in the Armed Services calling for equality of opportunity in the United States military. Gaylor had had no experience with segregation or integration, and he would witness the long journey to full integration. His first duty was as a military policeman and he excelled throughout his career, advancing to the rank of Master Sergeant with only 7 years and 7 months of service. Serving as an instructor at basic training and the NCO Academy convinced him that special duties help prepare NCOs for greater leadership roles. In 1976, as a member of the Air Force Manpower and Personnel Center, Gaylor traveled extensively, giving 275 leadership talks annually.

CMSAF Gaylor's goal as the senior enlisted man was to feel the pulse of the enlisted force and serve as a conduit of information. He addressed low morale and the weak military public image head on. He educated the force on the hazards of substance abuse and continued to raise confidence and shift attitudes within the force. He is credited with securing a policy that allowed Senior Airmen to transport their families at government expense during permanent change of station moves, a solid step toward improving quality of life. He educated the force in order to eliminate the stereotypes and prejudices working against equal opportunities for minorities and women. Finally, Gaylor promoted leadership. He traveled extensively, talking to Airmen about taking pride in their military careers. He believes one of the most important roles a former CMSAF can play is that of a link between the Air Force of the past and today's service. Gaylor continues to meet and serve Airmen, conducting more than 40 Air Force base visits each year. CMSAF Gaylor died in 2024.

Sixth Chief Master Sergeant of the Air Force
CMSAF James M. McCoy



CMSAF James M. McCoy
August 1979 – July 1981

James M. McCoy was raised in the midwest, attending high school in Atchison, Kansas, and college at St. Benedicts College in Atchison and St. Ambrose College in Davenport, Iowa. He seriously considered a vocation in the priesthood, but in 1951, during the height of the Korean War, he enlisted in the Air Force as a radar operator. When the war ended, the Air Force had too many operators and needed military training instructors. McCoy volunteered, and with only 6 years of RegAF experience, found himself in charge of five groups of training instructors. He continued working in PME, serving as NCO preparatory school commandant and as an NCO academy instructor before returning to the personnel training field in 1973. A year later he was selected as one of the Air Force's 12 Outstanding Airmen of the Year. He then became Strategic Air Command's first senior enlisted advisor. While there, McCoy was a member of the Air Force Management Improvement Group, chaired by CMSAF Barnes, which discussed management issues and proposed solutions. As a result, enlisted PME expanded into five phases.

With the public still questioning military involvement in Vietnam, the Air Force was experiencing the lowest recruiting year ever; retention rates were also dropping when CMSAF McCoy took office. His first challenge was to improve those numbers. In late 1979, along with former CMSAF Kisling, he testified before Congress that people were not reenlisting in the Air Force because they could not make ends meet on enlisted pay. McCoy worked with recruiters to get the right people in the Air Force and sought to improve the PME system from basic training to the NCO and senior NCO level. During his tour as CMSAF, the Stripes for Exceptional Performers Program was instituted to provide incentive and an alternate promotion option for enlisted members. In addition to visiting Airmen, he placed great value on being involved with the Pentagon staff. He expanded the list of boards and conferences where he believed the CMSAF should have a role. In retirement, McCoy remains at the forefront of Air Force issues, having served in leadership positions with Air Force professional organizations and speaking to Airmen throughout the force.

Seventh Chief Master Sergeant of the Air Force
CMSAF Arthur L. Andrews



CMSAF Arthur L. Andrews
August 1981 – July 1983

In January 1953, out of a sense of patriotism and a desire to grow and develop, Arthur "Bud" L. Andrews enlisted in the Air Force. During basic training, his training instructor asked for volunteers to serve as APs. Thinking AP meant “air police,” Andrews raised his hand. As it turned out, the training instructor wanted area policemen. He spent the next 3 months picking up cigarette butts outside the barracks. He eventually had an opportunity to enter the military police force, where he served most of the next 14 years. In 1959, while working as an investigator, Andrews was credited with solving a murder committed by an Airman Second Class. By 1970, Andrews had served tours in Morocco, Thailand, and Vietnam; became a first sergeant; and was promoted to the rank of Senior Master Sergeant. During his career he spent a decade as a first sergeant.

Upon assuming his new position, CMSAF Andrews’ top priority could be described as getting back to basics. He believed the most vexing problems (such as terms of pay, benefits, recruitment, and retention) had been addressed and were evolving to meet Airmen’s needs. While he continued to advise the Chief of Staff of the Air Force on quality-of-life improvements, he began to focus on cultural change. He felt it was time for Airmen to “think we instead of me, me, me.” He wanted people to focus on “how we’re supposed to dress, act, and react toward subordinates and superiors, and how we’re supposed to do our jobs.” He challenged NCOs to “take care of their people and to accomplish the mission.” He further suggested that NCOs look at themselves if they were dissatisfied with their jobs. He dispelled the days of “leadership by stress” and applauded PME for creating a smarter force. Andrews believed the CMSAF needed to know the issues firsthand, which kept him traveling extensively around the Air Force. CMSAF Andrews died in 1996.

Eighth Chief Master Sergeant of the Air Force
CMSAF Sam E. Parish



CMSAF Sam E. Parish
August 1983 – June 1986

Sam E. Parish was raised and educated in north Florida. In 1955, at age 17, he joined the Air Force as a ground weather equipment operator. His first assignment at Wiesbaden Air Base, Germany, brought him into an experimental program to cross train as a weather observer. That experiment led to a career. In 1960, he became the youngest 7-skill level in his career field and continued to excel. While the chief observer for the 7th Weather Squadron in Heidelberg, Germany, he was quickly promoted to Senior Master Sergeant, and at age 31, Parish made Chief Master Sergeant. He was a member of the first senior NCO academy class and was selected as the Air Weather Service Senior Enlisted Advisor in 1973. He returned to Germany in 1976 as the Consolidated Base Personnel Office Personnel Sergeant Major, and in 1977 became the senior enlisted advisor for the USAFs in Europe, where he established the USAFs in Europe First Sergeant of the Year program. Parish later served as the 40th Air Division and Strategic Air Command senior enlisted advisor.

CMSAF Parish tackled a range of enlisted personnel issues during his tenure. One such issue was the fixed-phase point for promotion to Senior Airman, which would promote qualified Airmen to Senior Airman at a set point in their initial enlistment, allowing them a chance to be selected for Staff Sergeant during their first enlistment. He also obtained Chief of Staff of the Air Force approval to allow flight line personnel to wear a functional badge on their uniform, which led to Air Force members in all specialties being able to wear functional badges identifying their career fields. He also obtained Chief of Staff of the Air Force approval to establish the Levitow Award for each level of PME and to implement the First Sergeant of the Year Program Air Force-wide. He was known as a straight shooter who did not waste time trying to figure out what people wanted to hear. Instead, he told them what they needed to hear. To Parish, the CMSAF is the most important job in the Air Force from an enlisted program perspective. In retirement, he continues to support Airmen by attending service functions and visiting bases throughout the Air Force.

Ninth Chief Master Sergeant of the Air Force
CMSAF James C. Binnicker



CMSAF James C. Binnicker
July 1986 – July 1990

James C. Binnicker, raised in Aiken, South Carolina, joined the Civil Air Patrol in high school with aspirations of becoming a pilot. Cadet of the Year honors earned him a scholarship to attend flight school and the right to represent his state as a foreign exchange cadet in Great Britain. In 1957, when doctors detected a high frequency hearing loss, he was disqualified from the program. To stay close to his passion, he joined the Air Force in the personal equipment, life support career field. By 1964, Binnicker cross-trained into air operations, planning flights for missions to Vietnam. While serving in Vietnam from 1968 to 1969, he served as NCOIC of operations for the 22d Tactical Air Support Squadron, and later as a Vietnamese-speaking linguist at the Republic of Vietnam Armed Forces Language School in Saigon. While in Vietnam, he set his sights on becoming the CMSAF, advocating for enlisted Airmen, and served as a first sergeant and base sergeant major at Seymour Johnson AFB, North Carolina. In 1977, upon recommendation of CMSAF Thomas Barnes, he became the sole enlisted member of the newly established President's Commission on Military Compensation. He also spent over 7 years as the senior enlisted advisor for the 4th Tactical Fighter Wing, 12th Air Force, Pacific Air Forces, and Tactical Air Command.

CMSAF Binnicker's first order of business was tackling the Airman performance report, a system of ratings from 1 to 9. To more accurately differentiate between Airmen, the enlisted performance report was created, along with a system to provide and document performance feedback. Next, Binnicker set his sights on admitting master sergeants to the SNCO academy. He believed giving Airmen all the responsibility they could handle would result in attracting and retaining higher quality people in the Air Force. He also worked to give minorities and women more responsibilities throughout the Air Force. The Air Force Chief of Staff recognized Binnicker as a staunch advocate and spokesman for enlisted issues. His commitment to Airmen did not change following his retirement in 1994. He stayed abreast of issues affecting the enlisted force and visited PME classes to talk with students worldwide. In addition, he served as president and chief executive officer for the Air Force Enlisted Village until his death in March 2015.

Tenth Chief Master Sergeant of the Air Force
CMSAF Gary R. Pfingston



CMSAF Gary R. Pfingston
August 1990 – October 1994

Gary R. Pfingston played minor league baseball before enlisting in the Air Force as an aircraft mechanic. During his first assignment as a B-52 crew chief at Castle AFB, California, he went to work one day with a pack of cigarettes and $2 and did not return home for 30 days because the Cuban Missile Crisis sent the base into lockdown. Ten years later, Pfingston worked aircraft maintenance in Thailand, reconfiguring B-52s to carry conventional bombs in what became known as "iron belly" modifications. In 1973, he returned to the U.S. and spent the next 8 1/2 years as a military training instructor, and later, chief of the military training division. During an assignment to Andersen AFB, Guam, Pfingston broke his back, was hospitalized for 147 days, and returned to duty as the first sergeant. Future assignments had Pfingston taking part in the first ability to survive and operate exercise in a chemical environment and serving as a senior enlisted advisor.

CMSAF Pfingston's focus during his tenure was the Air Force drawdown and budget. Holding the highest enlisted position during Desert Storm, he worked to restore basic allowance for subsistence to the troops living in field conditions and increasing the Servicemember's Group Life Insurance, but the toughest challenge he faced was the Air Force downsizing. To avoid involuntary separations, Pfingston worked to implement the Voluntary Separation Incentive and Special Separation Bonus Programs. His idea to provide career paths and milestones in line with the officer career model, led to the career field education and training plan, three-level, and seven-level technical schools for all career fields, and mandatory in-residence PME schools. He also found himself involved with issues such as homosexuals serving in the military, Air Force specialty codes opening up to women, assignment policies including the Enlisted Quarterly Assignments Listing (EQUAL) and EQUAL-Plus, and even the introduction of the new senior NCO stripes. Pfingston remained active in what he called the "communication chain" of former CMSAFs advocating for the enlisted force after his retirement. CMSAF Pfingston died in 2007.

Eleventh Chief Master Sergeant of the Air Force
CMSAF David J. Campanale



CMSAF David J. Campanale
October 1994 – November

Worcester, Massachusetts, native David J. Campanale said he had the world by the throat after high school. A promising athlete, when a baseball career fell through, his mother encouraged him to join the Air Force in 1970. Campanale completed aircraft maintenance technical school despite poor study habits and breaking his collarbone playing football. He credits his supervisors at his first base with turning his attitude around. Campanale sought challenges, volunteering for several tours to Andersen Air Force Base, Guam, in support of B-52 Arc Light missions in Southeast Asia. He later volunteered to transfer to aerial repair. As he rose through the ranks, Campanale earned the distinguished graduate award at both the NCO academy and senior NCO academy and was stripes for exceptional performer-promoted to Master Sergeant. He later served as a senior enlisted advisor; a role called "richly rewarding."

The year CMSAF Campanale began his tour, the military launched the new TRICARE health program. The change introduced many questions and a great deal of anxiety. He led the charge to alleviate those feelings through education. Also, when Congress threatened to change the retirement system to "High One" effectively reducing retirement pay, Campanale quickly responded. With senior leader support, Campanale stood before Congress in the successful fight against the proposed change. Another important recruitment and retention milestone was adoption of the one-plus-one dormitory standard, which gave each Airman their own room. Not a proponent of long speeches, while visiting bases he encouraged questions rather than delivering a speech, which created meaningful dialogue. He believes anyone can become CMSAF and offers those who want to follow in his footsteps this piece of advice: Be honest and keep your promise. Campanale continues to actively mentor Airmen serving today.

Twelfth Chief Master Sergeant of the Air Force
CMSAF Eric W. Benken



CMSAF Eric W. Benken
November 1996 – August 1999

Raised in Cincinnati, Ohio, after graduating high school Eric W. Benken moved to Houston, Texas, to join his parents. Struggling to find a good paying job out of the area, he joined the Air Force as an administrative specialist. Although first assigned to Ellington AFB, Texas, he would get his chance to travel 9 months later, on orders to Ching Chuan Kang Air Base, Taiwan. During his tour, he deployed to South Vietnam, where he spent his 20th birthday. As the U.S. Air Forces Europe senior enlisted advisor, he facilitated the highly successful beddown of forces during the Bosnia Operation Joint Endeavor. He led numerous quality-of-life initiatives, including eliminating/ remodeling a third of the U.S. Air Forces Europe zero-privacy dormitories, making way for the newly developed one-plus-one dormitories. Benken also crafted the NCO Professional Development Seminar, an effort to fill a career education void between Airman Leadership School and the NCO academy.

During his tenure, CMSAF Benken focused heavily on fundamentals, getting back to basics, and changing the culture of the Air Force to meet new expeditionary requirements. He championed Warrior Week at basic training and ensured funding for a simulated deployed location at Lackland AFB, Texas. He instituted First Sergeant Academy curriculum changes, focusing on deployment responsibilities. He believed changing the title “senior enlisted advisor” to “Command Chief Master Sergeant” and adding the star to the chevron were critical to the success of these positions, in garrison and on the battlefield. CMSAF Benken engaged Congress and special interest groups on numerous fronts, ultimately defeating attempts to alter basic military training gender-integrated training and reversing the diminished retirement system of 1986. Other significant challenges included ensuring TRICARE met health care needs and modernizing the force with a limited budget. He believed Air Force leaders should focus on the future and prepare the force for the next century. Benken served as the first co-chair of the Air Force Retiree Council, serves on the board of directors for the Airmen Memorial Foundation and the Mission Readiness Organization Executive Advisory Council, and continues to speak at a variety of Air Force functions.

Thirteenth Chief Master Sergeant of the Air Force
CMSAF Jim Finch



CMSAF Frederick J. Finch
August 1999 – June 2002

Jim Finch entered the Air Force from East Hampton, New York, expecting to do only a 4-year hitch. He planned to learn a trade and see what the world had to offer and move on. Finch spent the early part of his career in the "bomb dumps" as a missile maintenance crew chief before becoming a PME instructor. After 4 years of teaching, Finch moved to the Leadership and Management Development Center at Maxwell Air Force Base Alabama. While there, he helped develop a correspondence version of the NCO preparatory course and taught new PME instructors. He was subsequently selected as the Air Force NCO PME functional manager at the Air Force Military Personnel Center. While there, he was involved in restructuring the PME program from four to three levels and implementing procedures to create Airman Leadership School and allow Master Sergeants to attend the senior NCO academy. Finch later served as an NCO Academy commandant, the 11th Air Force senior enlisted advisor, and Air Combat Command, Command Chief Master Sergeant.

When CMSAF Finch took the reins, the Air Force was moving from a cold war to an expeditionary mindset. He implemented CMSAF Benken's basic training Warrior Week vision to help new recruits understand that the expeditionary Air Force was not a temporary concept. He credits the program's success to the men and women at Lackland. Known as a man of vision, he spent 3 years focusing on enlisted members' concerns, and implementing programs to improve future preparedness. Finch recognized that the armed forces had to change to meet changing threats to national security. He believed future-focused leaders were paramount to success and made significant contributions to ensure the force developed that kind of leader. Finch maintains his vision for Airmen by serving on boards of Air Force-associated organizations, visiting Air Force members worldwide, and supporting current CMSAF agendas.

Fourteenth Chief Master Sergeant of the Air Force
CMSAF Gerald R. Murray



CMSAF Gerald R. Murray
July 2002 – June 2006

Gerald R. Murray, a native of Boiling Springs, North Carolina, grew up on his grandfather's farm. Graduating high school in 1974, he briefly attended college, married, and worked in textile mills and construction before entering the Air Force as an F-4 aircraft crew chief in 1977. Murray's performance and capabilities were quickly recognized by his promotion to Senior Airman below the zone, and selection as an F-16 aircraft maintenance instructor. He continued to excel as the senior F-16 crew chief on "Victor Alert" at Incirlik Air Base, Turkey, and later as an A-10 squadron production superintendent. Deployed in support of Operations Desert Shield and Desert Storm, he played a key role as the combat turn director at the most forward operation location in theater, garnering the Bronze Star, and later the Air Force General Lew Allen Trophy. After standing up a new A-10 squadron at Moody AFB, Georgia, Murray's performance, and leadership were recognized again when he was pulled from the flight line to serve as the 347th Wing Senior Enlisted Advisor and Command Chief Master Sergeant. He later served as the Command Chief Master Sergeant at 5th Air Force, U.S. Forces Japan, and Pacific Air Forces Command.

An evolving Air Force and a changed world after the 11 September 2001 terrorist attacks were catalysts for change during Murray's tenure. Murray refocused basic military training and PME toward expeditionary combat principles and took a leading role in developing a new physical fitness program to improve Air Force-wide readiness. Additionally, Murray led efforts to balance the enlisted force structure by increasing high-year tenure for four enlisted grades, bringing back the career job reservation and NCO retraining programs, and redistributing SNCO promotions in critical and unbalanced Air Force specialty codes. Understanding the need to maintain strong leadership, he initiated a deliberate approach to NCO professional development; led changes to the management of Chief Master Sergeants, including alignment under the Air Force Senior Leaders Management Office, and added a Chief Master Sergeant leadership course to the enlisted PME continuum. In retirement, Murray remains active in shaping Airmen development, serving with Air Force professional organizations and continuing to speak throughout the force.

Fifteenth Chief Master Sergeant of the Air Force
CMSAF Rodney J. McKinley



CMSAF Rodney J. McKinley
June 2006 – June 2009

Rodney J. McKinley grew up in Mt. Orab, Ohio, and originally entered the Air Force in 1974 as a medical technician. He separated from the Air Force in 1977 to pursue an education. He returned to RegAF in 1982 as an aircraft maintenance specialist and served in various aircraft maintenance positions at Myrtle Beach AFB, South Carolina, and Clark Air Base, Philippines. In 1991, he became a first sergeant, a position he held for the next 10 years, with assignments at Myrtle Beach AFB, South Carolina; Ghedi Air Base, Italy; Tinker AFB, Oklahoma; and Ramstein Air Base, Germany. McKinley then served as a command Chief Master Sergeant at Ramstein Air Base, Germany; Langley AFB, Virginia; and 11th Air Force at Elmendorf AFB, Alaska. In 2003, during the early days of Operation Iraqi Freedom, he deployed as Command Chief Master Sergeant to the 379th Air Expeditionary Wing, Southwest Asia. Before being selected as the 15th CMSAF, he was the Pacific Air Forces Command Chief Master Sergeant at Hickam AFB, Hawaii.

During his tenure, CMSAF McKinley was an advocate for winning the Global War on Terrorism, developing, and taking care of Airmen, and modernizing aging air, space, and cyberspace assets. McKinley focused on properly organizing, training, and equipping Airmen during a time when many were being tasked outside their core competencies. His efforts to improve the enlisted evaluation system resulted in the first major changes to feedback and performance report forms since 1990. CMSAF McKinley also advocated for an educated enlisted corps and strongly encouraged Airmen to pursue a Community College of the Air Force degree earlier in their careers. A strong advocate for the "American Airman" spirit, he opened the door for creation of the Airman's Creed, which codified core Air Force beliefs and articulated the warrior ethos. His vision led to the creation of the Enlisted Heroes Walk on the parade field at Lackland AFB, Texas, and the return of the enlisted collar brass and Good Conduct Medal. CMSAF McKinley also pursued improvements in Airman health and fitness, wounded warrior care, childcare, spousal employment opportunities, and accompanied and unaccompanied housing.

Sixteenth Chief Master Sergeant of the Air Force
CMSAF James A. Roy



CMSAF James A. Roy
June 2009 – January 2013

James A. Roy grew up in Monroe, Michigan, and originally entered the Air Force in 1982 as a heavy equipment operator. He served in various civil engineer positions at MacDill Air Force Base, Florida; Osan Air Base, Republic of Korea; Kunsan Air Base, Korea; Andersen Air Force Base, Guam; and Keesler Air Force Base, Mississippi. He returned to the site of his original technical training—Fort Leonard Wood, Missouri—as an instructor and instructor supervisor. As a Senior Master Sergeant, he transferred into personnel as the military personnel flight superintendent, Keesler Air Force Base, in 1999. From there, Chief Roy served as a Command Chief Master Sergeant at wing, numbered Air Force, and unified combatant command levels. These assignments included Columbus Air Force Base, Mississippi; Charleston Air Force Base South Carolina; Langley Air Force Base, Virginia; and 5th Air Force and United States Forces Japan, at Yokota Air Base, Japan.

In October 2004, he deployed as the 386th Air Expeditionary Wing, Southwest Asia Command Chief Master Sergeant. He then served as the United States Pacific Command senior enlisted leader at Camp H.M. Smith, Hawaii.

Chief Roy's key focus areas included ensuring Airmen were ready for joint and coalition operations; deliberately developing Airmen through education, training, and experience; and building a culture of resiliency within Airmen and their families. He worked to expand and solidify training and engagement in joint and coalition environments, which helped enhance the employability of Airmen in the increasingly joint and coalition warfighting environment. He also stressed the importance of updating and expanding distance-learning opportunities, and developed and promoted the Enlisted PME-Next construct, designed to close the gap in PME following Airman Leadership School.

Seventeenth Chief Master Sergeant of the Air Force
CMSAF James A. Cody



CMSAF James A. Cody
January 2013 – February 2017

James A. Cody grew up in Lakeville, Massachusetts, and entered the Air Force in 1984 as an air traffic controller. He served in various air traffic control positions at Ramstein Air Base, Germany; Pease Air Force Base, New Hampshire; Vandenberg Air Force Base, California; Osan Air Base, Republic of Korea; Incirlik Air Base, Turkey; Langley Air Force Base, Virginia; and MacDill Air Force Base, Florida. In April 2002, he deployed as the superintendent of the Joint Task Force– Southwest Asia Combat Airspace Management Cell. Chief Cody then served as a Command Chief Master Sergeant at a task force; wing; numbered Air Force; and major command level. These included assignments to Travis Air Force Base, California; MacDill Air Force Base, Florida; 18th Air Force at Scott Air Force Base, Illinois, and Air Education and Training Command at Joint Base San Antonio-Randolph, Texas.

Immediately upon assuming the position, Chief Cody committed to the continued evolution of the enlisted force. He identified various policies and processes, and with the support of the Air Force Chief of Staff and Enlisted Board of Directors moved each of them forward to ensure the enlisted force was prepared for future challenges. He focused on the deliberate development of Airmen, evolving enlisted PME to a blended learning model, and establishing Developmental Special Duties, which ensured top Airmen were in leadership positions that best leveraged their proven performance across the force. He heightened the conversation surrounding work/life balance and the importance of finding a reasonable and sustainable demand signal for Airmen, and strengthened care and support programs for Wounded Warriors, including Airmen with invisible wounds such as traumatic brain injury and/or PTSD. Additionally, Chief Cody moved the Enlisted Evaluation System and Weighted Airman Promotion System forward to ensure they served today's Air Force, and Airmen. He led the biggest changes to both systems since their inception in 1970, ensuring job performance was the greatest factor towards promotion.

Eighteenth Chief Master Sergeant of the Air Force
CMSAF Kaleth O. Wright



CMSAF Kaleth O. Wright
February 2017 – August 2020

Kaleth O. Wright grew up in Columbus, Georgia and entered the Air Force in 1989 as a dental technician. He served in a variety of dental positions at Pope Air Force Base, North Carolina; Osan Air Base, Republic of Korea; and Kadena Air Base, Japan. In 2001, he became a professional military education instructor, serving in various positions at the Kisling Noncommissioned Officer Academy, Kapaun Air Station, Germany. He returned to his primary Air Force Specialty in 2004, serving as the Dental Flight Chief at Pope AFB, North Carolina, squadron superintendent at Osan Air Base, Republic of Korea, Joint Base Elmendorf-Richardson, Alaska and Kadena Air Base, Japan where he also served as the Superintendent of the 18th Mission Support Group. He was selected as the Command Chief Master Sergeant for the 22d Air Refueling Wing, McConnell AFB, Kansas in 2012 and served as the Command Chief, 9th Air and Space Expeditionary Task Force-Afghanistan, Kabul, Afghanistan in 2014. In 2015, he became the Command Chief Master Sergeant for 3d Air Force and 17th Expeditionary Air Force, Ramstein Air Base Germany before becoming the Command Chief Master Sergeant of U.S. Air Forces in Europe and U.S. Air Forces Africa. He has deployed in support of Operations Desert Shield, Desert Storm, and Enduring Freedom.

Nineteenth Chief Master Sergeant of the Air Force
CMSAF JoAnne S. Bass



CMSAF JoAnne S. Bass

August 2020 – March 2024

JoAnne S. Bass was raised as an Army dependent, living in several overseas and stateside locations, prior to entering the Air Force in 1993. Throughout her career, she has held a variety of leadership positions serving at the squadron, group, wing, and major command levels. She has significant joint service and special operations experience and has participated in several operations and exercises as well as deployments in direct support of Operations Southern Watch, Enduring Freedom, and Iraqi Freedom. Prior to this assignment, she served as the Command Chief Master Sergeant, Second Air Force, Keesler Air Force Base, Mississippi.

As Chief Master Sergeant of the Air Force, Bass has demonstrated strong communication skills, prides herself on sharing her advice with Airmen, and ask them to trust in her leadership. Bass does not measure the success of the Air Force on how many meetings she attends or policies she affects; she measures it by the individual impacts of the Airmen she serves and helps to achieve their goals, and the strategic vision of the Air Force.

Twentieth Chief Master Sergeant of the Air Force
CMSAF David A. Flosi



CMSAF David A. Flosi

Chief Master Sergeant of the Air Force David A. Flosi represents the highest enlisted level of leadership and, as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public and to those in all levels of government. He serves as the senior enlisted leader and primary adviser to the Chief of Staff and the Secretary of the Air Force on all matters regarding the readiness, training, professional development, and effective utilization of more than 665,000 Total Force Airmen. Chief Flosi is the 20th chief master sergeant appointed to the highest noncommissioned officer position.

Chief Flosi entered the Air Force in May 1996 as a nuclear weapons specialist. His background includes various leadership duties in conventional and nuclear munitions/ missile operations, program management, developmental test and contingency operations at all Air Force organizational levels. Chief Flosi has deployed in direct

March 2024–December 2025

support of operations Southern Watch, Iraqi Freedom, Inherent Resolve and Freedom’s Sentinel.

Prior to this assignment, he served as the Command Chief Master Sergeant, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Twenty-first Chief Master Sergeant of the Air Force
CMSAF David R. Wolfe



CMSAF David R. Wolfe
December 2025–Present

Official Profile & Leadership Overview

Chief Master Sgt. David R. Wolfe serves as the 21st Chief Master Sergeant of the Air Force, representing the highest enlisted level of leadership in the United States Air Force. In this esteemed role, he serves as the Senior Enlisted Leader and primary adviser to both the Chief of Staff and the Secretary of the Air Force on all critical matters including standards, readiness, training, professional development, and the effective operational utilization of more than 665,000 Total Force Airmen. Additionally, Chief Wolfe is a key representative of the Air Force's interests to the American public and at all levels of government.

Career Progression & Leadership Milestones

Chief Wolfe's distinguished military career began in February 1992 as a Security Forces Airman. Over more than three decades of dedicated service, he has built extensive leadership experience across all levels of the Air Force:

• **Major Commands (MAJCOM):** Served as Command Chief Master Sergeant for two major commands, driving strategic theater posture and enlisted force development.

• **Numbered Air Force (NAF):** Served as the NAF Command Chief, directing operational readiness and personnel welfare across numbered air fleet assets.

• **Wing Level:** Held the position of Command Chief at two operational wings, leading force readiness and executive-enlisted relations.

• **Education Cadre:** Commanded professional military education environments as both an instructor and academy commandant, shaping the future of senior enlisted leadership.

• **Expeditionary Ops:** Gained combat contingency operations experience through multiple deployments, including tours in Iraq and Afghanistan.

Chapter 4
AIR AND CYBERPOWER

Section 4A—Identifying with Airpower

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 4—AIR AND CYBERPOWER	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 4A—Identifying with Airpower	B	B	B	C	D

4.1. Domains of Airpower

Airpower can be applied from within, as well as across the domains of air and cyberspace. From an operational perspective, the air domain can be described as that region above the earth's surface in which aerodynamics generally govern the planning and conduct of military operations. The space domain can be described as that region above the earth's surface in which astrodynamics generally govern the planning and conduct of military operations. The cyberspace domain is a global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the internet, telecommunications networks, computer systems, and embedded processors and controllers.

4.2. Airpower Defined

For the past 76 years, the Air Force has been breaking barriers as a member of the finest joint warfighting team on the planet, providing Global Vigilance, Global Reach, and Global Power for America. In terms of Global Vigilance, Airmen have built a real-time global intelligence and command and control network that can find, fix, and finish the smallest of targets. Airmen operate multiple satellite constellations that range from ensuring situational awareness to nuclear warning. Cyber operators build, secure, operate, and defend our critical networks and mission systems, and are ready to take offensive actions in, from, and through cyberspace. In terms of Global Reach, the Air Force ranges the globe rapidly to respond to crises and deliver critical supplies and personnel to any location on the planet. Mobility Airmen are in 23 countries at 77 locations operating a global system of airfields and enabling access for allies and joint partners. Persistent engagements by our highly skilled special operations forces enhance critical relationships and secure global access at a time and place of our choosing. In terms of Global Power, the Air Force can strike an enemy on short notice anywhere in the world with American fighters, bombers, remotely piloted aircraft, and intercontinental ballistic missiles. Air Force special operators conduct counter-terrorism missions daily, while our nuclear forces are the ultimate backstop to deter attacks on the homeland and our Allies and partners who rely on U.S. extended deterrence. As Airmen, we must ensure our mission is understood at all levels and appreciated for the capabilities airpower brings to the fight.

Airpower is the ability to project military power or influence through the control and exploitation of air and cyberspace to achieve strategic, operational, and tactical objectives. As the nation's most comprehensive provider of military airpower, the Air Force conducts continuous and concurrent air and cyberspace operations across the strategic, operational, and tactical levels of war. Airpower provides the versatile, wide-ranging means towards achieving national objectives with the ability to deter and respond immediately to crises anywhere in the world, while aligned with land and maritime power during operations against enemy forces, and when protecting and aiding friendly forces.

4.3. Cyberpower Defined

Cyberspace is a global domain within the information environment (IE) consisting of the interdependent networks of information technology infrastructures and resident data, including the internet, telecommunications networks, computer systems, and embedded processors and controllers. This definition of cyberspace comes from Joint Publication (JP) 3-12, *Cyberspace Operations*, and

AFDP 3-12, *Cyberspace Operations*. As further described by JP 3-12, cyberspace operations are the employment of cyberspace capabilities where the primary purpose to achieve objective in or through cyberspace.

Three Components to Cyberspace. Electronics and the electromagnetic spectrum refer to the wave-particle duality of radiation that, when modulated with information, creates a signal. Data and networked systems refer to digital information and application programs and the computers and networks on which they exist. Three components to cyberspace are recognized as: (1) the "effectors" that encompass a broad range of signal-borne threats, analog and digital; (2) the "medium" that enables effectors to access the targets, wired and wireless, hardware and software; and (3) the "targets" to include weapons and systems that use computers or networks. Anticipating and avoiding threats eliminates the need to fight them and saves the concurrent cost to data and system integrity, making prevention an effective first line of defense against cyber threats. Anticipating a cyber threat includes setting up over-the-horizon early warning systems that detect anomalous activity, analyzing rapidly its forensic fingerprint to predict future behavior, and communicating through viable reach-back options to avoid the threat.

Four Axioms of Offensive Cyberpower. The four axioms of offensive cyberpower are: misdirecting functionality, stealth access, exploiting vulnerabilities, and superior human cognition. From a war-fighting perspective, the internet has traditionally favored the defense over the offense. This inherent advantage to the attacker resulted from the design of the internet protocols for tolerance to failure rather than resilience to attack. Modifying the cyber domain may provide an effective method for attack avoidance. Just as a carrier battle group sails the oceans rather than sitting still in one location, so can a network or system move around the IP address space for deception and attack avoidance. The tenets of anti-tamper protection technologies seek to reduce vulnerability by reducing the scope of protection and focusing on critical components in a system, making them harder to access. This approach allows the defenders to impose high penalties on the attacker and deter the threat. Hence, offensive cyberpower is the exploitation of the unconceived vulnerability, where unknown cyber insecurity wins against known cybersecurity in a complex, interactive system of computers, networks, and humans.

Section 4B—Aircraft Systems

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 4—AIR AND CYBERPOWER	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 4B—Aircraft Systems	A	B	B	B	C

4.4. Identifying Aircraft

Throughout military history, warriors have carried their unit colors into battle, raising them high to make an impression on their enemies and giving unit members a sense of belonging and pride. That tradition carries on to this day in the form of aircraft fin flashes or tail flashes. Information on standard tail flashes designates the base and unit the aircraft is from, as well as the tail number of the aircraft. Traditionally, units

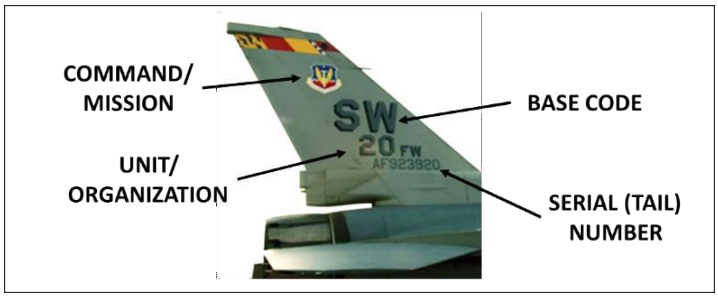


Figure 4.1. Tail Flashes

would select a single aircraft to be the unit flagship with a special fin flash that represented the specific squadron or wing and was the assigned airplane for the unit commander. The flagship was the airplane generally used for photos, air shows, and other public displays. Today, while tail flash designs, as shown in **Figure 4.1.**, can include color, tail flashes are often done in various shades of gray to maintain a camouflage appearance.

Aircraft Tail Markings. While similar, each branch of the military has unique aircraft in their inventory and their codes may vary slightly.

Roundel. A roundel is a circular disc often used as a national or historic symbol. One place that roundels are most commonly seen on are on military aircraft or infrastructure. The French Air Service originated the use of roundels on military aircraft during World War I, most often using colors of red, white, and blue as representative of their national flag. **Attachment 2**, The Roundel, shows the evolution of the roundel throughout its use in the Air Force.

4.5. Mission Design Series

The mission design series designator is an official DoW recognized alpha- numeric symbol used to designate military defense aerospace vehicles categorized as aircraft, guided missiles, rockets, probes, boosters, and satellites. The designator describes the aerospace vehicle in two components, separated by a dash. The first component, comprised only of alpha characters, describes the mission of the vehicle. The second component, comprised of alpha- numeric characters, describes the design number and design series of the vehicle. Also, some designators will have a letter following the two-part designator of the aircraft to indicate the model type or series, usually due to improved model designs. Over the years, the designations have changed, but much of the system has remained the same. **Table 4.1.** is provided to show a comprehensive list of mission design series designators for Air Force aircraft.

Designator Symbols for Non-Standard Aircraft (columns 1-4):
Designator Symbols for Standard Aircraft (columns 1-3):

Status Prefix	Modified Mission	Basic Mission	Vehicle Type
e – Digitally Developed	A – Attack	A – Attack	D – UAV Control Segment
G – Permanently Grounded	C – Transport	B – Bomber	G – Glider
J – Special Test (Temporary)	D – Director	C – Transport	H – Helicopter
N – Special Test (Permanent)	E – Special Electronic Installation	E – Special Electronic Installation	Q – Unmanned Aircraft (UA)
X – Experimental	F – Fighter	F – Fighter	S – Spaceplane
Y – Prototype	H – Search/Rescue/ MEDEVAC	L – Laser	V – VTOL/STOL
Z – Planning	K – Tanker	O – Observation	Z – Lighter-Than-Air Vehicle
	L – Cold Weather	P – Patrol	
	M – Multi-Mission	R – Reconnaissance	
	O – Observation	S – Anti-Submarine	
	P – Patrol	T – Trainer	
	Q – Drone	U – Utility	
	R – Reconnaissance	X – Research	
	S – Anti-Submarine		
	T – Trainer		
	U – Utility		
	V – Staff		
	W – Weather		

Table 4.1. Aerospace Vehicle Mission Design Series Designators for Aircraft

4.6. Aircraft System Capabilities

The Air Force is globally engaged in conducting missions every day to defeat adversaries. We support partner nations in countering trans-regional terrorism, ensure the joint military team can conduct missions across the globe, and defend the homeland. Currently, approximately 21,000 Airmen are deployed to 175 locations; 80,000 Airmen are forward based; and 27,000 Airmen conduct operations from within the United States. Also, the Air Force produces more than 6,000 intelligence products per day, driving operations around the globe. Cyber operators have blocked billions of malicious connections, denying access against increasingly innovative adversaries. Air superiority ensures the safety of American citizens every day and enables Airmen stateside to operate remotely piloted aircraft, process intelligence, and stand watch at nuclear missile bases. And, in partnership with the North American Aerospace Defense Command, Airmen maintain aerospace warning and control systems to ensure air sovereignty and air defense of the airspace over Canada, Alaska, and the Continental United States.

Aircraft System Inventory. While a comprehensive list of Air Force aircraft and detailed descriptions can be found on the Air Force Portal Fact Sheets, generalized descriptions of several of the aircraft/weapon systems in the inventory are provided here.

<table>
<tr><th colspan="2">Aircraft Weapon Systems</th></tr>
<tr><td></td><td>A-10, Thunderbolt II

The A-10 is a close air support platform used to support troops in contact with enemy forces. The A-10 performs secondary roles of air interdiction, airborne forward air control, and combat search and rescue. This aircraft has excellent maneuverability at low air speeds and altitude and is a highly accurate and survivable weapons-delivery platform.</td></tr>
<tr><td>B-1B, Lancer

The B-1B is a multi-mission bomber carrying the largest payload of both guided and unguided weapons in the inventory. The B-1B's blended wing/body configuration, variable-geometry wings, and turbofan afterburning engines combine to provide long range, maneuverability, and high speed while enhancing survivability.</td><td></td></tr>
<tr><td></td><td>B-2, Spirit

The B-2 is a multi-role bomber capable of delivering both conventional and nuclear conventional munitions and nuclear weapons. The penetrating flexibility and effectiveness inherent in manned bombers is what the B-2 provides. The low-observable, stealth characteristics give it the unique ability to penetrate an enemy’s most sophisticated defenses and threaten its most valued and heavily defended targets. This aircraft provides the only all-weather hard/deeply buried conventional strike capability.</td></tr>
<tr><td>B-21, Raider

The B-21 is designed to support the nuclear triad, providing a visible and flexible nuclear deterrent capability that will assure allies and partners. With the ability to penetrate modern air defenses, the B-21 can provide long-range, mixed payload and high survivability in support of national security objectives. The B-21 is designed to have an open architecture, able to integrate new technology and respond to future threats across the full-spectrum of operations. Note: The B-21 is still in the development phases and is not officially a part of the Air Force inventory.</td><td></td></tr>
</table>



B-52, Stratofortress

The B-52 is a long-range, heavy bomber that can perform a variety of conventional or nuclear missions including strategic attack, close-air support, air interdiction, and offensive counter-air. For more than 65 years, B-52 Stratofortresses have been the backbone of the manned strategic bomber force. The B-52 is capable of dropping or launching the widest array of weapons in the inventory.

C-5M, Super Galaxy

The C-5M is one of the largest aircraft in the world. The C-5 is used for strategic intertheater delivery of outsized and oversized cargo and passengers. Ground crews are able to load and off-load simultaneously at the front and rear cargo openings, reducing cargo transfer times.





C-17, Globemaster III

The C-17 is capable of rapid strategic delivery of troops and cargo to main operating bases or directly to forward bases in the deployment area. The aircraft can perform tactical airlift and airdrop missions and can transport litters and ambulatory patients during aeromedical evacuations, when required.

C-20, Gulfstream III

The C-20 is a twin-engine cargo and passenger airlift aircraft used for high-ranking government officials. Worldwide secure and non-secure passenger communication capabilities exist on the aircraft.





C-21, Learjet

The C-21 is a twin-engine cargo and passenger airlift aircraft employed for short ranges and into short fields. This aircraft can be configured to transport litters during medical evacuations.

C-37, Gulfstream V

The C-37 is a twin-engine cargo and passenger airlift aircraft used to fill the worldwide special airlift missions for high-ranking government officials. The aircraft is equipped with commercial and military communications equipment to provide secure and non-secure voice and data capability.





C-40B/C

The C-40 is designed to be an office in the sky for senior military and government leaders. It provides safe, comfortable, and reliable transportation to locations around the world. The C-40B's primary customers are combatant commanders and senior government officials.

C-130, Hercules

The C-130 primarily performs the tactical portion of airlift missions. The aircraft is capable of operating from rough dirt strips. Basic and specialized versions of the aircraft perform diverse roles including airlift support, Antarctic resupply, aeromedical missions, weather reconnaissance, aerial spray, firefighting, and natural disaster relief. Some commonly recognized modifications include the AC-130, Gunship; EC-130H, Compass Call; EC-130J, Commando Solo; HC-130N/J, Combat King; MC-130H, Combat Talon II; and the MC-130J, Commando II.



C-146, Wolfhound

The C-146's primary mission is to provide U.S. Special Operations Command flexible, responsive, and operational movement of small teams needed in support of Theater Special Operations Commands around the world.





CV-22, Osprey

The CV-22 is a tiltrotor aircraft that combines the vertical takeoff, hover, and vertical landing qualities of a helicopter with the long-range, fuel efficiency, and speed characteristics of a turboprop aircraft. Its mission is to conduct long-range infiltration, exfiltration, and resupply missions for special operations forces.

E-3, Sentry

The E-3 is a deployable airborne command and control battle management platform employed at the tactical level of war. The Airborne Warning and Control System (AWACS) provides all altitude surveillance, warning, and battle management for worldwide air combat operations. The E-3 directs, coordinates, and controls joint and combined operations.





E-4B, NAOC

The E-4B, particularly known for its National Airborne Operations Center (NAOC), is designed as a highly survivable node of the National Military Command System. The E-4B provides critical command and control mission support in case of national emergency and provides support to coordinate actions by civil authorities during crisis response.

E-8C, Joint STARS

The E-8C Joint Surveillance and Target Attack Radar System (Joint STARS) is a joint Army/USAF program designed to enhance battle management by providing near real-time wide-area surveillance and targeting information on moving and stationary ground targets.





E-9A

The E-9A is a twin turboprop aircraft used as a surveillance platform to ensure the Gulf of Mexico waters are clear of civilian boaters and aircraft during live missile launches and other hazardous military activities. The E-9A provides support for air-to-air weapons system evaluation, development, and operational testing.

F-15, Eagle

The F-15 is a dual engine, all weather, extremely maneuverable fighter designed to gain and maintain air superiority. The F-15 has electronic systems and weaponry to detect, acquire, track, and attack enemy aircraft while operating in friendly or enemy-controlled airspace.





F-15E, Strike Eagle

The F-15E is a dual engine, air-to-ground, air-to-air, all-weather fighter, designed for close air support, strategic attack, and interdiction roles. The F-15E has the capability to fight its way to a target over long ranges, destroy enemy ground positions, and fight its way out.
The aircraft uses two crew members - a pilot and a weapon systems officer.

F-16, Fighting Falcon

The F-16 is a single engine, multi-role tactical fighter with full air-to-air and air-to-ground combat capabilities. This aircraft provides a relatively low-cost, high-performance weapon system for the United States and allied nations.





F-22, Raptor

The F-22 is a low observable, highly maneuverable airframe with advanced integrated avionics and aerodynamic performance allowing supersonic cruise without using afterburner.

F-35, Lightning II

The F-35 gives the Air Force the power to dominate the skies – anytime, anywhere. The F-35 is an agile, versatile, high- performance fighter that combines stealth, sensor fusion, and unprecedented situational awareness.





HH-60G, Pave Hawk

The HH-60G helicopter is primarily used to conduct personnel recovery operations into hostile environments to recover isolated personnel. The HH-60G is rapidly deployable and has day/night, marginal weather combat capability employed for combat search and rescue, counter-drug, disaster relief, civil search and rescue, and support operations. The HH-60W is an advanced variant of the HH-60G is set to replace the ageing fleet of HH-60G helicopters.

KC-10, Extender

The KC-10 provides global in-flight refueling and airlift support for deployment, employment, redeployment, and joint/combined special operations. It is able to combine the tasks of a tanker and cargo aircraft by refueling fighters and simultaneously carrying fighter support personnel and equipment on overseas deployments. The KC-10 is also capable of transporting litter and ambulatory patients using patient support pallets during aeromedical evacuations.





KC-46, Pegasus

The KC-46A tanker will conduct boom and drogue refueling on a single mission and provide airlift capability. The Air Force has begun to take delivery of the first of 179 KC-46As, adding to a total tanker fleet of more than 400 aircraft. Even with 179 planned tankers, there is still a need to field hundreds more to meet national security requirements.



KC-135, Stratotanker

The KC-135 provides the core aerial refueling capability for the Air Force and has excelled in this role for more than 50 years. A cargo deck above the refueling system can hold a mixed load of passengers and cargo, depending on fuel storage configuration. Additional commonly recognized modifications include the OC-135B, Open Skies; RC-135S, Cobra Ball; RC-135U, Combat Sent; RC-135V/W, Rivet Joint; and the WC-135, Constant Phoenix.

MC-12

The MC-12 is a medium- to low-altitude, twin-engine turboprop aircraft. Its primary mission is to provide intelligence, surveillance, and reconnaissance support directly to ground forces in support of the Joint Force Commander.





MH-139A

The MH-139A is replacing the Vietnam-era UH-1N fleet that provides emergency response and convoy support for the nuclear forces and address capability shortfalls in speed, range, endurance, and carrying capacity.



MQ-9, Reaper

The MQ-9 is an armed, multi-mission, medium-altitude, long-endurance, remotely piloted aircraft. The MQ-9 can employ both AGM-114 Hellfire missiles and GBU-12 laser-guided bombs. The remotely piloted aircraft can be disassembled and loaded into a single container for deployment worldwide.

RQ-4, Global Hawk

The RQ-4 is a high-altitude, long-endurance, remotely piloted aircraft with an integrated sensor suite that provides all-weather, intelligence, surveillance, and reconnaissance capability. The RQ-4's mission is to provide a broad spectrum of intelligence, surveillance, and reconnaissance collection capability to support Joint Forces in worldwide peacetime and contingency operations.





T-1A, Jayhawk

The T-1A is a medium-range, twin-engine jet trainer used in the advanced phase of specialized undergraduate pilot training for students selected to fly airlift or tanker aircraft. It is used to support navigator training for Air Force, Navy, Marine Corps, and international services.

T-6A, Texan II

The T-6A is a single-engine primary flight training aircraft for future Air Force and Navy pilots. Students learn basic flying skills common in the T-6 before moving on to advanced flight training.





T-38, Talon

The T-38 is a twin-engine, high-altitude, supersonic jet trainer used in the advanced phase of specialized undergraduate pilot training for students selected to fly fighter aircraft. Air Combat Command, Air Force Material Command, and the National Aeronautics and Space Administration also use the T-38 in various roles. The all- new advanced jet trainer T-7 Red Hawk has been selected to replace the aging T-38 Talon.

U-2S, Dragon Lady

The U-2 provides high-altitude, all-weather surveillance and reconnaissance and delivers critical imagery and signals intelligence in all phases of conflict, including peacetime indications and warnings, low-intensity conflict, and large-scale hostilities. Routinely flown at altitudes over 70,000 feet, U-2 pilots wear full pressure suits similar to those worn by astronauts.





U-28A, Draco

The U-28A is part of the Special Operations Command manned, airborne intelligence, surveillance, and reconnaissance fleet. It provides fixed-wing tactical support to humanitarian operations, search and rescue, conventional, and special operations missions.

UH-1N, Huey

The UH-1N is a light-lift utility helicopter used to support various missions. The primary missions include airlift of emergency security forces, security, and surveillance of off-base nuclear weapons convoys, and distinguished visitor airlift. Other uses include disaster response, search and rescue, medical evacuation, airborne cable inspections, support to aircrew survival school, routine missile site support, and transport.





UV-18, Twin Otter

The UV-18 is used to support parachute and airmanship training at the USAF Academy. The aircraft is capable of carrying a pilot, co-pilot, and up to 17 jumpers.

VC-25, Air Force One

The presidential air transport fleet consists of two specially configured Boeing 747-200B's with the Air Force designation VC-25. When the U.S. President is aboard either aircraft, or any Air Force aircraft, the radio call sign is "Air Force One."



Section 4C—Missile and Munition Systems

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 4—AIR AND CYBERPOWER	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 4C—Missile and Munition Systems	A	B	B	B	C

4.7. Missile and Munition System Capabilities

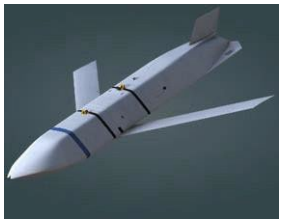
As a superior military force, we work with some of the most advanced weapons in the world. It is a great responsibility to assemble and process nonnuclear munitions. Working with a high level of attention to detail and extreme care, highly trained Airmen handle, store, transport, arm, and disarm missile and munition systems and commit themselves to ensuring the success of our missions.

Missile and Munition System Inventory. Generalized descriptions of several of the current missile and munition systems are provided here.

Missile and Munition Systems	
	**ADM-160, Miniature Air-Launched Decoy** ADM-160 Miniature Air-Launched Decoy (MALD) is a low-cost flight vehicle that is modular, air-launched, and programmable. It weighs less than 300 pounds and has a range of approximately 500 nautical miles. MALD protects aircraft and their crews by duplicating the combat flight profiles and signatures of United States and allied aircraft.
	**AGM-86, Air Launched Cruise Missile** The AGM-86 Air Launched Cruise Missile is a low-level, penetrating nuclear strike weapon for use against strategic surface targets. It is a subsonic, highly accurate, long-range, air-to-surface strategic nuclear missile designed to house the W80-1 nuclear warhead and is able to evade air- and ground-based defenses to strike targets at any location within any enemy's territory.
	**AGM-114, Hellfire Missile** Originally developed for anti-armor use, the laser-guided AGM-114 Hellfire is a family of 100-pound class guided air-to-surface missiles for use against fixed and moving targets. It has multi-mission, multi-target precision-strike capability, and can be launched from multiple rotary and fixed-wing aircraft including remotely piloted aircraft.

AGM-158,
Joint Air-to-Surface Stand-off Missile

The AGM-158 Joint Air-to-Surface Stand-off Missile is a long-range, conventional, air-to-ground, precision stand-off missile used to destroy high-value, well-defended, fixed, and relocatable targets.





AIM-120,
Advanced Medium-Range Air-to-Air Missile

The AIM-120 Advanced Medium-Range Air-to-Air Missile is a supersonic, medium-range, active radar guided air-to-air missile with a high explosive warhead. It has an all-weather, beyond-visual-range capability that improves the aerial combat capabilities to meet current and future threat of enemy air-to-air weapons.

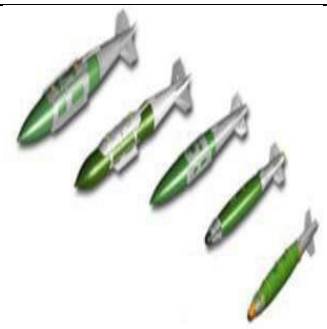
AIM-9M/X, Sidewinder

The AIM-9M/X Sidewinder is a fighter-borne supersonic, short-range, passive infrared heat-seeking air-to-air missile with a high explosive warhead.



GBU-31/32/38/54/56,
Joint Direct Attack Munition

The GBU-31/32/38/54/56 Joint Direct Attack Munition (JDAM) is a Air Force and Navy system used to upgrade the existing inventory of general-purpose bombs by integrating them with GPS, laser, and inertial guidance system tail kits to provide accurate adverse weather delivery from very low to very high altitudes. JDAM enables multiple weapons to be directed against single or multiple targets on a single pass.





GBU-39, Small Diameter Bomb

The GBU-39 Small Diameter Bomb (SDB) is an extended range all-weather, 250-pound class, guided munition. The SDB relies on GPS to provide navigation to the target. It is capable of destroying fixed and stationary targets. SDB increases aircraft loadout, decreases the logistical footprint, decreases collateral damage, and improves aircraft sortie generation times.



GBU-57,

Massive Ordnance Penetrator

The GBU-57 Massive Ordnance Penetrator is a 30,000-pound guided, earth-penetrating weapon system designed to accomplish the difficult, complicated mission of reaching and destroying targets in hardened and deeply- buried facilities. This weapon is over 20 feet long and carries more than 5,300 pounds of explosives.



LGM-30G, Intercontinental Ballistic Missile

The Minuteman III is a **strategic weapon system** of intercontinental range. These nuclear missiles are dispersed in hardened silos to protect against attack and connected to an underground launch control center through a system of hardened cables. The Minuteman III ICBM is designed to deliver one W87 or up to three W78 thermonuclear weapons.

B61, Thermonuclear Bomb

The B61 is an air-dropped tactical nuclear weapon family including the -7, -11, -12, and -13 modifications. The weapon can be carried by both bomber and fighter aircraft. The capabilities of the weapon system include ground-penetrating options for hardened targets, selectable yield options tailored to specific mission requirements, and a guided tail kit for more precise targeting and higher effectiveness at lower yields.



Chapter 5
MILITARY ORGANIZATION AND COMMAND

Section 5A—United States Armed Forces

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5A—United States Armed Forces	B	B	C	C	D

5.1. Command Authority

Since the birth of our nation, policies and directives have been made by civilians assigned to the military and to the executive and legislative branches of the government. Command authority is the established levels of responsibility for command, control, and communication throughout a chain of command. Responsibility and authority for the U.S. Armed Forces extends from the U.S. President, through the Secretary of War, through two distinct branches of command, and through each commander at every level in the branches of service. The various levels within the chain of command have different responsibilities and authority; however, each level in the chain is responsible for all lower levels and accountable to all higher levels.

Commander in Chief. The U.S. Constitution establishes the basic principle of civilian control of the U.S. Armed Forces. As Commander in Chief, the U.S. President has final command authority; however, as head of the executive branch, the President is subject to the checks and balances system of the legislative and judicial branches.

Chain of Command. By statute, the chain of command runs from the U.S. President, through the Secretary of War, to the Combatant Commanders (CCDR). For all forces not assigned to the CCDRs, the chain of command runs from the U.S. President, through the Secretary of War, to the Secretaries of the military departments. When forces are assigned to the CCDRs, administrative control over those forces still typically flows through their respective service branch. **Note:** A provision of the Public Law 99-433, *Goldwater-Nichols DoD Reorganization Act of 1986*, 1 October 1986, permits the U.S. President to authorize communications through the Chairman of the Joint Chiefs of Staff, placing the Chairman in the communications chain of command.

5.2. Department of War (DoW)

With over 1.3 million members in the Regular Forces, another 826,000 in the National Guard and Reserve Forces, and 742,000 civilian personnel, the DoW is America's largest government agency. The mission of the DoW is to provide military forces to deter war and protect the security of our country. Headquartered at the Pentagon, the DoW includes the Office of the Secretary of War; the Joint Chiefs of Staff; the Joint Staff; and the Departments of the Army, Navy (including the Marine Corps), and DAF. Furthermore, the DoW includes the unified combatant commands (CCMD) and forces dedicated to combined commands, defense agencies, and field activities. As the civilian head of the DoW, the Secretary of War reports directly to the U.S. President.

Secretary of War. The Secretary of War (SecWar) is appointed by the U.S. President, with advice and consent of the Senate. The SecWar serves as principal defense policy advisor to the U.S. President and is responsible for the formulation of general defense policy, policy related to all matters of direct and primary concern to the DoW, and for the execution of approved policy. In addition to exercising the operational chain of command between the U.S. President and the CCDRs, a specific responsibility of the SecWar is to provide written policy guidance for DoW national security objectives and policies, military mission priorities, and projected levels for available resources. The SecWar also provides the Chairman of the Joint Chiefs of Staff with written policy guidance regarding contingency plans. The Secretaries of the military departments and the CCDRs are provided written guidelines to direct the

effective detection and monitoring of all potential aerial and maritime threats to the national security of the United States.

The Armed Forces Policy Council. The Armed Forces Policy Council assists in matters requiring a long-range view, formulates broad defense policy, and advises the Secretary of War on policies, as requested. The Armed Forces Policy Council consists of the Secretary of War serving as the Chairman of the Council; the Deputy Secretary of War; Secretaries of the Army, Navy, and Air Force; the Chairman of the Joint Chiefs of Staff; Under Secretary of War for Acquisition and Sustainment, the Under Secretary of War for Research and Engineering, the Under Secretary of War for Policy; the Deputy Under Secretary of War for Acquisition and Technology, the Deputy Under Secretary of War for Research and Engineering, the Deputy Under Secretary of War for Acquisition and Sustainment; and the Service Chiefs.

Under Secretaries of Defense. There are six Under Secretaries of Defense (Policy; Comptroller; Personnel and Readiness; Under Secretary of War for Acquisition and Sustainment (A&S); Under Secretary of War for Research and Engineering; and Intelligence) who assist the Secretary of War. The Secretary of War receives staff assistance through a number of special agencies, such as the Defense Threat Reduction Agency, Security Service, and Defense Logistics Agency, which provide special skills, expertise, and advice.

5.3. Joint Staff

The Joint Staff assists members of the Joint Chiefs of Staff in carrying out assigned responsibilities of strategic direction, unified operation of CCMD, and integration of all branches of the military into an efficient force. By law, the direction of the Joint Staff rests exclusively with the Chairman of the Joint Chiefs of Staff. The Chairman normally manages the Joint Staff through the Director of the Joint Staff. The Director is selected by the Chairman after consultation with other members of the Joint Chiefs and with the approval of the Secretary of War. The Joint Staff consists of more than 1,500 military and civilian personnel, composed of approximately equal numbers of officers from the Army, Navy, Air Force, and USSF. Marines make up about 20 percent of the number allocated to the Navy.

Chairman, Joint Chiefs of Staff. Appointed by the U.S. President, by and with advice and consent of the Senate, the Chairman of the Joint Chiefs of Staff (CJCS) holds the grade of General or Admiral. The CJCS outranks all other officers of the U.S. Armed Forces but may not exercise military command over the Joint Chiefs of Staff or the U.S. Armed Forces. The CJCS is the principal military advisor to the U.S. President, the National Security Council, and the Secretary of War. The Secretary of War may assign CJCS responsibility for overseeing the activities of the CCMDs. The CJCS presides over the Joint Chiefs of Staff and objectively furnishes recommendations and views of the Joint Chiefs to the U.S. President, National Security Council, or the Secretary of War.

Vice Chairman, Joint Chiefs of Staff. The Vice Chairman of the Joint Chiefs of Staff (VCJCS), appointed by the U.S. President, by and with advice and consent of the Senate, is a member of the Joint Chiefs of Staff. The VCJCS performs duties prescribed by the Chairman, with the approval of the Secretary of War. The VCJCS cannot be from the same branch of service as the Chairman, serves a tour of two years, and may be reappointed for two additional terms. When required, the VCJCS assumes the role of Acting Chairman in the Chairman's absence.

Senior Enlisted Advisor to the Chairman. Senior Enlisted Advisor to the Chairman (SEAC), is designated as the highest senior enlisted position in the U.S. Armed Forces. The SEAC is appointed to serve as an advisor to the Chairman and the Secretary of War on all matters involving Total Force integration, utilization, health of the force, and joint development for enlisted personnel. The SEAC also serves as a spokesperson to leaders and organizations on applicable issues affecting enlisted forces.

Joint Chiefs of Staff. Subject to the authority, direction, and control of the U.S. President and the Secretary of War, members of the Joint Chiefs of Staff serve as advisors to the President, Secretary of War, and the National Security Council. The Joint Chiefs provide the strategic direction of the U.S. Armed Forces, review major materiel and personnel requirements according to strategic and logistic requirements, and establish joint doctrine. Members of the Joint Chiefs of Staff are also responsible for the assignment of logistic responsibilities to the military services, formulation of policies for joint training, and coordination of military education. Members of the Joint Chiefs of Staff are the Chairman; Vice Chairman; Chief of Staff of the U.S. Army; Chief of Naval Operations; Chief of Staff of the Air Force, Chief of Space Operations; Commandant of the Marine Corps; and Chief of the National Guard Bureau. For the Service Chiefs (Chief of Staff of the Army, Chief of Naval Operations, Chief of Staff of the Air Force, Chief of Space Operations, Commandant of the Marine Corps), their Joint Chiefs of Staff duties take precedence over all other duties. Consequently, as the military heads of their respective services, the Joint Chiefs delegate many duties to their Vice Chiefs while retaining overall responsibility.

Section 5B—Military Departments

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5B—Military Departments	B	B	C	C	D

5.4. Defending the Nation



Since the nation's birth, our military has had the constitutional duty to ensure national survival, defend lives and property, and promote vital interests at home and abroad. Jointly, senior military leaders underwrite the strategy of defending the homeland and assuring allies, while dissuading, deterring, and defeating enemies. The military departments consist of the Army, Navy (including the Marine Corps and, in wartime, the Coast Guard), and DAF as shown in **Figure 5.1.**

Figure 5.1. U.S. Military Departments

5.5. General Military Functions

The Secretary of War and the Joint Chiefs of Staff established the general and specific functions (roles and missions) of each branch of the U.S. Armed Forces in the Key West Agreement of 1948. The latest revision of the Key West Agreement in 1958 states three general functions of the U.S. Armed Forces: (1) support and defend the U.S. Constitution against all enemies, foreign and domestic; (2) ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests; (3) and uphold and advance the national policies and interests of the United States. Each service shall observe the general principles and fulfill the specific functions as established in the Key West Agreement, and make use of the personnel, equipment, and facilities of the other services in all cases where economy and effectiveness will be increased.

Functions of the United States Army. The U.S. Army serves as the land-based branch of the U.S. Armed Forces. The mission of the Army is, "To fight and win our nation's wars by providing prompt, sustained land dominance across the full range of military operations and the spectrum of conflict in support of combatant commanders." The Army is responsible for the preparation of land forces necessary for the effective prosecution of war, and for the expansion of peacetime components of the Army to meet the needs of war. The Army is also responsible for developing weapons, tactics, technique, organization, and equipment of Army combat and service elements and coordinating with the Navy and the Air Force in all aspects of joint concern, including those which pertain to amphibious and airborne operations. The specific functions of the Army are to organize, train, and equip land forces for: (1) operations on land, including joint operations; (2) the seizure or defense of land areas, including airborne and joint amphibious operations; and (3) the occupation of land areas.

Functions of the United States Navy. The mission of the U.S. Navy is to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas. The Navy includes naval combat and service forces, naval aviation, and the Marine Corps. It is organized, trained, and equipped primarily for prompt and sustained combat at sea. The Navy is responsible for the preparation of naval forces necessary for the effective prosecution of war, and for the expansion of the peacetime components of the Navy to meet the needs of war. U.S. Navy is the largest, most capable navy in the world, with the highest combined battle fleet tonnage and the world's largest aircraft carrier fleet. The Navy will develop weapons, tactics, technique, organization, and

equipment of naval combat and service elements, coordinating with the Army and the Air Force in all aspects of joint concern, including those which pertain to amphibious operations. The specific functions of the Navy are to organize, train and, equip naval forces for; (1) operations at sea, including joint operations; (2) the control of vital sea areas, the protection of vital sea lanes, and the suppression of enemy sea commerce; (3) the support of occupation forces as required; (4) the seizure of minor enemy shore positions capable of reduction by such landing forces as may be comprised within the fleet organization; (5) naval reconnaissance, antisubmarine warfare, and protection of shipping.

Functions of the United States Marine Corps. The Marine Corps specific functions are: (1) to provide marine forces with supporting components for service in the seizure or defense of advanced naval bases and for the conduct of limited land operations in connection therewith; (2) to develop, in coordination with the Army and the Air Force, those phases of amphibious operations which pertain to the tactics, technique, and equipment employed by landing forces; (3) to provide detachments and organizations for service on armed vessels of the Navy; (4) to provide security detachments for protection of naval property at naval stations and bases; and (5) to provide, as directed by proper authority, such missions and detachments for service in foreign countries as may be required to support the national policies and interests of the United States. The Marine Corps will provide, as directed by proper authority, such missions, and detachments for service in foreign countries as may be required to support the national policies and interests of the United States and will assist the Army and the Air Force in the accomplishment of their missions.

Functions of the United States Coast Guard. The U.S. Coast Guard is a military service and a branch of the U.S. Armed Forces at all times. It is a service in the Department of Homeland Security except when operating as part of the Navy on declaration of war or when the U.S. President directs. Major functions of the Coast Guard are to: (1) enforce or assist in the enforcement of all applicable federal laws on, under, and over the high seas and waters subject to the jurisdiction of the United States; (2) engage in maritime air surveillance or interdiction to enforce or assist in the enforcement of the laws of the United States; (3) administer laws and promulgate and enforce regulations for the promotion of safety of life and property on and under the high seas and waters subject to the jurisdiction of the United States, covering all matters not specifically delegated by law to some other executive department; (4) develop, establish, maintain, and operate, with due regard to the requirements of national defense, aids to maritime navigation, icebreaking facilities, and rescue facilities for the promotion of safety on, under, and over the high seas and waters subject to the jurisdiction of the United States; (5) pursuant to international agreements, develop, establish, maintain, and operate icebreaking facilities on, under, and over waters other than the high seas and waters subject to the jurisdiction of the United States; (6) engage in oceanographic research of the high seas and in waters subject to the jurisdiction of the United States; and (7) maintain a state of readiness to function as a specialized service in the Navy in time of war, including the fulfillment of Maritime Defense Zone command responsibilities.

Functions of the USAF. The USAF includes all military aviation forces, both combat and service, not otherwise specifically assigned, and is organized, trained, and equipped primarily for prompt and sustained air offensive and defensive operations. The USAF is responsible for the preparation necessary for the effective prosecution of war except as otherwise assigned, and for the expansion of the peacetime components of the Air Force to meet the needs of war. The USAF will provide the means for coordination of air defense among all services and will assist the Army and Navy in accomplishment of their missions, including the provision of common services and supplies as determined by proper authority. The specific functions of the Air Force are to organize, train, and equip air forces for: (1) conduct nuclear operations in support of strategic deterrence; (2) conduct offensive and defensive operations, including air and missile defense and air superiority or air supremacy, as required; (3) conduct global precision attack, including strategic attack, interdiction,

close air support, and prompt global strike; (4) provide timely global integrated intelligence, surveillance, and reconnaissance; (5) provide rapid global mobility; (6) provide agile combat support to enhance the air and space campaign and the deployment, employment, sustainment, and redeployment of forces; (7) conduct global personnel recovery operations; and (8) conduct global integrated command and control for air and space operations.

Functions of the USSF. The USSF is composed of air, space and cyberspace forces, both combat and support, not otherwise assigned. The Air Force and Space Force are the nation's principal air and space forces and are responsible for the preparation of forces necessary for the effective prosecution of war. The DAF shall organize, train, equip, and provide air, space, and cyberspace forces for the conduct of prompt and sustained combat operations, military engagement, and security cooperation in defense of the nation, and to support the other Military Services and joint forces. The Air Force and Space Force will provide the nation with global vigilance, global reach, and global power in the form of in-place, forward-based, and expeditionary forces possessing the capacity to deter aggression and violence by state, non-state, and individual actors to prevent conflict, and, should deterrence fail, prosecute the full range of military operations in support of U.S. national interests. The Space Force, within the DAF, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions: (1) provide freedom of operation for the United States in, from, and to space; (2) provide prompt and sustained space operations; (3) protect the interests of the United States in space; (4) deter aggression in, from, and to space; (5) conduct space operations.

Section 5C—Military Command Structure

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5C—Military Command Structure	B	B	C	C	D

5.6. Combined Commands

Combined commands consist of two or more forces or agencies of two or more allies operating together. Combined missions and responsibilities (including command responsibilities) must establish, assign, and conform to relevant multinational agreements. Normally, a combined command operates under the terms of a treaty, alliance, or bilateral agreement between or among the nations concerned. Examples of combined commands are: North American Aerospace Defense Command, Combined Forces Command Korea, and Allied Command Operations.

5.7. Unified Combatant Commands

The U.S. President, assisted by the Chairman of the Joint Chiefs of Staff through the Secretary of War, establishes unified CCMDs for the performance of military missions. Unified CCMDs have a broad, continuing mission composed of forces from two or more military departments. All units assigned or attached to a unified combatant command remain under the combatant command authority of the unified combatant command commander and the administrative control authority of the respective service component commander. Once assigned or attached to a unified combatant command, a force cannot be transferred except by authority of the Secretary of War or under special procedures with approval of the U.S. President.

Unified Command Plan. The Unified Command Plan is a classified executive branch document prepared by the Chairman of the Joint Chiefs of Staff that assigns missions; planning, training, and operational responsibilities; and geographic areas of responsibilities to CCMDs. The Unified Command Plan has a significant impact on how CCMDs are organized, trained, and resourced—areas over which Congress has constitutional authority. The plan is reviewed and updated every two years.

5.8. Combatant Command Organization

There are currently 11 CCMDs, as shown in **Figure 5.2**. They are established by missions and responsibilities based on either a geographic area of responsibility (AOR) or function. CCDRs with an AOR operate in clearly delineated physical and geographic boundaries established by the UCP and have a distinctive regional military focus.



Figure 5.2. Combatant Commands

Unified CCMDs with an AOR include U.S. Africa Command, U.S. Central Command, U.S. European Command, U.S. Northern Command, U.S. Indo-Pacific Command, and U.S. Southern Command. CCMDs based solely on military functions without respect to a specific geographic region are called functional commands. These commands operate globally across geographic boundaries and provide unique capabilities to other CCDRs and the Services. The functional CCMDs include U.S. Special Operations Command, U.S. Strategic Command, U.S. Cyber Command, and U.S. Transportation Command.

United States Africa Command. United States Africa Command (USAFRICOM) headquarters is located at Kelley Barracks, Stuttgart, Germany. USAFRICOM is responsible for military relations with African nations, the African Union, and African regional security organizations. It protects and defends the interests of the United States by strengthening the defense capabilities of African nations and, in cooperation with African governments, conducts military missions that increase security while deterring and defeating a variety of transnational threats.

United States Central Command. United States Central Command (USCENTCOM) headquarters is located at MacDill Air Force Base, Florida. USCENTCOM is responsible for operations in 20 countries that fall in the "central" area of the globe, to include countries in the Middle East, parts of Northern Africa, and Central Asia. USCENTCOM utilizes national and international partnerships to build cooperation among nations, respond to crises, deter, and defeat threats, and support development that ultimately increases stability in the region.

United States European Command. United States European Command (USEUCOM) headquarters is located at Patch Barracks, Stuttgart, Germany. USEUCOM works closely with countries in the North Atlantic Treaty Organization and other partner nations to address the security and defense needs of nations in Europe, parts of the Middle East, and Eurasia. USEUCOM coordinates with these nations to find cooperative solutions in peace and wartime alike, to plan training missions, provide humanitarian assistance, and develop strategies for promoting peace and stability in the region.

United States Northern Command. United States Space Command (USSPACECOM) headquarters is located at Peterson Space Force Base, Colorado. USNORTHCOM operates in the area of responsibility encompassing the Continental United States, Alaska, Mexico, Canada, portions of the Caribbean, and surrounding waters. USNORTHCOM is primarily responsible for civil support and homeland security. The Commander of USNORTHCOM is designated as the Commander of U.S. Element, North American Aerospace Defense (NORAD) Command and Commander of NORAD Command when a United States officer fulfills that role.

United States Indo-Pacific Command. United States Indo-Pacific Command (USINDOPACOM) headquarters is located at Camp H.M. Smith, Hawaii. USINDOPACOM oversees an area of responsibility stretching from the western shores of the United States to the western border of India, and from Antarctica to the Aleutian Islands, encompassing 36 diverse nations. USINDOPACOM and its partners work to promote the development of the region while cooperating to enhance security, deter aggression, respond with force, when necessary, provide humanitarian assistance associated with illicit trafficking, and conduct multinational military exercises designed to strengthen partnerships while developing collective capabilities.

United States Southern Command. United States Southern Command (USSOUTHCOM) headquarters is located at Miami, Florida. USSOUTHCOM oversees an area of responsibility encompassing 31 nations in Latin America south of Mexico, Central and South America, and the Caribbean Sea. USSOUTHCOM works to increase the security of the United States by engaging its partners to enhance the peacekeeping abilities of the region, promote human rights, deter illegal activities associated with illicit trafficking, and conduct multinational military exercises designed to strengthen partnerships while developing collective capabilities.

United States Special Operations Command. United States Special Operations Command (USSOCOM) headquarters is located at MacDill Air Force Base, Florida. USSOCOM is responsible for planning and conducting special operations. It offers direct action in the form of short duration strikes and small-scale offensives, special reconnaissance, unconventional warfare, foreign internal defense, civil affairs operations, counterterrorism, psychological operations, information operations, counter-proliferation of weapons of mass destruction, security force assistance, counterinsurgency

operations, and any specific activities directed by the U.S. President or the Secretary of War.

United States Strategic Command. United States Strategic Command (USSTRATCOM) headquarters is located at Offutt Air Force Base, Nebraska. USSTRATCOM conducts global operations in partnership with other CCMDs, services, and U.S. Government agencies, to deter and detect strategic attacks against the United States. USSTRATCOM is responsible for command of nuclear capabilities, global strike, joint electromagnetic spectrum operations analysis and targeting, and missile threat assessment.

United States Cyber Command. United States Cyber Command (USCYBERCOM) headquarters is located at Fort Meade, Maryland. USCYBERCOM is responsible for achieving and maintaining cyberspace superiority in alignment with the National Security Strategy and National Defense Strategy as a critical component of advancing national interests.

United States Transportation Command. United States Transportation Command (USTRANSCOM) headquarters is located at Scott Air Force Base, Illinois. USTRANSCOM conducts globally integrated mobility operations, leads the broader Joint Deployment and Distribution Enterprise, and provides enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

United States Space Command. United States Space Command (USSPACECOM) headquarters is located at Peterson Air Force Base, Colorado. USSPACECOM conducts operations in, from and to space to deter conflict, and, if necessary, defeat aggression, deliver space combat power for the Joint/Combined Force and defend U.S. vital interests with allies and partners. Ultimately, space combat power is how USSPACECOM ensures there is never a day without space.

5.9. Air Force Service Component to a Combatant Commander

In compliance with Title 10 United States Code, Armed Forces, and the Unified Command Plan, the Secretary of the Air Force, in accordance with direction of the Secretary of War, selects and assigns Air Force forces to Air Force Service Component Commands, commanded by a Commander, Air Force Forces (COMAFFOR). Under the operational chain of command, The COMAFFOR exercises operational authority (also called operational control or OPCON) as delegated by the joint force commander and exercises administrative authority (also called administrative control or ADCON) as delegated by the Secretary of the Air Force. Further details can be found in DAFI 38-101, *Manpower and Organization*.

Section 5D—USAF Total Force

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5D—USAF Total Force	B	B	C	C	D

5.10. One Team

The Air Force Total Force is one team—the USAF. It is comprised of military and civilian members (including contractors), serving within three components: the RegAF, Air Force Reserve, and Air National Guard. Each component brings unique talents and capabilities that must be integrated to perform the Air Force mission. Elevated requirements and the demands of recurring deployments of the Air National Guard and Air Force Reserve over the past few decades have transformed a traditionally strategic Reserve Force into a force that provides operational capability, strategic depth, and surge capacity. Airpower cannot be applied efficiently and effectively without the contributions of each component working together.

RegAF, Reserve, and Guard Airmen have deployed and fought as one team for decades and are nearly indistinguishable on the battlefield. Additionally, civilian Airmen work side by side daily with their military counterparts and are critical to mission success. Civilian employees provide invaluable experience, continuity, and leadership in all mission sets, and contribute a viewpoint that expands the Air Force perspective and enhances our capability to solve problems, adapt to new challenges, and achieve mission success.

Leveraging the strength of the Total Force maximizes the use and synergy of agile Airmen and resources. Organizations designed under Total Force integration share equipment, facilities, and resources to carry out a common mission. Under a classic association, the Regular Component is the host unit, retaining weapon system responsibility, while sharing the mission with a Reserve or Guard tenant unit. Under an active association, the Reserve or Guard unit is host, with a Regular Component tenant. Integrating with the Regular Component in this way yields numerous synergistic benefits to the Air Force's strength, including an improved ability to respond with surge capacity at a moment's notice.

5.11. Air Reserve Component

The Air National Guard and Air Force Reserve form a significant part of our aerospace capability as the Air Reserve Component. Forces are drawn from the Air Reserve Component when circumstances require the RegAF to rapidly deploy. Air Reserve Components are staffed and trained to meet the same training standards and readiness levels as RegAF Component Forces and are supplied with the same equipment on an equal priority. The RegAF can only withdraw, divert, or reassign equipment for other commitments with the Secretary of War's written approval. To ensure responsiveness and combat readiness, Air Reserve Components are continuously evaluated and modernized. Air Reserve Component units are sometimes separated to take advantage of state or regional demographics and are not centralized at major, multi-squadron bases, as is the case with RegAF resources. This exception is beneficial because it implements a strong relationship with the civilian community and builds public support for the Air Force as a whole.

Command of non-mobilized Air Force Reserve units is exercised through the Commander, Air Force Reserve Command, who, in turn, is responsible to the Chief of Staff of the Air Force. Command of non-mobilized Air Force Reserve Individual Mobilization Augmentees (IMAs) is exercised concurrently through Air Force Reserve Command and the unit of attachment. Whenever the President authorizes mobilization IAW Title 10 U.S. Code, the Secretary of War can delegate call-up authority to the service Secretaries. In that case, the Secretary of the Air Force would be authorized to call Air

National Guard and Air Force Reserve Forces to RegAF status. When activated, operational command of Air Reserve Components transfers to the gaining commander, who is also responsible for establishing training resources for all assigned or attached Air Reserve Components. **Note:** The seven Reserve Components of the U.S. Armed Forces are: Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

Air National Guard. The National Guard Bureau is a joint activity of the DoW, located in the Pentagon. As one of the Reserve Components of the U.S. Armed Forces, the Air National Guard (https://www.goang.com/) is often called upon to augment the RegAF Components in the performance of their missions. The Air National Guard has more than 105,000 officers and enlisted members who serve in 90 flying units and 579 mission support units. The primary sources of full-time support for Air National Guard units are active guard reserve (AGR) and dual-status military technicians. These personnel perform day-to-day organization, administration, recruitment, instruction, training, and maintenance support for the unit. By law, dual-status military technicians are civil service employees of the federal government who must be military members of the unit that employs them. Technicians train with the unit and are mobilized with the unit when federalized.

Dual Federal and State Mission. The Air National Guard's dual federal and state mission, a provision of the U.S. Constitution, results in each Guardsman holding membership in the National Guard of their state and in the U.S. National Guard. The Air National Guard's federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war, and provide assistance during national emergencies, such as natural disasters or civil disturbances. During peacetime, the combat-ready units and support units are assigned to most major commands to carry out missions compatible with training, mobilization readiness, humanitarian, and contingency operations.

When Air National Guard units are not mobilized or under federal control, command jurisdiction for these units is vested in the governor of the state, commonwealth, or possession. As the Governor of the District of Columbia, the U.S. President has command jurisdiction over Air National Guard units. The U.S. President delegates this authority to the Secretary of the Army as Governor of the District of Columbia. Each of the 54 National Guard organizations is supervised by the adjutant general of the state or territory. Under state law, the Air National Guard provides protection of life and property, and preserves peace, order, and public safety. These missions are accomplished through emergency relief support during natural disasters; search and rescue operations; support to civil defense authorities; maintenance of vital public services; and counterdrug operations.

Air Force Reserve. The Chief of Air Force Reserve, HAF, Pentagon, serves as the principal advisor on reserve matters to the Secretary of the Air Force and Chief of Staff of the Air Force. The Air Force Reserve (https://afrc.af.mil/) consists of officers, enlisted, and civil servants who are tasked, by law, to fill the needs of the U.S. Armed Forces whenever more units and people are required than are available within the RegAF. More than 835,300 people make up the Ready, Standby, and Retired Reserve. This includes nearly 67,000 Selected Reservists who are "ready-now" for participating in every job specialty and on the front lines of daily military operations around the globe. The Air Force Reserve is a combat-ready force, stationed at over 66 locations throughout the United States, and serving globally for every CCMD in air and cyberspace.

Today and in recent years, Reservists have supported every Air Force core function and every CCDR around the world. Air Force Reservists safeguard nuclear weapons and guide global positioning satellites. Reservists fly remotely piloted aircraft in combat half a world away, track hurricanes out at sea, and bring medical supplies and food into disaster areas to save lives. Spanning six and a half decades, with the last two decades of continuous combat, the Air Force Reserve has fulfilled the legacy of early air pioneers and exceeded the potential seen by the visionaries who created it.

5.12. Civil Air Patrol/USAF Auxiliary

The Civil Air Patrol (CAP) is a congressionally chartered, non-profit corporation under 36 U.S.C.§ 40301. CAP is also designated the volunteer civilian auxiliary of the Air Force when CAP services are utilized by any department or agency of the Federal government. The Secretary of the Air Force can employ the services of CAP in lieu of, or to supplement, Air Force resources to fulfill the non-combat programs and missions of the Air Force. As a Total Force partner, when approved and assigned by the Air Force, CAP conducts missions as Airmen of the Air Force Auxiliary, aligned under Air Combat Command for fiscal and operational oversight and utilization. CAP has over 55,000 senior member and cadet volunteers, maintains a fleet of over 550 aircraft and over 1000 vehicles, manages multiple nationwide communications capabilities, and maintains a state-of-the-art cell phone forensics cell.

Three primary programs managed by CAP involve emergency services and civil support, aerospace education, and cadet programs. The emergency services and civil support programs maintain the ability to meet Air Force requirements to assist federal, state, local, and non- governmental organizations during routine and emergency situations in support of homeland security operations, consequence management, and search and rescue. Aerospace education provides aviation-focused materials for both senior and cadet members, as well as the general public. The cadet program is designed to motivate American youth to become responsible citizens through aviation-centered activities.

CAP is organized into eight geographic regions led by regional commanders, and 52 state-level wings, to include the District of Columbia, and Puerto Rico / U.S. Virgin Islands. Approximately 1,400 total individual units comprise the lower-level echelons within the state-level wings. **Note:** The four civilian auxiliaries of the U.S. Armed Forces are: Civil Air Patrol, Coast Guard Auxiliary, Merchant Marine, and Military Auxiliary Radio System.

5.13. Air Force Junior Reserve Officer Training Corps

The Air Force Junior Reserve Officer Training Corps (AFJROTC) mission is to develop citizens of character dedicated to serving the nation and community. The AFJROTC program is a Title 10 United States Code, Armed Forces, mandated citizenship training program open to 9th-12th grade students that provides leadership training and an aerospace science program for high school students to explore the historic and scientific aspects of aerospace technology and teaches self- reliance, self-discipline, and other characteristics found in good leaders. These objectives are achieved through classroom education and instruction in air and space fundamentals and hands-on learning opportunities in a number of fun and challenging extra-curricular activities. Secondary school students who enroll in the AFJROTC program are offered a wide variety of curricular and extra-curricular activities.

The AFJROTC staff includes 31 personnel assigned to headquarters and more than 1,900 retired Air Force officer and enlisted military instructors. There are 870 AFJROTC units representing the Air and Space Forces (approximately 860 represent the Air Force while the other 10 represent the Space Force) with nearly 120,000 cadets in high schools across the United States and selected DoW dependent schools in Europe and the Pacific, as well as public schools in Puerto Rico and Guam. The AFJROTC program is not a recruiting or accession tool for the military services as students who participate in the program incur no military service obligation.

Section 5E—USAF Structure

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 5—MILITARY ORGANIZATION AND COMMAND	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 5E—Air Force Structure	B	B	C	C	D

5.14. Department of the Air Force (DAF)

Title 10 of the United States Code, Armed Forces, provides the specified duties, responsibilities, and legal obligations of the Department of the Air Force (DAF). As a military department, the DAF organizes, trains, and equips two distinct service branches: the United States Air Force (USAF) and the United States Space Force (USSF). The USAF's mission is to fly, fix, and win... airpower anytime, anywhere. The USSF's mission is to secure our nation's interests in, from, and to space. The DAF is comprised of the Secretariat (including the Secretary of the Air Force and the Secretary's principal staff), the Air Staff (headed by the Chief of Staff of the Air Force), and the Space Staff (headed by the Chief of Space Operations). It is responsible for preparing the air, space, and cyber forces necessary for the effective prosecution of war and military operations short of war, and for the expansion of peacetime components to meet national security requirements. Field units—consisting of Major Commands (MAJCOMs) for the Air Force and Field Commands for the Space Force—are the component organizations that execute these vital missions.

As stated in AFI 1-1, the Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all activities, including supporting the joint mission first and foremost. AIR FORCE provides compelling air and cyber capabilities for use by the CCDRs. AIR FORCE will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Global Reach, and Global Power for the nation.

Secretary of the Air Force. The Secretary of the Air Force (SecAF) is a civilian appointed by the U.S. President, by and with the advice and consent of the Senate. The SecAF is the head of the DAF and is subject to the authority, control, and direction of the Secretary of War. Responsibilities of the SecAF include recruiting, organizing, supplying, equipping (including research and development), training, servicing, mobilizing, demobilizing, and administering personnel (morale and welfare programs); maintaining, constructing, outfitting, and repairing military equipment; constructing, maintaining, and repairing buildings, structures, and utilities; and acquiring real property and interests in real property.

5.15. Levels of Command and Responsibility

Chief of Staff of the Air Force. The Chief of Staff of the Air Force (CSAF) is a AIR FORCE General Officer appointed for four years by the U.S. President, by and with the advice and consent of the Senate. The CSAF is subject to the authority, direction, and control of the Secretary of the Air Force, and presides over the Air Staff. The CSAF acts as an agent in carrying out recommendations or plans by the Secretary, and exercises supervision consistent with the authority assigned to commanders of unified or specified CCMDs and organizations of the AIR FORCE. As a member of the Joint Chiefs of Staff, the CSAF informs the Secretary of the Air Force regarding military advice rendered by the Joint Chiefs of Staff on matters affecting the DAF to the extent that such action does not impair the independence or performance of required duties as a member of the Joint Chiefs of Staff.

Air Staff. The Air Staff supports the CSAF in carrying out responsibilities. The Air Staff is composed of the Chief of Staff, Vice Chief of Staff, Deputy Chiefs of Staff, Assistant Chiefs of Staff, Surgeon General of the Air Force, The Judge Advocate General of the Air Force, Chief of the Air Force Reserve, and other AIR FORCE and civilian employees in the DAF assigned or detailed to the Air Staff. Responsibilities are organized based on functional two-letter organizations. Some organizations can be merged under one commander/director and will have similarly merged office symbols. The AIR FORCE office symbol codes are provided here:

A1 – Manpower, Personnel, and Services

A2/6 – Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations

A3 – Operations

A4 – Logistics, Engineering, and Force Protection

A5/7 – Strategy, Integration, and Requirements

A6 – Communications

A8 – Strategic Plans and Programs

A9 – Studies, Analyses and Assessments

A10 – Strategic Deterrence and Nuclear Integration (as designated by Air Force)

Field Operating Agencies. Field Operating Agencies (FOA) are Air Force subdivisions directly subordinate to a HAF functional manager. A FOA performs field activities beyond the scope of major commands. The activities are specialized or associated with a Air Force-wide mission and do not include functions performed in management headquarters (such as Headquarters Air Mobility Command), unless specifically directed by a DoW authority. Two examples of FOAs are the Air Force Personnel Center and the Air Force Office of Special Investigations.

Direct Reporting Units. Direct Reporting Units (DRU) are Air Force subdivisions directly subordinate to the Chief of Staff of the Air Force. A DRU performs a mission that does not fit into any of the major commands but has many of the same administrative and organizational responsibilities. Two examples of DRUs are the Air Force District of Washington and the Air Force Academy. **Note:** The Air Force District of Washington (AFDW), headquartered at Joint Base Andrews, Maryland, is a DRU to HAF, reporting to the Chief of Staff of the Air Force. AFDW was reactivated in 2005 to address three broad objectives: align the Air Force command structure in the National Capital Region (NCR) and abroad; improve Air Force support to the Joint Force Headquarters-NCR (JFHQ-NCR); and designate a single voice for Air Force cross-service issues in the NCR.

AFDW serves as the AIR FORCE Service Component for coordination purposes to JFHQ-NCR and the supporting command to the Defense Health Agency National Capital Region Medical Directorate. When the JFHQ-NCR transitions to the Joint Task Force NCR (JTF-NCR), the 320th Air Expeditionary Wing (320 AEW) activates and becomes the Air Force Service Component of JTF-NCR. When activated, the Commander of AFDW is dual hatted as the Commander, 320 AEW. Air Force Mission Directive 13 delineates missions and clarifies assigned duties applicable to AFDW in both its worldwide Air Force role and its JTF-NCR Air Force Service Component role.

Major Commands. Major commands (MAJCOM) are organized functionally in the United States and geographically overseas. A MAJCOM, as shown in **Figure 5.3.**, represents a major Air Force subdivision having a specific portion of the Air Force mission. Each MAJCOM is directly subordinate to HAF. MAJCOMs are interrelated and complementary, providing offensive, defensive, and support elements. An operational command consists (in whole or in part) of strategic, tactical, space, or defense forces, or of flying forces that directly support such forces. A support command may provide supplies, weapon systems, support systems, operational support equipment, combat material, maintenance, surface transportation, education and training, special services, and other supported organizations. Within the Air Force MAJCOM structure, there are two specialized types of MAJCOMs: Lead MAJCOMs and Component MAJCOMs.



Figure 5.3. Major Commands

Lead MAJCOM. A Lead MAJCOM is the type of MAJCOM that consolidates responsibilities for a particular function in a single MAJCOM, supporting the entire Air Force, as applicable. For example, Air Education and Training Command is the Lead MAJCOM for education and training for the Air Force.

Component MAJCOM. A Component MAJCOM (C-MAJCOM) is the type of MAJCOM that is the Air Force Component to a unified CCMD. A C-MAJCOM is commanded by the Commander of Air Force Forces and includes supporting staff, one or more Component Numbered Air Forces (through which it presents its forces to the CCDR), and all assigned and attached forces. The C-MAJCOM integrates, at the strategic level, component activities across all phases of conflict. An example of a C-MAJCOM is Pacific Air Forces, the Air Force Component to United States Indo-Pacific Command. For additional information on component relationships and roles, refer to AF Doctrine Publication *3-0.1, Command & Control*, and DAFI 38-101, *Manpower and Organization*. **Note:** A MAJCOM can be both a Lead MAJCOM and a C-MAJCOM.

Air Combat Command. Air Combat Command (ACC) was activated as a MAJCOM on 1 June 1992, and is headquartered at Joint Base Langley-Eustis, Virginia. ACC is the primary provider of air combat forces to America's warfighting commanders. ACC's mission is to support global implementation of the national security strategy by operating fighter, bomber, reconnaissance, battle-management, and electronic-combat aircraft. It also provides command, control, communications, and intelligence systems, and conducts global information operations. ACC organizes, trains, equips, and maintains combat-ready forces for rapid deployment and employment while ensuring strategic air defense forces are ready to meet the challenges of peacetime air sovereignty and wartime air defense. Additionally,

ACC develops strategy, doctrine, concepts, tactics, and procedures for airpower employment. The command provides conventional and information warfare forces to all unified commands to ensure air and information superiority for warfighters and national decision-makers. The command can be called upon to assist national agencies with intelligence, surveillance, and crisis response capabilities. ACC also has responsibility for inland search and rescue operations in the 48 contiguous states. Overall, ACC operates more than 1,300 aircraft, 34 wings, 19 bases, and has more than 70 worldwide operating locations with 94,000 Total Force members.

Air Mobility Command. Air Mobility Command (AMC) was activated as a MAJCOM on 1 June 1992, is headquartered at Scott Air Force Base, Illinois, and is the Air Force Component to U.S. Transportation Command. AMC's mission is to provide global air mobility, the right effects, right place, right time. The command plays a crucial role in providing humanitarian support at home and around the world and provides airlift and aerial refueling for all U.S. Armed Forces. Many special duty and operational support aircraft and stateside aeromedical evacuation missions are assigned to AMC. This rapid, flexible, and responsive force promotes stability in regions by keeping America's capability and character highly visible. Overall, AMC has one Numbered Air Force, 17 wings, two airlift groups, and one air base group. AMC has nearly 133,700 Total Force members who make the command's rapid global mobility operations possible.

Pacific Air Forces. Pacific Air Forces (PACAF) was activated as a MAJCOM on 3 August 1944, is headquartered at Joint Base Pearl Harbor-Hickam, Hawaii, and is the Air Force Component of U.S. Indo-Pacific Command. PACAF's mission is to deliver rapid and precise air and cyberspace capabilities to protect and defend the United States, its territories, allies, and partners; provide integrated air and missile warning and defense; promote interoperability throughout the area of responsibility; maintain strategic access and freedom of movement across all domains; and respond across the full spectrum of military contingencies to restore regional security.

PACAF's area of responsibility is home to 60 percent of the world's population in 36 nations across 52 percent of the Earth's surface and 16 time zones, with more than 1,000 languages spoken. The unique location of the strategic triangle (Hawaii-Guam-Alaska) gives our nation persistent presence and options to project airpower from sovereign territory. PACAF's Airmen are postured to deploy at any given time in support of overseas contingency operations, many participating in non-traditional missions, such as convoy and detainee operations. Overall, PACAF has approximately 46,000 military and civilian personnel serving in nine strategic locations and numerous smaller facilities, primarily in Hawaii, Alaska, Japan, Guam, and the Republic of Korea. Approximately 320 fighter, tanker, cargo, air battle management, surveillance, rescue, and attack aircraft are assigned to the command with approximately 100 additional deployed aircraft rotating on Guam.

USAFs in Europe & Air Forces Africa. USAFs in Europe & Air Forces Africa (USAFE-AFAFRICA) was activated as a MAJCOM on 20 April 2012 and is headquartered at Ramstein Air Base, Germany. USAFE-AFAFRICA is a combined organization that provides two separate CCMDs. USAFE is the Air Force Service Component to U.S. European Command, and AFAFRICA is the USAF Service Component to U.S. Africa Command. Both USAFE and AFAFRICA, which function together as a blended USAFE-AFAFRICA staff, are commanded by the same General Officer with two separate and distinct roles and authorities.

USAFE-AFAFRICA plans, conducts, controls, coordinates, and supports air and space operations in Europe, parts of Asia, and all of Africa except for Egypt, to achieve United States and North Atlantic Treaty Organization objectives. As part of its mission, USAFE-AFAFRICA commands Air Force units maintaining combat-ready wings based on Great Britain to Turkey.

USAFE-AFAFRICA directs air operations in a theater spanning three continents, covering more than

19 million square miles, containing 104 independent states, possessing more than a quarter of the world's population, and producing more than a quarter of the world's gross domestic product. Its role in Europe and Africa has expanded from warfighting to humanitarian and peacekeeping operations, as well as other non-traditional contingencies throughout its area of responsibility. Overall, USAFE-AFAFRICA consists of one Numbered Air Force, seven main operating bases, and 114 geographically separated locations. More than 35,000 Total Force members are assigned to USAFE-AFAFRICA. Equipment assets include about 217 aircraft and a full complement of conventional weapons.

Air Education and Training Command. On 1 July 1993, the Air Education and Training Command (AETC) was activated as a MAJCOM and is headquartered at Joint Base San Antonio-Randolph, Texas. AETC's mission is to Recruit, train and educate exceptional Airmen. AETC develops America's young men and women who have volunteered to serve their country, into Airmen, motivating them to embrace the Air Force culture by teaching (by our example) the Air Force and USSF core values. AETC's training mission makes it the first command to touch the lives of nearly every Air Force member. Over the years, more than 25 million students have graduated from AETC. Overall, AETC includes Air Force Recruiting Service, two Numbered Air Forces and the Air University. AETC operates 12 major installations and supports tenant units on numerous bases across the globe.

Air Force Materiel Command. Air Force Materiel Command (AFMC) was activated as a MAJCOM on 1 July 1992 and is headquartered at Wright-Patterson Air Force Base, Ohio. AFMC's mission is to equip the Air Force for world-dominant airpower. AFMC delivers war-winning expeditionary capabilities to the warfighter through development and transition of technology, professional acquisition management, exacting test and evaluation, and world-class sustainment of all Air Force weapon systems. AFMC fulfills its mission of equipping the Air Force with the best weapon systems through the Air Force Research Laboratory and several unique centers which are responsible for the "cradle-to-grave" oversight for aircraft, electronic systems, missiles, and munitions. AFMC employs a highly professional and skilled command work force of some 80,000 Total Force members.

Air Force Special Operations Command. Air Force Special Operations Command (AFSOC) was activated as a MAJCOM on 22 May 1990, is headquartered at Hurlburt Field, Florida, and is the Air Force Component of U.S. Special Operations Command. AFSOC's mission is to provide our nation's specialized airpower, capable across the spectrum of conflict…any place, anytime, anywhere. AFSOC provides highly trained, rapidly deployable Airmen for global special operations missions ranging from precision application of firepower to infiltration, exfiltration, resupply, and refueling of operational elements for worldwide deployment and assignment to regional unified commands. The command's core missions include battlefield air operations; agile combat support; aviation foreign internal defense; information operations/military information support operations; precision strike; specialized air mobility; command and control; and intelligence, surveillance, and reconnaissance. AFSOC's priorities are to ensure readiness to execute global special operations today, transform our force and fleet to maintain relevance tomorrow, and invest in the resiliency of our force, family, and relationships always.

The Air Force Special Operations Air Warfare Center, headquartered at Hurlburt Field, Florida, organizes, trains, educates, and equips forces to conduct special operations missions; leads MAJCOM irregular warfare activities; executes special operations test and evaluation and lessons learned programs; and develops doctrine, tactics, techniques, and procedures for Air Force special operations missions. AFSOC's special tactics squadrons combine combat controllers, special reconnaissance, pararescuemen, and tactical air control party specialists with other services to form versatile joint special operations teams. AFSOC has more than 19,500 Total Force members assigned and operates multiple fixed-wing and rotary-wing assets.

Air Force Global Strike Command. Air Force Global Strike Command (AFGSC) was activated as a

MAJCOM on 7 August 2009, is headquartered at Barksdale Air Force Base, Louisiana, and is one of two Air Force Service Components of U.S. Strategic Command. AFGSC's mission is to provide strategic deterrence, global strike, and combat support…anytime, anywhere. AFGSC is responsible for the nation's three intercontinental ballistic missile wings, the Air Force's entire bomber force, the Long Range Strike Bomber Program, and operational and maintenance support to organizations within the nuclear enterprise. AFGSC is the guardian of the most powerful weapons on the planet and is the force provider for two legs of the nuclear triad. AFGSC's intercontinental ballistic missile force is postured around the clock to answer the U.S. President's call, just as it has been for over 50 years. AFGSC's bomber fleet remains prepared and equipped for nuclear deterrence and conventional global strike. Approximately 31,000 professionals are assigned to two Numbered Air Forces, nine wings, two geographically separated squadrons, one detachment in the Continental United States, and deployed around the globe.

Air Force Reserve Command. Air Force Reserve Command (AFRC) was activated as a MAJCOM on 17 February 1997, and is headquartered at Robins Air Force Base, Georgia. AFRC's mission is to provide combat-ready forces to fly, fight, and win. AFRC provides the Air Force approximately 20 percent of the Total Force for about 5 percent of the manpower budget. Capabilities include nuclear deterrence operations; air and cyberspace superiority; command and control; global integrated intelligence surveillance reconnaissance; global precision attack; special operations; rapid global mobility; and personnel recovery. AFRC also performs space operations, aircraft flight testing, aerial port operations, civil engineers, security forces, military training, communications, mobility support, transportation, and services missions. The commander of AFRC is responsible for organizing, training, and equipping all Air Force Reserve units. Overall, AFRC is composed of three Numbered Air Forces, a Force Generation Center, the Air Reserve Personnel Center, 35 wings, 10 independent groups, various mission support units, and additional miscellaneous locations and ranges. AFRC has nearly 74,718 Total Force members assigned to accomplish the demands of its diverse mission.

5.16. Subordinate Levels of Command and Responsibility

Below MAJCOMs are several structured subordinate levels of command, each with an established purpose and assigned responsibilities to be carried out respectively, as briefly described here. For additional details on Air Force levels of command, refer to DAFI 38-101.

Numbered Air Force. The Numbered Air Force (NAF) is an administrative level of command directly under a MAJCOM. NAFs provide intermediate level operational leadership and supervision. They do not have complete functional staffs. In non-component NAFs, the number of personnel assigned varies but should not exceed 99 manpower authorizations without an approved waiver. A NAF is assigned subordinate units, such as wings, groups, and squadrons.

Air Force Component Numbered/Named Air Forces. A Component NAF (C-NAF), nicknamed as warfighting headquarters, is structured to perform an operational and warfighting mission in support of a Joint Force Commander. The 10 Air Force C-NAFs are the primary operational-level warfighting component commands. The C-NAF headquarters normally consists of an Air Force Forces staff and an assigned air and space operations center or operations center. They are dedicated to supporting the unified CCDR and subordinate Joint Force Commanders across the full range of military operations. The C-NAF commander, assigned as the Commander of Air Force Forces to a geographic CCMD, will normally also be designated as the theater Joint Force Air Component Commander. A C-NAF commander may also be designated by the component commander to command a joint task force, as required.

Wing. The wing is a level of command below the Numbered Air Force and has a distinct mission with significant scope. A wing is responsible for maintaining the installation and may have several squadrons

in more than one dependent group. Wings will have a minimum adjusted population of at least 1,000 (750 for Air National Guard and Air Force Reserve Command), to include manpower authorizations, students, and a percentage of contractor workforces. The different types of wings are operational, air base, or specialized mission.

Operational Wing. An operational wing is one that has an operations group and related operational mission activity assigned. When an operational wing performs the primary mission of the base, it usually maintains and operates the base. In addition, an operational wing is capable of self-support in functional areas, such as maintenance and munitions, as needed. When an operational wing is a tenant unit, the host command typically provides base and logistics support.

Air Base Wing. An air base wing performs a support function rather than an operational mission. This type of wing maintains and operates a base. An air base wing often provides functional support to a MAJCOM headquarters.

Specialized Mission Wing. A specialized mission wing performs a specialized mission and usually does not have aircraft or missiles assigned. Examples include intelligence wings, training wings, and so on. This wing is either a host or a tenant wing, depending on if it maintains and operates the base.

Group. A group is a level of command below the wing. Like the Numbered Air Force, a group is a tactical echelon with minimal staff support. A group usually has two or more subordinate units. A dependent group is a mission, logistics, support, medical, or large functional unit, such as a civil engineer group. Dependent groups may possess small supporting staff elements that are organized as sections, such as standardization and evaluation or quality control. An independent group has the same functions and responsibilities as a like-type wing, but its scope and size do not warrant wing-level designation. Groups will have a minimum adjusted population of at least 400 (200 for Air National Guard and Air Force Reserve Command), to include manpower authorizations, students, and a percentage of contractor workforces.

Squadron. A squadron is the basic unit, the nucleus, and the basic building block of the Air Force. The different types of squadrons are either mission units, such as operational flying squadrons, or functional units, such as civil engineer, security forces, or logistics readiness squadrons. Squadrons vary in size according to responsibility and should be organized and resourced to allow Airmen to focus on the Air Force mission. Squadrons will have a minimum adjusted population of at least 35 and can range up to several hundred personnel, which includes manpower authorizations, students, and a percentage of contractor workforces.

Flight. If internal subdivision within a squadron is required, numbered/named, alpha, or functional flights may be established. Flights typically consist of 12 to 100 people. A numbered or named flight primarily incorporates smaller elements into an organized unit. The administrative characteristics for a numbered or named flight include, strength reporting, like those of a squadron. Alpha flights are part of a squadron (usually a mission squadron) and are composed of several elements that perform identical missions. Functional flights are usually part of a squadron and are composed of elements that perform specific missions.

Element. Elements are subdivisions of flights. Typically, flights are broken into three or four evenly distributed elements, when necessary.

Chapter 6
DOCTRINE AND JOINT FORCE

Section 6A—Doctrine

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 6—DOCTRINE AND JOINT FORCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 6A—Doctrine	A	B	B	C	D

6.1. Doctrine Defined

Every Airman needs doctrine to fundamentally understand how he or she contributes to making our Air Force the best in the world. It tells us how to effectively and efficiently apply airpower to help defend our nation. We should understand that doctrine is the Airman's inheritance, passed down from Airmen before us. It is our warfighting legacy. Doctrine tells us who we are and why our Air Force exists. Doctrine is the distilled warfighting experience and knowledge of our Air Force heroes, leaders, theorists, and scholars. Most importantly, doctrine captures and crystallizes the warfighting lessons. It is our responsibility to continually improve Air Force doctrine through experience and debate, so we can pass down our best practices and our lessons learned to tomorrow's Airmen.

> "I'm firmly convinced that leaders are not born; they're educated, trained, and made, as in every other profession. To ensure a strong, ready Air Force, we must always remain dedicated to this process."

General Curtis E. LeMay, CSAF, 1961-1965

Fundamentals of Doctrine. Military service is based on values that experience has proven to be vital for operational success. The complexity of integrating fighting elements according to doctrine, and the uncertainty inherent in rapidly developing contingency operations, demands that planning and employment be understood and repeatable. Meeting the challenges of this rapidly changing world requires understanding and application of doctrine. Doctrine exists as joint doctrine, multinational doctrine, and Service doctrine.

Joint Doctrine. The growing threats to United States and allied interests throughout the world demand U.S. Armed Forces be proficient across the competition continuum. The fundamental principles that guide joint operations are recorded in joint doctrine. The purpose of joint doctrine is to enhance the effectiveness of joint operations by providing fundamental principles that guide the employment and integration of the U.S. military to create unity of effort and unity of command. Joint doctrine promotes a common perspective from which to plan, train, and conduct joint military operations. The foundations of joint doctrine represent what is taught, believed, and advocated for (what is right and what works best).

Joint operations are conducted routinely and efficiently in the current operational environment. To maintain and enhance this efficiency, joint leaders must diligently study, apply, teach, and ultimately provide insights to improve joint doctrine. JP 1 Volume 1, *Joint Warfighting*, Reference Copy, provides fundamental principles and overarching guidance for the U.S. Armed Forces and forms the core for our forces to be able to fight as a unified force—a joint team. Joint doctrine is official advice and will be followed, except when in the judgment of the commander or exceptional circumstances dictate otherwise.

Multinational Doctrine. Some nations possess doctrine and training programs with a full treatment of strategic, operational, and tactical issues. Other nations have doctrine and training programs smaller in both scope and capability to match their national goals and objectives. Multinational doctrine, as it applies to airpower, describes the best way to integrate and employ Air Forces with the forces of allies

in coalition warfare. It establishes principles, organization, and fundamental procedures agreed upon between or among Allied Forces. When developed as a result of a treaty, as in North Atlantic Treaty Organization (NATO), multinational doctrine is directive. When the U.S. Armed Forces participate in multinational operations, our commanders follow multinational doctrine and ratified (approved) procedures. For multinational doctrine and procedures not ratified by the United States, commanders should evaluate and follow multinational command doctrine and procedures where applicable and consistent with law, policy, and guidance.

Service Doctrine. Our service doctrine, Air Force doctrine (https://www.doctrine.af.mil/), is developed by the Curtis E. LeMay Center for Doctrine Development and Education at Maxwell Air Force Base, Alabama. Our doctrine provides best practices for organization, planning, and employment of global airpower. As airpower capabilities improve, Airmen must also incorporate new concepts, lessons learned, and technologies into our development and application processes. **Note:** The LeMay Center traces its lineage to the Air Corps Tactical School at Langley Field, Virginia. Through a series of changes in name and location, the school evolved into the doctrine development center of the Air Corps and became a preparatory school for Air Corps officers aspiring to attend the U.S. Army's Command and General Staff College. In 1946, the Army Air Force created the Air University to continue with the Air Corps Tactical School objectives. Today, the LeMay Center serves as the CSAF's Principal Agent for Doctrine and provides doctrine development expertise for the entire Air Force.

6.2. Levels of Air Force Doctrine

Airpower is never prosecuted alone, and not one military contingency or operation, whether in peacetime or wartime, can optimize its objective without space or cyberspace. The proper application of airpower requires a comprehensive doctrine of employment and an Airman's perspective. Information addressed in Air Force doctrine, whether directly or indirectly, applies to Airmen on a daily basis. Lessons presented in doctrine, while written for the purpose of understanding warfighting, often can be applied under a range of contexts that enhance decision- making and strengthen leadership across the Air Force. Air Force doctrine is addressed at three levels: basic, operational, and tactical. These levels speak to the intellectual content of the doctrine.

Basic Doctrine. Basic doctrine, contained in Air Force Doctrine Publication (AFDP) 1, *The Air Force*, is the Air Force's premier statement of our beliefs and the cornerstone upon which our Service identity is based. Basic doctrine states the most fundamental and enduring beliefs that describe and guide the proper use, presentation, and organization of forces in military action. Basic doctrine describes the "elemental properties" of airpower and provides the Airman's perspective. Because of its fundamental and enduring character, basic doctrine provides broad and continuing guidance on how our Air Force is organized, employed, equipped, and sustained. Because it expresses broad, enduring fundamentals, basic doctrine changes relatively slowly compared to the other levels of doctrine. The focal points of AFDP 1 are the reason we exist as a Air Force (why we fight), Airmen as the leaders and innovators (who we are), airpower as the ability to project military power in, from and through the air (what we do), and the tenets of airpower which are the fundamental truths of how to apply airpower (how we do it). As the foundation of all doctrine, basic doctrine sets the tone and vision for doctrine development for the future.

Operational Doctrine. Operational doctrine, contained in all the additional AFDPs, describes detailed organization of forces, and applies the principles of basic doctrine to military actions. The primary audience for operational doctrine COMAFFOR and their staff supporting a joint force commander (JFC). Operational doctrine guides the proper organization and employment of airpower forces in the context of distinct objectives, force capabilities, broad functional areas, and operational environments. Operational doctrine provides the focus for developing the missions and tasks to be executed through

tactical doctrine. Doctrine at this level is managed by the LeMay Center and changes are made IAW AFI 10-1301, *Air Force Doctrine Development*, and AFPD 10-13*, Air Force Doctrine*.

Tactical Doctrine. Tactical doctrine describes the proper employment of specific Air Force assets, individually or in concert with other assets, to accomplish detailed objectives. Tactical doctrine considers particular objectives, such as stopping the advance of an armored column; conditions, such as threats, weather, and terrain; and employment of Air Force assets. Air Force tactical doctrine is codified as tactics, techniques, and procedures in Air Force -3 series manuals, many of which are classified due to their sensitive nature. Because tactical doctrine is closely associated with the employment of technology and emerging tactics, change will likely occur more rapidly than other levels of doctrine. Tactical doctrine is developed at multiple locations in the Air Force: the 561st Weapons Squadron, the 423d Mobility Training Squadron, and the Air Land Sea Space Applications Center; it can also be developed by an Air Staff office or a major command.

6.3. Uses of Doctrine

Understanding the underlying technique used to structure doctrine helps amplify the point that doctrine should be written robustly, but broadly, allowing decision-makers latitude in interpretation and flexibility in application, yet it should be specific enough to provide informed guidance. Understanding how doctrine is structured also illustrates the use of doctrine in explaining contentious issues and how doctrine can be used to focus thoughts and strategies more effectively through applying the best means of integrating various aspects of military power and organization. Key principles of doctrine are provided here.

Warfighting, not Physics The warfighting, not physics principle specifically addresses the perceived differences between operations in air and cyberspace.. Air and cyberspace are separate domains requiring exploitation of different sets of physical laws but are linked by the effects they can produce when integrated. For example, Airmen should be more concerned with the best means of employing intelligence, surveillance, and reconnaissance capabilities, rather than whether a platform is airborne or in orbit.

Effects, not Platforms. The effects, not platforms principle focuses on the desired outcome of a particular action more so than on the system or weapon that provides the effect. The effects-based approach to operations begins with clear military objectives and the statement of desired end- states. Air Force doctrine does not explicitly tie specific weapon systems to specific tasks or effects. Whether a B-52 or an F-16 accomplishes a given task or whether a platform is manned or unmanned is not nearly as important as the outcome of the mission.

Using Domains, not Owning Domains. The using domains, not owning domains principle illustrates the importance of properly conducting operations in a domain to obtain the best warfighting effects, not of carving up the battlespace based on Service or functional parochialism (narrow-mindedness). Focusing on using forces within a domain is a vital first step to integration of efforts. Arguments over ownership eventually lead to suboptimal application of efforts at the expense of the larger, total effort.

Organization, not Organizations. The organization, not organizations principle refers to modern warfare demands that different Services, different nations, and differing functions within a single Service often need to be brought together intelligently to achieve unity of command and unity of effort. Doctrine explains why certain organizational structures are preferred over others and describes effective command relationships and command authorities; this facilitates the rapid standup of joint and Service organizations during rapidly evolving situations. Ultimately, doctrine is not about whether one particular element of a joint force is more decisive than another, nor about suggesting that one element serve as the centerpiece of joint operations: it's the total, tailored force that's decisive.

Synergy, not Segregation. The synergy, not segregation principle acknowledges that segregation guarantees that the whole will never be greater than the sum of its parts. To allow synergy, Airmen should have access to the entire theater of operations to maximize the ability to achieve objectives; access should not be restricted from any area due to unnecessarily restrictive fire control measures. A synergistic mindset opens the battlespace areas of operation and allows maximization of use of scarce, high-demand, low-density capabilities and enhances combat effectiveness.

Integration, not just Synchronization. The integration, not just synchronization principle addresses the value of integration over synchronization. Synchronization is defined as "the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time." Integration, by comparison, is defined as "the arrangement of military forces and their actions to create a force that operates by engaging as a whole." Synchronization emphasizes timing, while integration considers priority and effect to be both efficient and effective with scarce resources.

The Right Force, not just Equal Shares of the Force. The right force, not just equal shares of the force principle address the JP 1 Volume 1 statement that the integration of Joint Forces is designed to address both functional and geographic vulnerabilities, but forces will be selected based on those who can provide the capabilities needed in each operation. As one senior Air Force officer said, "Joint warfighting is not like Little League baseball, where everybody gets a chance to play." Any given joint force should be tailored appropriately for the task at hand. Some operations will be land- centric, others air-centric, others maritime-, cyberspace-, or information-centric. The composition of the joint force and the tasks assigned to various elements should reflect the needs of the mission.

6.4. Principles of Joint Operations

Throughout the history of conflict, military leaders have noted certain principles that produce victory. Known today as the principles of joint operations, these aspects of warfare are found to be universally true and relevant. As members of the joint team, Airmen should appreciate how these principles apply to all forces but should most fully understand them as they pertain to the Air Force. Airpower provides unique capabilities, no matter which Service operates the systems, and no matter which type of platform is used. These principles of joint operations serve as guidance for leaders to evaluate potential courses of action. No one principle should be considered without due consideration of the others. The principles of joint operations, combined with the additional tenets of airpower (addressed in the next section), provide the basis for a sound and enduring doctrine for the air and cyberspace forces of America's joint force. The principles of joint operations, as discussed in JP 3-0, *Joint Operations*, are addressed here with a Air Force perspective. The principles of joint operations are formed around the nine traditional principles of war. Three additional principles—restraint, perseverance, and legitimacy—are relevant to how the Armed Forces of the United States use combat power across the competition continuum. In addition, there is a specific principle of operations the Air Force uses: unity of effort.

Unity of Command. Unity of command is vital in employing airpower as it ensures appropriate concentration and priority of effort by one responsible commander with the authority and the

capability to direct force employment in pursuit of common objectives. The Air Force's operational-level perspective calls for unity of command to gain the most effective and efficient application of airpower. Airpower is the product of multiple capabilities, and centralized command is essential to effectively fuse these capabilities and provide unity of command.

Economy of Force. Economy of force is the judicious employment and distribution of force by selecting the best mix of airpower capabilities. To ensure overwhelming combat power is available, appropriate effort should be devoted to primary objectives and allocate lesser essential resources to secondary efforts. Economy of force may require a commander to establish a balance in the application of airpower between attacking, defending, delaying, or conducting other operations, such as information operations, based on the priority of the objectives. Also, priorities may shift rapidly from one type of mission, such as interdiction, to another, such as close air support. Although the principle of economy of force suggests the use of overwhelming force in one sense, it also recommends against the use of more force than reasonably necessary.

Maneuver. Maneuver places the enemy in a position of disadvantage through the flexible application of combat power in a multidimensional combat space. Airpower's ability to conduct maneuver is not only a product of its speed and range, but maneuverability is also obtained through flexibility and versatility established during the planning and execution of operations. The principle of maneuver allows potential engagement anywhere, from any direction, at any time, forcing the adversary to be on guard everywhere. Applying the principle of maneuver will force the enemy to react, allowing the exploitation of successful friendly operations and reducing friendly vulnerabilities. Forward deployment of airpower assets is one example of maneuver that, by its very presence, can reassure allies and deter aggressors.

Objective. The principle of objective is to direct military operations toward a defined and attainable objective that contributes to established strategic, operational, and tactical goals. In a broad sense, the principle of objective holds that political and military goals should be aligned and clearly articulated. A clear national military strategy provides focus for defining campaign or theater objectives, while at the operational level, campaign or theater objectives determine military priorities. From the outset, airpower can pursue tactical, operational, or strategic objectives in any combination, or all three simultaneously. From an Airman's perspective, the principle of objective shapes priorities to allow airpower to concentrate on theater or campaign priorities and seeks to avoid the siphoning of force elements to fragmented objectives.

Security. The purpose of the principle of security is to never permit the enemy to acquire an unexpected advantage. Critical to security is understanding that it embraces physical, operations, and information security. Security may be obtained by staying beyond the enemy's reach, physically and virtually, as airpower is uniquely suited to operate over the horizon. Security from physical and electronic intrusion conceals our capabilities and intentions, while allowing friendly forces to gather information on the adversary. Security through force protection is an integral part of protecting aircraft and fixed bases where they are especially vulnerable. Information is central to securing the outcome of a conflict, particularly with today's advanced communications and computer technologies. Security ensures our capabilities of withstanding aerial, ground, and cyberspace attacks while sustaining airpower activities against the enemy.

Offensive. The purpose of an offensive action is to seize, retain, and exploit the initiative, our initiative, as efficiently and effectively as possible. The offensive aim is to act rather than react and to dictate the time, place, purpose, scope, intensity, and pace of operations. While defensive measures may be required at times, success in war is generally attained while on the offensive. All military forces have offensive capabilities, and airpower's ability to mass, maneuver, and operate independently or simultaneously at the tactical, operational, and strategic levels of war, provides global reach to directly

and rapidly take the offensive and seize the initiative. Once seized, the initiative should be retained and fully exploited. Through prompt and sustained offensive actions designed to attain operational and strategic objectives, airpower causes the enemy to react rather than act, denies them the offensive, and ultimately enables our forces to shape the conflict.

Mass. Concentration of military power through mass is a fundamental consideration in all military operations. Today's airpower is uniquely capable of launching an attack from widely dispersed locations and massing combat power at the objective, whether that objective is a single physical location or widely dispersed enemy systems. Airpower, with speed, range, and flexibility, complemented by accuracy and lethality of precision weapons and advances in information technologies, achieves mass through highly effective attack rather than overwhelming by necessarily large numbers of forces. Air Force cyberspace capabilities, often enabled by space systems, allow dispersed forces to collaborate to rapidly find, fix, and track fleeting targets, and mass a response with precise effects around the globe.

Surprise. Surprise is one of airpower's strongest advantages. Surprise leverages the principle of security by attacking the enemy at a time, place, or in a manner for which they are not prepared. The speed and range of air and cyberspace capabilities, coupled with their flexibility and versatility, enable the element of surprise, and enhance and empower other forces to achieve surprise as well. The rapid global reach of airpower can enable surface forces to reach foreign destinations quickly, capitalizing on surprise and thus seizing the initiative.

Simplicity. Simplicity calls for avoiding unnecessary complexity in organizing, preparing, planning, and conducting military operations. Simplicity ensures that guidance, plans, and orders are as simple and direct as a military objective allows. Simple guidance allows subordinate CCDRs the freedom to operate creatively within their portion of the operational environment, supporting the concept of decentralized execution. Common equipment, a common understanding of Service and joint doctrine, and familiarity with procedures through joint exercises and training, can help overcome complexity while implementing straightforward plans, providing unambiguous organization, and establishing clearly defined command relationships.

Restraint. The purpose of restraint is to prevent the unnecessary use of force. Restraint requires the careful and disciplined balancing of the need for security, the conduct of military operations, and the achievement of national objectives. Excessive force antagonizes those parties involved, thereby damaging the legitimacy of the organization that uses it while potentially enhancing the legitimacy of the opposing party. Sufficiently detailed rules of engagement the commander tailors to the specific circumstances of the operation can help facilitate appropriate restraint.

Perseverance. The purpose of perseverance is to ensure the commitment necessary to achieve national objectives. Perseverance involves preparation for measured, protracted military operations in pursuit of national objectives. Some joint operations may require years to reach the termination criteria. The patient, resolute, and persistent pursuit of national goals and objectives is essential to success. This will frequently involve diplomatic, economic, and informational measures to supplement military efforts.

Legitimacy. The purpose of legitimacy is to maintain legal and moral authority in the conduct of operations. Legitimacy, which can be a decisive factor in operations, is based on the actual and perceived legality, morality, and rightness of the actions from the various perspectives of interested audiences. These audiences will include our national leadership and domestic population, governments and civilian populations in the operational area, partner nations and allies, and nations and organizations around the world.

Unity of Effort (additional Air Force Principle, AFDP 1). The purpose of this principle is to ensure that a wide range of components, agencies, and partners operating during a contingency coordinate

their actions and resources and focus on the same goal. This is a vital principle for the Air Force, especially when working in an interagency and multinational environment.

6.5. Tenets of Airpower

The application of airpower is refined by several fundamental guiding truths; these truths are known as the tenets of airpower. The tenets of airpower reflect a unique historical and doctrinal evolution of airpower, as well as a current appreciation for the nature of airpower. While complementing the principles of joint operations, which provide general guidance on the application of military forces, these tenets provide specific considerations for the employment of airpower. These tenets require informed judgment in application and a skillful blending to tailor them to the ever-changing operational environment. Airmen at all levels must accept the fact that war is incredibly complex, and no two operations are identical. The tenets of airpower, as defined in AFDP 1, are described here.

Mission Command. The Airman's philosophy for the command and control (C2) of airpower is mission command. Mission command is an approach to C2 that empowers subordinate decision-making for flexibility, initiative, and responsiveness in the accomplishment of commander's intent. Mission command provides Airmen operating in environments of increasing uncertainty, complexity, and rapid change with the freedom of action needed to exploit emergent opportunities and succeed. Given the global reach and strategic effects of airpower, the Air Force's approach to mission command balances the need for tactical flexibility with the management of global risks.

Airmen execute mission command through **centralized command**, **distributed control**, and **decentralized execution**. Centralized command is the organizing standard for the effective and efficient means of employing airpower; it enables the principle of mass while maintaining the principle of economy of force. Because of airpower's potential to directly affect the strategic and operational levels of warfare, it should be commanded by a single Airman, the air component commander. Distributed control exploits airpower's flexibility and versatility to ensure that it remains responsive, survivable, and sustainable. Decentralized execution is the delegation of authority to achieve effective span of control, foster disciplined initiative, and empower subordinates to exploit fleeting opportunities.

Flexibility and Versatility. With flexibility and versatility, airpower has the potential to achieve unmatched synergy through asymmetric and parallel operations. Flexibility allows airpower to shift from one JFC objective to another, quickly and decisively; to re-role assets quickly from a preplanned mission to support an unanticipated need. Versatility is the ability to employ airpower effectively at the strategic, operational, and tactical levels of war and provide a wide variety of tasks in concert with other joint elements. Cyberspace capabilities are especially suited to simultaneously support multiple taskings around the globe at all levels of warfare.

Synergistic Effects. The proper, synergistic application of a coordinated force across multiple domains can produce desired effects that exceed the contributions of forces otherwise employed individually. Rather than causing the destruction of a large number of targets through attrition warfare, the objective of achieving synergistic effects is the precise, coordinated application of the various elements of airpower and surface power to bring disproportionate pressure upon enemy leaders to comply with our national will (affecting their intent) or to cause functional defeat of the enemy forces (affecting their capability). Airpower is unique in its ability to dictate the tempo and direction of an entire warfighting effort regardless of the scale of the operation.

Persistence. Airpower operations may be conducted continuously against a broad spectrum of targets, with persistence. Airpower's exceptional speed and range allow its forces to visit and revisit wide ranges of targets or territories nearly at will, and with resolve. Airpower does not have to occupy terrain or remain constantly in proximity to areas of operation to bring a powerful response. Unmanned

aircraft systems offer similar possibilities from the atmosphere.

Persistence keeps pressure on and denies the enemy the ability to circumvent strategic effects. Demonstrations of persistent operations could range from maintaining a continuous flow of materiel to peacetime distressed areas; intelligence, surveillance, and reconnaissance capabilities monitoring adversaries; assuring targets are kept continually out of commission; or ensuring resources and facilities are denied an enemy or provided to an ally during a specified time. The end result would be to deny the opponent an opportunity to seize the initiative and to directly accomplish assigned tasks.

Concentration. One of the most constant and important trends throughout military history has been the effort of applying concentrated, overwhelming power at the decisive time and place. Because the versatility of airpower, with its lethality, speed, and persistence, makes it an attractive option for many tasks, the demand often exceeds the available forces. Without concentration of efforts, fragmentation of the integrated airpower effort could occur in attempts to fulfill the many demands of the mission. To prevent the triple risk of failing to achieve operational-level objectives, delaying, or diminishing the attainment of decisive effects, and increasing the attrition rate of the force, Airmen should guard against the inadvertent dilution of airpower effects resulting from high demand and maintain the capability of employing concentrated efforts when most applicable.

Priority. The application of airpower should be balanced among its ability to conduct operations at all levels of war, often simultaneously. Commanders of all components and all levels should establish clear priorities for the use of airpower to effectively prioritize their requirements for coordinated airpower effects. The air component commander should assess the possible uses of component forces and their strengths and capabilities to support the overall joint campaign. Limited resources require that airpower be applied where it can make the greatest contribution to the most critical current joint force commander requirements.

Balance. Much of the skill of an air component commander is reflected in the dynamic and correct balancing of the principles of joint operations and the tenets of airpower. An air component commander should balance combat opportunity, necessity, effectiveness, efficiency, and the impact on accomplishing assigned objectives against the associated risk to friendly forces. An Airman is uniquely and best suited to determine the proper theater-wide balance between offensive and defensive air operations, and among strategic, operational, and tactical applications. Airpower assets are normally available only in finite numbers; thus, balance is a crucial determinant for mission requirements.

Section 6B—Joint Force

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 6—DOCTRINE AND JOINT FORCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 6B—Joint Force	B	B	C	C	D

6.6. The Joint Team

Airpower has demonstrated its success to meet our homeland and international security challenges by leveraging our respective joint capabilities and maximizing synergistic results. Capabilities such as cyberspace operations aim to guarantee our capability to operate in any contested cyberspace domain to support vital land, maritime, air, and space missions by employing capabilities to protect essential military cyberspace systems and to speed their recovery if an attack does occur. In the increasingly interdependent warfighting domains, the Air Force possesses unique capabilities for ensuring global mobility; long-range strike; and effective intelligence, surveillance, and reconnaissance.

We now rarely see any one Service or even any one country unilaterally plan, organize, or execute an operation. Instead, we see greater inclusiveness with joint, coalition, and sometimes interagency partners, whereby we depend on each other to succeed in today's complex environment. Through this interdependence the joint force is able to select the right resources and capabilities from each partner. These capabilities are not just used when a contingency arises but are synergized and tested through such venues as exercises and peacetime operations to ensure all joint, interagency, and multinational partners can achieve the desired objectives at the right time and right place.

Joint Operations. Although individual services may plan and conduct operations to accomplish tasks and missions in support of DoW objectives, the DoW more typically employs at least two services from at least two military departments in a single operation, particularly in combat, through joint operations. A joint operation is the general term used to describe military actions conducted by joint forces in specified command relationships. Joint operations include combat when necessary to achieve objectives at all levels of warfare. Based on the fundamental principles for joint command and control, joint forces are organized for effective and efficient operations, and commanders are delegated the necessary command authorities to plan, direct, and control their forces to accomplish assigned missions.

Multinational Operations. As our nation and its armed forces are confronted with a multitude of priorities, we must be mindful to advance only the necessary resources to ensure that the right capabilities are integrated, and that they are interoperable across all domains. Competing priorities today must be carefully measured against all military capabilities, ensuring that quality—not necessarily quantity—smartly contributes to a faster, more flexible, and agile response force. As well, we must rely on the strengths of other national partners, while ensuring all capabilities are interoperable to ensure we can achieve our overarching objectives.

One of the first successful operational actions of combining joint and multinational forces was experienced during Operations Desert Shield and Desert Storm. These operations demonstrated the value and effectiveness of joint and coalition military operations. The unique capabilities of each of our military Services, and those of each of our partners, were exploited during various phases of both operations. The coalition force provided a synergistic combat capability which brought the greatest possible military power to bear against the opponent. Likewise, our experience also reaffirmed the importance of joint and multinational training, the value of forward presence, and the validity of sequencing for power-projection.

Unity of Command and Unity of Effort. Unity of command means all forces operate under a single

commander with the requisite authority to direct all forces employed in pursuit of a common purpose. Unity of effort, however, requires coordination and cooperation among all forces toward a commonly recognized objective, although they are not necessarily part of the same command structure. During multinational operations and interagency coordination, unity of command may not be possible, but the requirement for unity of effort becomes paramount. Unity of effort – coordination through cooperation and common interests – is an essential complement to unity of command. **Note:** One of the founding initiatives which addressed joint interdependence and joint interoperability was the Goldwater-Nichols DoD Reorganization Act of 1986.

6.7. Command Authorities

Combatant Command (Command Authority). Combatant command (command authority), abbreviated as COCOM, is the authority of a CCDR to perform functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training (or in the case of U.S. Special Operations Command, training of assigned forces), and logistics necessary to accomplish the missions assigned to the command. It cannot be delegated or transferred.

Operational Control. Operational control (OPCON) is inherent in COCOM and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON is the command authority that may be exercised by commanders at any echelon at or below the level of CCMD and may be delegated within the command. While OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command, it does not include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Tactical Control. Tactical control (TACON) is inherent in OPCON and is the command authority over assigned or attached forces or commands, or military capability of forces made available for taskings that are limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks. TACON may be delegated to and exercised by commanders at any echelon at or below the level of CCMD.

Support. Support is a command authority and is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. The designation of supporting relationships is important as it conveys priorities to commanders and staffs who are planning or executing joint operations. The establishing authority (the common superior commander) is responsible for ensuring that both the supported commander and supporting commanders understand the degree of authority that the supported commander is granted. The supported commander should ensure that the supporting commanders understand the assistance required. The supporting commanders will then provide the assistance needed, subject to a supporting commander’s existing capabilities and other assigned tasks.

Administrative Control. Administrative control (ADCON) is direction or exercise of authority over subordinate or other organizations in respect to administration and support. ADCON is a Service authority that flows through Service channels. This authority is not an operational command authority but provides the requisite authority for Services to execute their individual “organize, train, and equip” functions per Title 10, USC. ADCON may be delegated to and exercised by commanders of Service forces assigned to a CCDR at any echelon at or below the level of Service component command. ADCON is subject to the command authority of CCDRs. Service commanders exercising ADCON will not usurp the authorities assigned by a CCDR having COCOM over commanders of assigned Service forces. **Note:** When mobilized under Title 10, USC, command of National Guard and Reserve Forces

(except those specifically exempted) is assigned by the Secretary of War to the CCMDs. These forces are available for operational missions when mobilized for specific periods or when ordered to RegAF after being validated for employment by their parent Service.

6.8. Joint Force Organization

A joint force is a force composed of elements, assigned, or attached, of two or more Military Departments operating under a single joint force commander. Joint forces are established at three levels: unified CCMDs, subordinate unified commands, and joint task forces. These organizations are commanded by a JFC.

Joint Force Commander. A JFC is a term applied to a CCDR, sub-unified commander, or joint task force commander authorized to exercise COCOM or operational control over a joint force. JFC's responsibilities are to provide a clear commander's intent and timely communication of specified tasks, together with any required coordinating and reporting requirements. A JFC is responsible for the transfer of forces and other capabilities to designated subordinate commanders for accomplishing assigned tasks. A JFC will provide all available information to subordinate commanders that affect their assigned missions and objectives.

Commander, Air Force Forces. The title of commander, Air Force Forces (COMAFFOR) is reserved to identify the Air Force commander of a Air Force component. This component could be assigned or attached to a joint force at the unified CCMD, subordinate unified CCMD, or joint task force level. Operationally, the COMAFFOR should be prepared to employ Air Force Forces as directed by the JFC, and if designated, be prepared to employ joint air forces as the joint force air component commander (JFACC). The COMAFFOR should normally be designated at a command level above the operating forces and should not be dual- hatted as commander of one of the subordinate operating units. This enables the COMAFFOR to focus at the operational level of war, while subordinate commanders lead their units at the tactical level. Since the COMAFFOR and JFACC are nearly always the same individual, the Air Force prefers to use the term "air component commander" when referring to duties or functions that could be carried out by either or both, unless explicit use of the term "COMAFFOR" or "JFACC" is necessary for clarity. This duality of authorities is expressed in the axiom: Airmen work for Airmen and the senior Airman works for the JFC.

Air Expeditionary Task Force. The air expeditionary task force (AETF) is the primary means by which the Air Force presents forces to a JFC during contingency operations when no existing Air Force component already exists, such as when a joint task force is established. AETFs are sized and tailored to meet the JFC's specific mission requirements. When forming an AETF, the COMAFFOR should draw first from in-theater resources, if available. If augmentation is needed, or if in-theater forces are not available, the Air Force will draw from the air expeditionary force currently on rotation. These forces, whether in-theater or deployed from out of theater, should be fully supported with the requisite maintenance, logistical support, health services, and administrative elements. These forces will form up within the air expeditionary task force as expeditionary wings, groups, squadrons, flights, detachments, or elements, to provide reasonable spans of command and control elements at appropriate levels, and to provide unit identity.

Air Operations Center. The air operations center (AOC) is the senior command and control element agency of the COMAFFOR that provides command and control of Air Force Forces and coordinates with other components and Services. An AOC may be regional or functional, aligning with the purpose of the joint force they support. The AOC includes requisite planning, intelligence, employment, mobility, and assessment capabilities to plan and conduct air operations. If the COMAFFOR is also designated as the JFACC, the AOC will typically receive joint augmentation and become the joint AOC (JAOC).

Air Force Forces Staff. The COMAFFOR needs a command entity responsible for the deployment, sustainment, and administration of Air Force Forces. The AFFOR staff is the mechanism through which the COMAFFOR exercises these Service responsibilities. These sustainment activities are commonly referred to as "beds, beans, and bullets." The AFFOR staff is also responsible for the long-range planning and theater engagement operations that fall outside the AOC's current operational focus.

Joint Force Air Component Commander. If air assets from more than one Service are present within a joint force, the JFC normally will designate a JFACC to exploit the full capabilities of joint air operations. The JFACC is typically the Service component commander with the preponderance of air capabilities and the ability to plan, task, and control joint air operations. The JFACC recommends the proper employment of Air Force Forces from multiple components to the JFC. The JFACC also plans, coordinates, allocates, executes, and assesses air operations to accomplish assigned operational missions. Because of the wide scope of air operations, the JFACC will typically maintain the same joint operating area/theater-wide perspective as the JFC. The JFACC, as with any component commander, should not be dual hatted as the JFC. The COMAFFOR exercises operational control of Air Force Forces, and acting as a JFACC, normally exercises tactical control of any Navy, Army, Marine, and coalition air assets made available for tasking. As such, the term "air component commander" is the preferred term when the commander is so dual-hatted. If working with partner nations in a multinational operation, the JFACC may be designated as the combined/coalition force air component commander (CFACC), responsible for planning, coordinating, and tasking of all multinational air operations. **Note:** Historic experience has shown that in joint operations the COMAFFOR is normally designated as the JFACC, as the Air Force typically has the preponderance of air capabilities. In anticipation of this, the Air Force plans, and trains to employ an air component commander to perform both roles, and the AOC plans and trains to be a JAOC.

Section 6C—Joint Planning

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 6—DOCTRINE AND JOINT FORCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 6C—Joint Planning	A	B	B	C	D

6.9. Joint Planning Process

Joint planning consists of planning activities associated with joint military operations by CCDRs and their subordinate Joint Force Commanders in response to contingencies and crises. Joint planning is a means of preparing and managing Joint Forces for mobilization, deployment, employment, sustainment, redeployment, and demobilization. At the national level, joint planning ties the military instrument of national power to the achievement of national security goals and objectives and is essential to securing strategic end-states across the range of military operations. Planning begins with the end state in mind, providing a unifying purpose around which actions and resources are focused. **Note:** Military end state is the set of required conditions that defines achievement of military objectives. It normally represents a point in time or circumstances beyond which the U.S. President does not require the military as the primary means to achieve remaining national objectives. Aside from its obvious association with strategic or operational objectives, clearly defining the military end state promotes unity of effort, facilitates synchronization, helps clarify, and may reduce risk.

Integrated Planning Process. While the focus of joint planning is at the CCDR level, planning is conducted at every echelon of command and across the range of military operations. Joint planning employs an integrated process for orderly, analytical, and coordinated problem solving and decision-making known as the joint planning process. In peacetime, the process is structured to support the thorough, fully coordinated development of contingency plans. In crisis, the process can be adapted to support the dynamic requirements of changing events. In wartime, the process is modified to accommodate greater decentralization of planning activities.

Joint Planning Process Steps. The Joint Planning Process is a seven-step orderly, analytical set of logical steps to frame a problem; examine a mission; develop, analyze, and compare alternative COAs; select the best COA; and produce a plan or order. The joint planning process consists of seven steps identified here.

Step 1: Planning Initiation. Joint planning begins when an appropriate authority recognizes potential for military capability to be employed in support of national objectives or in response to a potential or actual crisis. At the strategic level, that authority—the President, SecWar, or CJCS— initiates planning by deciding to develop military options. Presidential directives, the National Security Strategy (NSS), Unified Command Plan (UCP), Contingency Planning Guidance (CPG), National Defense Strategy (NDS), National Military Strategy (NMS), Joint Strategic Capabilities Plan (JSCP), and related strategic guidance documents serve as the primary guidance to begin planning.

Step 2: Mission Analysis. The CCDR and staff develop a restated mission statement that allows subordinate and supporting commanders to begin their own estimates and planning efforts for higher headquarters' concurrence. The joint force's mission is the task or set of tasks, together with the purpose, that clearly indicates the action to be taken and the reason for doing so. Mission analysis is used to study the assigned tasks and to identify all other tasks necessary to accomplish the mission. Mission analysis focuses the commander and the staff on the problem at hand and lays a foundation for effective planning.

Step 3: Course of Action Development. A COA is a potential way (solution, method) to accomplish the assigned mission. Staffs develop multiple COAs to provide commanders with options to attain the military end state. A good COA accomplishes the mission within the commander's guidance, provides flexibility to meet unforeseen events during execution, and positions the joint force for future operations. It also gives components the maximum latitude for initiative. All COAs must be suitable, feasible, acceptable, distinguishable, and complete.

Step 4: Course of Action Analysis and Wargaming. The COA analysis step closely examines potential COAs to reveal details that will allow the commander and staff to evaluate them and identify advantages and disadvantages. Wargaming is a primary means for COA analysis. Wargames are representations of conflict or competition in a synthetic environment, in which people make decisions and respond to the consequences of those decisions. COA wargaming is a conscious attempt to visualize the flow of the operation, given joint force strengths and dispositions, adversary capabilities and possible COAs, and other aspects of the Operating Environment (OE). Each critical event within a proposed COA should be wargamed based upon time available using the action, reaction, and counteraction method of friendly and/or opposing force interaction.

Step 5: Course of Action Comparison. COA comparison is both a subjective and objective process, whereby COAs are considered independently and evaluated/compared against a set of criteria that are established by the staff and commander. The objective is to identify and recommend the COA that has the highest probability of accomplishing the mission and is acceptable. COA comparison facilitates the commander's decision-making process by balancing the ends, means, ways, and risk of each COA. The end product of this task is a briefing to the commander on a COA recommendation and a decision by the commander.

Step 6: Course of Action Approval. In the COA approval step, the staff briefs the commander on the COA comparison and wargaming results and recommends a COA for approval. The commander may approve the COA, modify it, or direct the staff to reiterate portions of the joint operation planning process.

Step 7: Plan or Order Development. Planning results in a plan that is documented in the format of a plan or an order. If execution is imminent or in progress, the plan is typically documented in the format of an order. During plan or order development, the commander, and staff, in collaboration with subordinate and supporting components and organizations, expand the approved COA into a detailed plan or operations order (OPORD) by refining the initial concept of operations (CONOPS) associated with the approved COA.

6.10. Joint Planning

Joint planning is the deliberate process of determining how to implement strategic guidance: how (the ways) to use military capabilities (the means) in time and space to achieve objectives (the ends) within an acceptable level of risk. Ideally, planning begins with specified national strategic objectives and military end states to provide a unifying purpose around which actions and resources are focused. Leaders conduct joint planning to understand the strategic and operational environments to determine the best methods for employing the DoW's capabilities to achieve national objectives. Joint planning identifies military ways and means the President can align with other instruments of national power (diplomatic, informational, and economic). In the process, joint planning frames the problem; aligns ends, ways, and means; develops operational approaches; accounts for risk; and gives leaders decision space with proposed military options. CCDRs may propose objectives for the President and Secretary of War's (SecWar's) consideration before beginning detailed planning. The Chairman of the Joint Chiefs of Staff (CJCS), as the principal military advisor to the President and SecWar, may offer military advice on the proposed objectives and global prioritization.

Campaign Plans. Campaign plans organize the day-to-day operations of the joint force to shape the OE and achieve national objectives. They establish objectives, conditions, and tasks under which the united or specified CCMD and Service components build operations, activities, and investments to achieve objectives (set conditions) in support of national policy. CCMD campaigns are proactive and rarely feature a single measure of military success implying victory in the traditional sense. A campaign is a series of related military operations to achieve strategic and operational objectives in a given time and space. Campaigns are planned when contemplated objectives exceed the scope of a single operation. Thus, campaigns are often the most extensive joint operations in terms of time and other resources. CCDRs document the full scope of their campaigns in plans that include the campaign plan and all of its subordinate and supporting plans.

Contingency Plans. Contingency plans are typically prepared in advance to address an anticipated crisis and must be modified during execution to respond to conditions at the time. A contingency is a situation that likely would involve military forces in response to natural and man-made disasters, terrorists, subversives, military operations by foreign powers, or other situations as directed by the U.S. President or Secretary of War. The Joint Planning and Execution Community uses contingency planning to develop plans for a broad range of contingencies. Commanders and staffs prepare supporting plans that describe how supporting commanders intend to achieve their assigned objectives and/or tasks. Supporting commanders and staffs develop these plans responsively in collaboration with the supported commander's planners. As part of this collaborative process, supported commanders specify the level of detail required and review and approve the resulting supporting plans.

6.11. Planning in Crisis

A crisis is an incident or situation that creates a condition of such national security importance that the President or SecWar may consider a commitment of U.S. military forces and resources to achieve or defend national objectives. Crises may evolve over time (e.g., escalating civil war, humanitarian crisis) or develop quickly (e.g., hostage rescue, natural disaster) with little or no warning and require accelerated decision making. Sometimes a single crisis may generate other crises elsewhere. Multiple crises can also concurrently impact two or more CCDRs. Furthermore, there may be a single threat with transregional implications that simultaneously threatens two or more CCDRs. In these situations, supported and supporting command relationships may be fluid. Forces and capabilities committed to mitigate emergent threats will likely require dynamic reallocation or reprioritization. These situations, increasingly the norm, highlight the importance of integrated planning and making force management decisions from a risk-informed, global perspective. Planning in response to a crisis generally results in the publication of an order and the execution of an operation. Crisis planning should help senior leaders determine if a military response can help achieve the desired objective at acceptable cost and risk levels.

Joint Planning and Execution Community. The Joint Planning and Execution Community (JPEC) monitor, plan, assess, and execute joint operations to ensure the Joint Force Commander's seamless transition from planning to execution during times of crisis. This process spans across organizational levels, including the interaction between Secretary of War and CCDRs which ultimately helps the U.S. President and Secretary of War decide when, where, and how to commit U.S. Armed Forces. Clear strategic guidance and frequent interaction between senior leaders and planners promote early understanding and agreement for planning assumptions, considerations, risks, and other key factors.

6.12. Joint Operation Orders

Important aspects and types of joint operation orders are described here.

Warning Order. A warning order (WARNORD), issued by the Chairman of the Joint Chiefs of Staff, is a planning directive that initiates the development and evaluation of military courses of action (COAs) by a supported commander and requests that the supported commander submit a commander's estimate.

Planning Order. A planning order (PLANORD) is a planning directive that provides essential planning guidance and directs the initiation of plan development before the directing authority approves a military COA.

Alert Order. An alert order (ALERTORD) is a planning directive that provides essential planning guidance and directs the initiation of plan development after the directing authority approves a military COA. An ALERTORD does not authorize execution of the approved COA.

Prepare to Deploy Order. The Chairman of the Joint Chiefs of Staff, by the authority of and at the direction of the U.S. President or Secretary of War, issues a prepare to deploy order to increase or decrease the deployability posture of units; to deploy or redeploy forces; or to direct any other action that would signal planned military action or its termination in response to a particular crisis event or incident.

Deployment/Redeployment Order. A deployment or redeployment order is a planning directive from the Secretary of War, issued by the Chairman of the Joint Chiefs of Staff, which authorizes and directs the transfer of forces between CCMDs by reassignment or attachment. A deployment or redeployment order normally specifies the authority that the gaining CCDR will exercise over the transferred forces.

Concept of Operations. A concept of operations (CONOPS) is a statement or outline used to present a commander's assumptions or intent with regard to an operation or series of operations. CONOPS are designed to give an overall picture of an operation or emerging issue.

Execution Order. Only the U.S. President and Secretary of War have the authority to approve and direct the initiation of military operations. The Chairman of the Joint Chiefs of Staff, by the authority of and at the direction of the U.S. President or Secretary of War, may subsequently issue an execute order (EXORD) to initiate military operations. Supported and supporting commanders and subordinate Joint Force Commanders use an EXORD to implement the approved CONOPS.

Operation Order. An operation order (OPORD) is a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Joint OPORDs are prepared under joint procedures in prescribed formats during crisis action planning.

Fragmentary Order. A fragmentary order (FRAGORD) is an abbreviated form of a verbal, written, or digital operation order, which eliminates the need for restating information contained in a basic operation order while enabling dissemination of changes to previous orders. It is usually issued as needed or on a day-to-day basis.

Chapter 7
ENLISTED FORCE DEVELOPMENT

Section 7A—Leadership Levels

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7— ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7A—Leadership Levels	B	B	C	D	D

7.1. Commitment to Responsibility – A Team of Teams

Many enlisted Airmen have officers or civilians as direct supervisors. There is a compelling need for officers, civilian personnel, and enlisted Airmen to have a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities. Each day as we execute our missions, we should all be familiar with and understand these responsibilities and how they relate to the force structure. Our force structure, core values, foundational and occupational competencies, describe what makes us Airmen.

Officer Responsibilities. The officer force structure is comprised of three distinct and separate tiers. The tiers are Company Grade Officer with grades O-1 thru O-3, Field Grade Officer with grades O-4 thru O-6, and General Officer, with grades of O-7 thru O-10. Progression through the tiers correlates to increased levels of leadership and managerial responsibilities, with each tier building on previous responsibilities and focusing on developing the appropriate tactical, operational, and strategic competencies associated with their rank and position. Therefore, General Officers are expected to have mastered Field Grade Officer responsibilities. Likewise, Field Grade Officers are expected to have mastered Company Grade Officer responsibilities. Above all, the focus of each tier is leadership, professionalism, and mission success in the profession of arms.

Enlisted Responsibilities. Functionally, the Air Force develops technical experts through career field progression and succession planning. Institutionally, the Air Force strives to develop experienced leaders. From the earliest stages, Airmen and supervisors must comprehend the progression path for technical and professional development. As Airmen demonstrate expertise and potential, opportunities should be made available to encourage more responsibility and increased leadership roles. Developmental opportunities, such as deployments, exercises, joint assignments, special duty assignments, and headquarters staff assignments, offer unique perspectives on how the Air Force functions. Effective career progression and development are dependent upon deliberate conversations between supervisors and subordinates regarding career field and Air Force requirements, personal qualifications, and goals.

Civilian Responsibilities. The Air Force Civil Service consists of more than 180,000 professional civilians in over 35 countries. Within 11 personnel systems there are 22 career fields, 472 occupational series, and 27 different pay plans. Civilians serve in critical positions, such as scientists, engineers, contract specialists, instructors, intelligence experts, mechanics, human resource professionals, firefighters, aircraft mechanics, childcare providers, and many others. They provide corporate knowledge and stability across the Air Force and deploy to various contingency areas. Civilians are fundamental to the strength of our Air Force, and like the enlisted and officer corps, have a compelling need for a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities.

7.2. Continuum of Learning

Force development generally results in leadership, management, and warrior ethos proficiency. The force development construct is a framework that links developmental needs with foundational competencies through the continuum of learning. Occupational competency development generally

results in technical skill proficiency. The continuum of learning, along with the defined competencies, are aligned to ensure Airmen are qualified and ready to meet the challenges of current and future operating environments. The continuum of learning is a career-long process of development where challenging experiences are combined with education and training through a common taxonomy to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full-spectrum of Air Force missions.

The three distinct levels associated with leadership skills are: tactical expertise, operational competence, and strategic vision. These levels are recognized with varying emphasis across the foundational competencies. As Airmen progress from tactical expertise to strategic vision leadership levels, emphasis on the use of foundational competencies shifts to a broader focus. The nature and scope of leadership as well as preferred leadership methods differ based on the level of leadership and responsibilities.

Tactical Expertise. Development at the tactical expertise level includes a general understanding of team leadership and an appreciation for organization leadership. It is a time to master core duty skills, gain experience in applying those skills, and begin acquiring knowledge and experience essential for demonstrating effective, ethical leadership. Airmen at the tactical expertise level learn to become the Air Force's primary technicians and specialists, assimilate into the Air Force culture, and adopt the Air Force core values. The tactical expertise level is a time for honing followership abilities, motivating subordinates, and influencing peers to accomplish the mission while developing a warrior ethos and exercising communication skills as effectively and efficiently as possible.

Operational Competence. Development at the operational competence leadership level includes developing a broader understanding of the Air Force perspective and the integration of diverse people and capabilities in operational execution. It is a time to transition from specialists to leaders with an understanding of themselves as leaders and followers, while applying an understanding of organizational and team dynamics. It is a time to lead teams by developing and inspiring others, taking care of people, and taking advantage of variety. It is a time to foster collaborative relationships through building teams and coalitions, especially within large organizations, and negotiating with others, often external to the organization. The majority of enlisted Airmen operate at the tactical expertise and operational competence levels.

Strategic Vision. Development at the strategic vision level includes combining highly developed personal and people/team institutional competencies, applying broad organizational competencies, and leading and directing exceptionally complex and multi-tiered organizations. It is a time to develop a deep understanding of how Airmen achieve synergistic results and desired effects with their operational capabilities. It is a time when an Airman employs military capabilities, understands the operational and strategic arts, and has a thorough understanding of unit, Air Force, joint, and coalition capabilities. Development at the strategic vision level includes an enterprise perspective with a thorough understanding of the structure and relationships needed to accomplish strategic objectives. The strategic vision level focuses on the effects an Airman can have across the Air Force and on the DoW.

7.3. Core Competencies

Core competencies are about big picture concepts that the Air Force does, or is expected to do or know, all the time. Being competent means that a person or organization has the necessary abilities or qualities to perform or function successfully. Core competencies are a key set of abilities or qualities at the heart of the organization's reason for being. For the Air Force, core competencies are those special abilities and qualities we collectively possess that enable us to function successfully and create airpower effects. Some core competencies are unique to the Air Force and distinguish us from our sister

services, while other core competencies are aligned across the branches of service.

Occupational Competencies. Occupational competencies are required of Airmen within a specific workforce category or specialty. Occupational competencies describe technical/functional knowledge, skills, abilities, and other characteristics needed to perform that function's mission successfully. Refer to AFH 36-2647, *Competency Modeling*, for additional details.

Airman's Foundational Competencies. Foundational competencies prepare Airmen to operate successfully across the widest array of Air Force tasks and requirements, and to adapt in a constantly changing operational environment. They are broadly applicable across (enlisted, officer, and civilian) Air Force members, spanning all occupations, functions, and organizational levels, and form the framework for force development in the Air Force. Foundational competencies are observable, measurable patterns of knowledge, skills, abilities, and other characteristics needed to perform successfully across a Air Force career. The Foundational competencies are enduring and encompass attributes the Air Force believes are critical to mission success. The Foundational competencies are grouped into four major categories: Developing Self, Developing Others, Developing Ideas, and Developing Organizations. Each of these competency categories is addressed in subsequent chapters of AFH 1. Refer to AFH 36-2647, *Competency Modeling*, for additional details.

Section 7B—Enlisted Force Structure

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7B—Enlisted Force Structure	B	C	C	D	D

7.4. Enlisted Force Structure Framework

To best leverage our resources, we must have a consistent, well-defined set of expectations, standards, and growth opportunities for all Airmen, regardless of rank or specialty. The enlisted force structure fulfills a compelling need for a deliberate and common approach to force development, career progression, increased supervisory, and leadership responsibilities. The enlisted force structure provides the framework to best meet mission requirements while developing foundational and occupational competencies. It is comprised of three distinct and separate tiers, each correlating to increased levels of education, training, and experience, which build increasing levels of proficiency, leadership, and managerial responsibilities. Responsibilities of enlisted tiers are outlined in detail in The Little Brown Book, *The Enlisted Force Structure*, Chapter 4.

7.5. Junior Enlisted Tier

The junior enlisted tier consists of the ranks: Airman Basic, Airman, Airman First Class, and Senior Airman. Initial enlisted accessions enter the Air Force in this tier and are introduced to the foundational competencies. They focus on adapting to the military, being part of the profession of arms, achieving occupational proficiency, and learning to be productive members of the Air Force. In this tier, Airmen are trained, qualified, and ready to operate at home station and in an expeditionary environment, and they prepare for increased responsibilities. Junior enlisted Airmen will progress early in their career through the Airmanship Continuum of 100 (BMT), 200 (Technical Training) and 300 (First-Term Airmen Center).

Airman Basic and Newly Enlisted Airmen. Airmen Basic, as well as Airmen who initially enlist in the Air Force as Airman or Airman First Class, are primarily adapting to the military profession, acquiring knowledge of Air Force standards, customs, courtesies, as well as striving to attain occupational proficiency under close supervision. The written abbreviation for Airman Basic is “AB” and the official term of address is “Airman Basic” or “Airman.”

Airman. An Airman continues learning and adapting to the military profession and are expected to understand and conform to military standards, customs, and courtesies. An Airman begins to show occupational proficiency at basic tasks and still requires significant supervision and support. The written abbreviation is “Amn,” and the official term of address is “Airman.”

Airman First Class. Airman First Class fully comply with Air Force standards and devote time to increasing skills in their career fields and the military profession while becoming effective team members. For the Airman First Class, continued supervision is essential to ongoing occupational and professional growth. Typically, the 5-skill level is earned at this grade. The written abbreviation is “A1C,” and the official term of address is “Airman First Class” or “Airman.”

Senior Airman. A Senior Airman commonly performs as a skilled technician and trainer. They begin developing supervisory and leadership skills through progressive responsibility, individual study, and mentoring. Senior Airmen strive to establish themselves as effective trainers through the maximum use of guidance and assistance from officer and enlisted leaders. A Senior Airman must complete Airman Leadership School before assuming the grade of Staff Sergeant. The written abbreviation is “SrA,” and the official term of address is “Senior Airman” or “Airman.”

7.6. Noncommissioned Officer Tier

The Noncommissioned Officer (NCO) tier consists of the ranks: Staff Sergeant and Technical Sergeant. NCOs continue occupational growth and become expert technicians while developing as leaders, supervisors, managers, and mentors in the profession of arms. Additionally, NCOs ensure they keep themselves and subordinates trained, qualified, and ready to deploy and operate at home station and in an expeditionary environment. In this tier, NCOs understand and internalize foundational competencies in preparation for increased responsibilities while pursuing professional development through a variety of means, including the developmental special duty selection process and professional military education.

Staff Sergeant. Staff Sergeants are skilled technicians with supervisory and training responsibilities. Typically, the 7-skill level is earned at this rank. Staff Sergeants ensure proper use of resources under their control for effective, efficient accomplishment of the mission. The written abbreviation is "SSgt," and the official term of address is "Staff Sergeant" or "Sergeant."

Technical Sergeant. Technical Sergeants are often a unit's technical experts. They continuously strive to develop as technicians, supervisors, leaders, and mentors through professional development opportunities, including professional military education. Technical Sergeants must complete the NCO Academy before assuming the grade of Master Sergeant. The written abbreviation is "TSgt," and the official term of address is "Technical Sergeant," "Tech Sergeant," or "Sergeant."

7.7. Senior Noncommissioned Officer Tier

The Senior Noncommissioned Officer (SNCO) tier consists of the ranks: Master Sergeant, Senior Master Sergeant, and Chief Master Sergeant. SNCOs serve as leaders in the profession of arms. They advise, supervise, mentor, and develop junior enlisted Airmen and NCOs under their charge. In this tier, SNCOs continue professional development and participate in decision-making processes on a variety of technical, operational, and organizational issues. They have a great deal of leadership experience to leverage resources and personnel across a variety of mission requirements. They continue professional development through functional opportunities, professional military education, and may attend sister service or international SNCO courses.

Master Sergeant. Master Sergeants are technical experts, transitioning from first-line supervisors to leaders of operational competence. This rank carries increased responsibilities for leadership, management, and team building. Master Sergeants should consider broadening opportunities through the developmental special duty selection process. Master Sergeants must complete the SNCO Academy before assuming the grade of Senior Master Sergeant. The written abbreviation is "MSgt," and the official term of address is "Master Sergeant" or "Sergeant."

Senior Master Sergeant. Senior Master Sergeants are experienced, operational leaders, skilled at merging team talents, skills, and resources with other organizations. The written abbreviation is "SMSgt," and the official term of address is "Senior Master Sergeant," "Senior," or "Sergeant."

Chief Master Sergeant. A Chief Master Sergeant possesses substantial operational and occupational experience and holds strategic leadership positions with tremendous influence. They are charged with mentoring and developing junior enlisted personnel and influencing the professional development of company grade officers. All newly selected RegAF Chief Master Sergeants will attend the Chief Leadership Course. Newly selected Reserve Component Chief Master Sergeants will attend either the Chief Leadership Course or their Chief Orientation Course. The written abbreviation is "CMSgt," and the official term of address is "Chief Master Sergeant" or "Chief."

Section 7C—Duty Titles and Special Positions

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7C—Duty Titles and Special Positions	B	B	C	D	D

7.8. Enlisted Duty Titles

When properly applied, duty titles facilitate a quick understanding of a person's role and level of responsibility. Enlisted duty titles are assigned based upon the scope of responsibility and the duties being performed. The following duty titles are the official, authorized duty titles for the enlisted force. Exceptions include specific enlisted positions listed in The Little Brown Book, *The Enlisted Force Structure*, Chapter 4, and limited instances when a person's position or duties do not meet the established criteria.

Supervisor. The title of Supervisor is used for NCO and some Senior Airmen who are first- line supervisors, such as heavy equipment supervisors and shift supervisors. Junior enlisted Airmen will not have the duty title of supervisor unless they are at least an Airman Leadership School graduate and supervise the work of others.

Noncommissioned Officer in Charge. The title of Noncommissioned Officer in Charge is used only for NCOs and SNCOs in charge of a work center or element. Noncommissioned Officers in Charge typically have subordinate supervisors. The title of Noncommissioned Officer in Charge is also used for those whose primary duty is a unit-wide program or management function, even if they do not directly supervise personnel. The written abbreviation is "NCOIC".

Section Chief. The title of Section Chief is used for NCOs and SNCOs in charge of a section with at least two subordinate work centers or elements. Section chiefs are typically SNCOs, and the rank will vary depending upon the size of the section.

Flight Chief. The title of Flight Chief is used for NCOs and SNCOs who are the enlisted leaders of a flight. Flight chiefs are typically SNCOs, and the rank will vary depending upon the size of the flight.

Manager. The title of Manager, in addition to the special SNCO positions of Air Force career field managers and major command functional managers, is used for NCOs and SNCOs who are program, project, and policy managers at designated Air Force levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate.

Chief. The title of Chief is used for Chief Master Sergeants who are program, project, or policy managers at designated Air Force levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate.

7.9. Selective Senior Enlisted Positions

Airmen may serve in leadership or duty positions within or outside their functional specialty. For additional special duty positions, refer to the Air Force Enlisted Classification Directory.

Chief Master Sergeant of the Air Force. The Chief Master Sergeant of the Air Force is the senior enlisted leader of the Air Force and takes precedence over all Air Force enlisted members. The Chief Master Sergeant of the Air Force provides leadership to the enlisted force and advises the Chief of Staff of the Air Force, Secretary of the Air Force, Chairman of the Joint Chiefs of Staff, and the Secretary of War on enlisted matters for Airmen and their families. The Chief Master Sergeant of the Air Force communicates with the force, serves on boards and committees for organizations affecting Airmen, testifies before Congress, and is the Air Force career field manager for command chief master

sergeants and group superintendents. The Chief Master Sergeant of the Air Force consults with sister service senior enlisted advisors on issues affecting all enlisted members; engages with foreign military leaders regarding theater security cooperation and partner nation development efforts; represents the Air Force to the American public, professional organizations, and media; and manages the Air Force Order of the Sword Program. The written abbreviation is "CMSAF," and the official term of address is "Chief Master Sergeant of the Air Force" or "Chief." **Note:** Establishing a CMSAF position was initially proposed by the Air Force Association's Airman Advisory Council in 1964. In 1966, Congressman Mendel Rivers introduced a bill that would mandate each of the services to appoint one senior enlisted member. The senior enlisted member of the Air Force would serve as the senior enlisted advisor to the Chief of Staff of the Air Force. The Marine Corps had already created the position of Sergeant Major of the Marine Corps in 1957, and the Army had already created the position of Sergeant Major of the Army in 1965. Although the Rivers bill never passed, the Air Force recognized the tremendous support behind the proposal. In October 1966, Chief of Staff of the Air Force General John P. McConnell announced the newly created position of Chief Master Sergeant of the Air Force. In April 1967, Chief Paul W. Airey became the first to wear the unique Chief Master Sergeant of the Air Force F insignia with the wreath around the star. See **Attachment 5**, Chief Master Sergeants of the Air Force, for a photo and brief biography of all Chief Master Sergeants of the Air Force .

Command Chief Master Sergeant. The title of Command Chief Master Sergeant applies to the senior enlisted leader in a designated Air Force level – traditionally at wings, centers, numbered air forces (NAF), and major commands (MAJCOM). The Command Chief Master Sergeant provides general supervision to the command's enlisted force and is responsible for advising commanders and staff on mission effectiveness, professional development, recognition, key enlisted Airmen nominations and hires, accelerated promotions, performance evaluations, military readiness, training, utilization, health, morale, and welfare of the organization's enlisted, and takes action to address shortfalls or challenges. They also regularly visit Airmen, to include traveling to geographically separated units/elements; interact with sister service counterparts; serve as a liaison to and work closely with the local community and ensure the enlisted force is ready to meet mission requirements (both in-place and deployed). RegAF Command Chief Master Sergeants serve on the enlisted force distribution panel by advising their senior rater and panel membership on enlisted Airmen's potential to serve in the next higher grade. They assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include developmental special duties. The Command Chief Master Sergeant is the functional manager for subordinate unit's senior enlisted leaders and first sergeants in their organization, and performs other duties as required/directed by their commander. **Note:** The titles of Senior Enlisted Advisor (SEA), Senior Enlisted Leader (SEL), and Chief Enlisted Manager (CEM) are only used when holding a designated and approved position. The equivalent to a Command Chief Master Sergeant in a COCOM or joint task force (JTF) is a CCMD or joint task force senior enlisted leader. Approved use of the titles of SEA and SEL are often used in joint and coalition organizational structures and are not always synonymous with the role of a Command Chief Master Sergeant. The written abbreviation is "CCM," and the official term of address is "Command Chief Master Sergeant", "Command Chief" or "Chief."

Senior Enlisted Leader. The Senior Enlisted Leader position serves as a key advisor in every command team and unit. The title of Senior Enlisted Leader is used for SNCOs in charge of squadron, group, and headquarters levels. These enlisted leaders provide mentorship, guidance, experience, and expertise in organizing, equipping, training, and mobilizing the organization's enlisted force to meet home station and expeditionary mission requirements. RegAF Senior Enlisted Leaders may support and advise commanders, directors, and fellow enlisted leaders prior to the enlisted force distribution panel on promotion eligible Airmen's performance and potential to serve in the next higher grade. They also assist and advise in the selection and nomination of enlisted Airmen for positions of greater

responsibility, to include developmental special duties. "Total Force Senior Enlisted Leaders manage and direct resource activities, interpret and enforce policies and applicable directives, establish control procedures to meet mission goals and standards, and actively support and maintain robust recognition programs. They work in concert with other enlisted leaders, to oversee the readiness, training, health, morale, welfare, and quality of life of assigned personnel. They represent the commander on all matters to support mission and personnel readiness, to include maintaining the pulse of the enlisted force, participating on advisory councils and boards, interacting with sister-service counterparts, and performing other duties as required/directed by the commander. The written abbreviation is “SEL”.

First Sergeant. The First Sergeant is a key leader serving in a time-honored career-broadening position rich in custom and tradition. They epitomize the highest qualities of Air Force SNCOs. These qualities require the First Sergeant to always to remain perceptive and credible and to exemplify the core values of the Air Force. The official term of address is “First Sergeant” or “Sergeant”.

Air Force Career Field Manager The title of enlisted Air Force Career Field Manager typically applies to Chief Master Sergeants, normally located at HAF, responsible for organizing and managing one or more enlisted career fields. Their responsibilities include establishing career field entry requirements, managing trained personnel requirements, and developing and managing career- long training plan requirements and programs. They also construct viable career paths, evaluate training effectiveness, monitor health and manning of the career field, and provide input on manning, personnel policies, and programs. Air Force Career Field Managers also regularly visit Airmen, to include traveling to geographically separated units/elements. Additionally, using enlisted development teams, they execute progression and succession planning to ensure there are sufficient personnel and skillsets available to accomplish the mission. As functional experts, they ensure their career fields are responsive to both current and future needs of the Air Force. They rely heavily on collaboration and communicate directly with other HAF offices on issues impacting their career field and with their respective major command and field operating agency enlisted career field representatives and training managers to disseminate Air Force and career field policies and program requirements. The written abbreviation is “AFCFM” or “CFM”.

Major Command Functional Manager. The title of enlisted Major Command Functional Manager applies to SNCOs who manage designated enlisted career fields and serve as the major command liaisons for their respective AFCFMs. They regularly visit organizations in the major command they oversee, monitor the health and manning of their career fields within their command, and elevate concerns to the AFCFMs. They manage command training for their career field and coordinate command training and personnel issues across their major command staff and with AFCFMs. They disseminate Air Force and career field policies and program requirements affecting their career field throughout the major command. They coordinate with the Air Force Personnel Center (RegAF only), through their major command, to ensure proper command prioritization of allocated and assigned personnel resources. They provide functional and subject matter expertise to training managers to develop new or modify/improve existing training programs. The written abbreviation is “MFM”.

Section 7D—Force Development

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7D—Force Development	B	B	C	C	D

7.10. Enlisted Force Development Construct

Enlisted force development combines training, education, and experience in a life-cycle approach to developing innovative Airmen prepared to accomplish the Air Force mission and lead in a rapidly evolving global environment. Deliberate development is essential throughout an Airman's career and is satisfied through education on foundational competencies, training on occupational competencies, seeking a varied array of experiential opportunities, and utilizing additional force developmental tools for continued growth to meet both personal and professional needs. As developing Airmen, it is essential to take full advantage of the abundant opportunities and resources that exist both in a specialty and across the Air Force. What is imperative from an enterprise perspective, is looking at how Airmen progress through their careers to successfully assume the responsibilities required in operational and strategic leadership positions.

Enlisted Development Teams. Enlisted development teams are designed to leverage the development of qualified Airmen with the leadership capacity and acculturation necessary to support current and projected mission requirements. Career field managers use enlisted development teams to perform progression and succession planning to place Airmen in key leadership and developmental positions based on defined education, training, experience, and performance requirements. Placing the right people in the right place at the right time is imperative.

Enlisted Force Development Panel. The Enlisted Force Development Panel is responsible for guiding enlisted force development initiatives. The panel is charged with reviewing, evaluating, and making recommendations to senior Air Force leaders regarding education, training, and experiences impacting enlisted development. Panel members include command chief master sergeants, career field managers, as well as representatives from Air Education and Training Command, Air Force Personnel Center, and HAF.

Air Force Senior Enlisted Leadership Council. The Air Force Senior Enlisted Leadership Council is responsible for addressing deliberate development initiatives for Airmen regarding opportunities for enhanced performance. The council is comprised of chief master sergeants serving in strategic/joint/combined commands, major command command chiefs, other senior enlisted leaders, and selected advisors. Efforts of the council aim to elevate the caliber and performance of enlisted Airmen, develop solutions to the highest priority issues and opportunities for Airmen and families, counsel and advise the Secretary of the Air Force, the Chief of Staff of the Air Force, and senior Air Force commanders and leaders.

Air Force Enlisted Council. The Air Force Enlisted Council is comprised of the current 12 Outstanding Airmen of the Year. With mentorship and oversight of the Air Force Senior Enlisted Leadership Council, the Air Force Enlisted Council serves as enlisted ambassadors for Air Force enlisted recruiting and retention efforts. The council also actively engages with the Air Force Association, enlisted professional military education, and various enlisted Air Force organizations.

MyVector. MyVector is a Total Force, experience tracking, enterprise solution, that supports Air Force development priorities. MyVector is a web-based career planning and force development tool that allows individuals greater transparency into their development and career management. In addition to being the enterprise information technology tool used to support career field managers and development teams, MyVector also offers robust mentoring capabilities. The modern online platform offers

configuration, supporting not only the traditional by-name method of requesting a mentor, but also providing a mentor-matching capability based on weighted characteristics identified by Airmen searching for a mentor. MyVector offers a real-time mentoring plan, discussion forums, a bullet tracker to document accomplishments, and the ability to dialogue on-line with a mentor.

MyVector also includes a Developmental Special Experience (DSE) Catalog in the Development Plan section. DSEs provide hands-on experiences that are typically outside of AFSC or career series formal training and help individuals gain or enhance competencies. Unlike assignment systems, the Catalog lists all DSEs, regardless of vacancies or application windows, to make users aware of all requirements or prerequisites.

MyVector additionally offers a developmental self-assessment that helps members identify their personal strengths and areas for improvement among the Air Force Foundational Competencies. The self-assessment provides immediate feedback on recommended online resources (e.g., videos, articles, courses) based on a member's identified areas for improvement. To further self-awareness, members also have the option to use the assessment tool to request confidential feedback from their supervisors and/or subordinates, peers, or higher-ranking members (360-degree feedback). Airmen can access the full searchable library of online resources (e.g., videos, articles, courses) associated with each foundational competency (e.g., Teamwork, Communication, Resilience) at any time to further personal and professional development.

Talent Management. Our Air Force culture should attract the right Airmen, professionals ready to represent the world's greatest Air Force. Talent management begins with recruiting and continues through training and education, where it is cultivated. The Air Force's ability to continue to respond faster than our adversaries rely on the flexibility and adaptability of our Airmen. Not only do we want to be innovators, but our nation also depends on it. The way we manage talent directly impacts the way we fight and win wars. The system that is designed to manage people must be as all-encompassing and agile as we expect our Airmen to be.

Competitive Edge. The Air Force as an institution recognizes the importance of an innovative and agile work environment for maintaining a competitive edge and being considered an employer of choice for our nation's best and brightest talent. Training and education are steadily becoming more aligned with capitalizing on talents of those within the Air Force enterprise. Air Force programs are designed to develop, manage, and execute realistic and flexible training and education to produce a highly skilled, motivated force that can carry out all tasks and functions in support of the Air Force mission. Innovative Airmen power the force. To keep pace, we must continuously modernize our education and training to be relevant and responsive. The unpredictable landscape we operate in requires the Air Force to continue to revisit, improve, and evolve our personnel management processes to ensure we retain our talented Airmen. While some initiatives are force-wide and others are more targeted, they all have the same objective - to increase our competitive position for top talent.

Section 7E—Training Responsibilities

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7E—Training Responsibilities	B	B	C	C	D

7.11. Training Opportunities

Training is something every Airman needs throughout their career, from basic military training to technical training, to advanced skill level training, and beyond. This need costs the Air Force millions of dollars annually, and for good reason. To accomplish the mission, whether that means sending satellites into orbit, planes in the air, reports to higher headquarters, or vehicles on the road, training is a must.

7.12. Basic Military Training

All enlisted Airmen are trained in the fundamental skills necessary to be successful in the Air Force. These skills include basic combat skills, field training exercises, weapons training, military discipline, physical fitness, drill and ceremonies, dormitory inspections, history and heritage, core values, and a comprehensive range of subjects relating to Air Force life, such as financial management, family issues, and alcohol/substance abuse. More than seven million young men and women have entered Air Force basic military training. Basic military training begins with the receiving phase (zero week) and ends with graduation. Military training instructors are responsible for most of the training that takes place, and they accompany trainees throughout the training process. Following graduation, all Airmen proceed to the appropriate technical training school or their first duty assignment. Technical training typically lasts anywhere from one month to two years, depending on the Airman's assigned Air Force Specialty Code (AFSC).

7.13. On-the-Job Training

The Air Force on-the-job training (OJT) provides Airmen the opportunity to attain knowledge and skill qualifications required to perform duties in their specialty. Effective training, knowledge, proficiency, and experience are integral parts of a unit's mission that will ultimately lead to a successful career and contribute to a solid national defense. An effective OJT program requires commander and supervisory involvement at all levels. While the supervisor's primary responsibility is to plan OJT that outlines specific short-term, mission-related goals for the trainee, overall success depends on the supervisor's ability to advise and actively assist Airmen in reaching their long-range career objectives. The Air Force OJT program consists of three components: job knowledge, job proficiency, and job experience.

Job Knowledge. Job knowledge is satisfied through a planned program of study involving Career Development Courses (CDC) or technical references listed in the Career Field Education and Training Plan (CFETP) or identified by the supervisor.

Job Proficiency. Job proficiency is hands-on training provided on the job, allowing the trainee to gain proficiency in tasks performed in the work center.

Job Experience. Job experience is gained during and after upgrade training to build confidence and competence.

7.14. Upgrade Training

Upgrade training leads to award of higher skill levels and is designed to increase skills and abilities. AFSC upgrade training requirements for award of 3-, 5-, 7-, and 9-skill levels are outlined DAFMAN 36-2100, *Military Classification, Technical Training and Retraining*, DAFMAN 36-2689, *Training Program*, and the

applicable CFETP.

Apprentice. Airmen must complete an initial skills course for award of the 3-skill level. Retraining into an AFSC may be accomplished via OJT training alone, only when specified in the retraining instructions and as approved by the career field manager or the career field functional manager (Air Reserve Component). Personnel retraining via OJT may be awarded a 3-skill level when they complete knowledge training on all tasks taught in the initial skills course and other tasks and mandatory requirements.

Journeyman. Airmen must complete mandatory CDCs, if available, and applicable mandatory core tasks identified in the CFETP. Award of the 5-skill level also requires completion of all mandatory requirements listed in the Department of Air Force Enlisted Classification Directory (DAFECD). Additionally, the member must be recommended by the supervisor and approved by the commander. Individuals in retraining status (Training Status Code F) are subject to the same training requirements.

Craftsman. To be a craftsman, the member must be at least a Staff Sergeant Select; complete mandatory CDCs, if available, and complete applicable mandatory core tasks identified in the CFETP. Award of the 7-skill level also requires completion of a 7-skill level craftsman course (if career field requires it) and mandatory requirements listed in the DAFECD. Additionally, the member must be recommended by the supervisor and approved by the commander. Individuals in retraining status (Training Status Code G) are subject to the same training requirements.

Superintendent. For award of the 9-skill level, the member must be at least a Senior Master Sergeant, meet mandatory requirements listed in the DAFECD, be recommended by the supervisor, and be approved by the commander.

7.15. Unit Training Management

The unit training program is designed to ensure all Airmen receive quality, standardized, comprehensive training. The trainee is the focal point of the training program, while at the forefront, unit training managers and supervisors work together to plan, conduct, and evaluate the trainees' efforts to become qualified to perform in their Air Force specialty. The success and quality of training greatly depends on the trainee's active participation and understanding of the training program, as well as the relationship between the supervisor, trainer, and trainee. Basic requirements of the unit training program state that newly assigned personnel will be interviewed within 30 days (60 days for Air Reserve Component) to determine training status and issue CDCs upon confirmation within the Course Development Student Administration Record System.

Work center training orientation will be conducted within 60 days of assignment (120 days for Air Reserve Component); a comprehensive trainee orientation will be conducted for trainees initially entering upgrade training within 60 days of assignment (90 days for Air Reserve Component); and a training progress review will be conducted with the unit training manager, supervisor, and trainee at the 24th month of upgrade training (36th month for ANG) and at least every 90 days thereafter until the trainee is upgraded or withdrawn from training. Before being submitted for upgrade, the trainee must meet all mandatory requirements as defined in the CFETP, AFECD, and the Air Force Job Qualification Standard (AFJQS).

Unit Training Managers. Unit training managers are the commander's key staff members responsible for overall management of the training program. Training managers serve as training consultants to all unit members and determine if quality training programs are in effect within all sections. Training managers develop, manage, and conduct training in support of in-garrison and expeditionary mission requirements; advise and assist commanders and unit personnel in executing their training responsibilities; and conduct a staff assistance visit of the unit's training program to include

geographically separated units, every two years (ARC three years), or sooner if requested by the unit commander.

Supervisors. In addition to unit training managers, supervisors have the single greatest impact on mission accomplishment with regard to training. They must share their experiences and expertise with trainees to meet mission requirements and ensure a quality training program is provided. Supervisors develop one work center master task list (MTL) that ensures completion of all duty position requirements (i.e., 100 percent task coverage) and conduct a review annually. The supervisor must also integrate training with day-to-day work center operations and consider trainer and equipment availability, training opportunities, and schedules.

Trainers. The trainer (often the trainee's supervisor) is selected based on their experience and their ability to provide instruction to the trainee. Additionally, they must maintain task qualification and complete the DAF Training Course (DAFTC). Trainer responsibilities include planning, conducting, and documenting training; preparing and using teaching outlines or task breakdowns; developing evaluation tools; and briefing the trainee and supervisor on the training evaluation results.

Task Certifiers. Task certifiers provide third-party certification and evaluation of progress in the training program. Certifiers must be at least a Staff Sergeant with a 5-skill level or civilian equivalent, complete the DAFTC, and be capable of evaluating the task being certified. Certifiers will develop evaluation tools or use established training evaluation methods to determine the trainee's abilities and training program effectiveness, and will brief the trainee, supervisor, and trainer on evaluation results.

7.16. Training Forms and Documentation

Training documentation is important to personnel at all levels because it validates the status of training and task qualification. Documentation also helps managers assess mission capability and readiness, and it defines requirements for individual career progression.

DAF Form 623, Individual Training Record. The DAF Form 623, *Individual Training Record Folder*, six-part folder (when required by the career field manager), or approved electronic equivalent, is generated for all trainees entering upgrade training for the first time. The training record reflects past and current qualifications and is used to determine training requirements. Supervisors maintain the training record, and ensure it is available to applicable personnel in the chain of command, including the unit training manager, upon request. Unless classified, the training record is returned to the member upon separation, retirement, commissioning, promotion to Master Sergeant, or as otherwise directed by the career field manager.

DAF Form 623A, On-the-Job Training Record Continuation Sheet. Use DAF Form 623A, *On-the-Job Training Record Continuation Sheet*, or automated version, to document an individual's training progress. The form reflects status, counseling, and breaks in training.

Career Field Education and Training Plan. The CFETP is a comprehensive core document identifying life-cycle education and training requirements, training support resources, core and home station training, and deployment/unit type code task requirements for Air Force specialties. Supervisors use the CFETP to plan, prioritize, manage, and execute training within the career field and to identify and certify all past and current qualifications. CFETP Part I provides information necessary for overall management of the specialty. CFETP Part II contains the specialty training standard identifying the duties, tasks, and technical references to support training, core and home station training tasks, deployment/unit type code tasks, and CDC requirements. At least one copy of the entire CFETP (Part I and II), should be kept in the work center for general access. Electronic copy is authorized if CFETP is in automated system.

AFCFMs are responsible to ensure their respective CFETP embodies Airmanship and incorporates the

following competencies that align with the Air Force foundational competencies: communication, accountability, teamwork, analytical thinking, and resource management.

Air Force Job Qualification Standard. The AFJQS is a training document approved by the career field manager for a particular job type or duty position within a Air Force specialty.

DAF Form 803, Report of Task Evaluations. Evaluators use the DAF Form 803, *Report of Task Evaluations*, to conduct and document completion of task evaluations during training staff assistance visits, when directed by the commander, or when task certification requires validation. Completed evaluations conducted on a single trainee by the supervisor/trainer or task certifier are filed in DAF Form 623, *Individual Training Record*, until upgraded or no longer applicable. Unit training managers maintain task evaluations performed during SAVs with the completed report.

DAF Form 797, Job Qualification Standard Continuation/Command JQS. DAF Form 797*, Job Qualification Standard Continuation/Command JQS*, is a continuation of the CFETP Part II, or AFJQS. This form defines locally assigned duty position, home station training, and deployment/unit type code requirements not included in the CFETP, Part II.

DAF Form 1098, Special Task Certification and Recurring Training. Supervisors use the DAF Form 1098, *Special Task Certification and Recurring Training*, to document selected tasks requiring recurring training or evaluation. USAF and major command directives may identify tasks contained in the CFETP that require special certification, as well as recurring training or evaluations.

7.17. Retraining Program

The retraining program is designed to balance the number of personnel in specific grades and year groups of a Air Force specialty. Once retraining is approved and the Airman has been assigned duty in the new specialty, upgrade training begins. With minor exceptions, training requirements are identical for retrainees and standard upgrade trainees. Refer to DAFMAN 36-2100, *Military Classification, Technical Training and Retraining* for additional details.

7.18. Language Enabled Airman Program

The Language Enabled Airman Program (LEAP) (https://www.airuniversity.af.edu/AFCLC/), designed and managed by the USAF Culture and Language Center at Air University, Maxwell Air Force Base, Alabama, provides opportunities for officers and enlisted Airmen in the general purpose force (GPF) who have outstanding service records and possess some level of skill in a foreign language, as measured by the Defense Language Proficiency Test (DLPT) or Oral Proficiency Interview (OPI). LEAP is a highly competitive, board-selected program that enables the Air Force to sustain, deliberately develop, and posture Airmen for utilization in language designated positions, deployments, and other CCMD requirements. Selected members develop and professionalize their skills through an online synchronous platform called “eMentor” and through periodic overseas language immersions.

Section 7F—Professional Military Education

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7F—Professional Military Education	B	B	C	C	D

7.19. Education Opportunities

Educational opportunities exist throughout an Airman's career which contribute to individual overall development. Professional Military Education (PME) enhances performance in each phase of professional development and builds upon the foundation of leadership abilities developed during the earlier stages of an individual's career. PME complements training, experience, and other educational programs to provide enlisted leaders a continuum of learning via progressive courses concentrated on developing leadership, Airmanship, and military professionalism. PME courses provide professional education to enlisted Airmen to ensure development of Air Force institutional competencies and sub=competencies vital to the knowledge and skills required for critical thinking, sound decision-making, and a strategic mindset. For additional information about USAF PME programs and policies, refer to DAFI 36-2685.

7.20. Enlisted Professional Military Education

In 1955, enlisted PME schools were established across the Air Force to provide non-commissioned officers leadership and management training required to assume day-to-day mission execution responsibilities. The stand-up of these schools coincided with the release of the first official enlisted force structure which established the leadership roles and responsibilities of enlisted Airmen at each grade. Operational control of stateside enlisted PME schools lies with Air Education and Training Command at the Thomas N. Barnes Center for Enlisted Education, located at Maxwell Air Force Base, Alabama.

The Barnes Center, Academic Affairs is responsible for developing and providing enlisted PME program development, faculty development, and operational program management. Barnes Center programs consist of academic courses that use performance evaluations and objective examinations to determine how well students achieve instructional objectives. Courses are designed with principle instructional methods, experiential activities, problem-centered leadership laboratories, personal reflection, guided discussion, case study analysis, and writing assignments. **Note:** Airmen are awarded collegiate academic credit for completing Airman Leadership School (ALS) and Noncommissioned Officer Academy (NCOA) courses through the Community College of the Air Force, which is accredited through Air University by the Southern Association of Colleges and Schools Commission on Colleges.

Airman Leadership School Distance Learning. The Airman Leadership School Distance Learning (ALS-DL) Course provides PME to prepare Senior Airmen to supervise and foster a commitment to the military profession. The ALS-DL curriculum is designed to develop a mindset and associated skills with respect to four core attributes: (1) professional Airmen, (2) expeditionary Airmen, (3) supervisor of Airmen, and (4) supervisory communicator. The ALS-DL course is open to Air Reserve Component Senior Airmen and Staff Sergeants. The course is available for RegAF personnel by exception only. Students must complete three 90-day self-paced courses, followed by a four week capstone course.

Airman Leadership School. Airman Leadership School (ALS) is the first level of enlisted PME that Airmen complete as they progress through their Air Force careers. ALS is offered at almost every installation across the Air Force and is designed to prepare Senior Airmen to be professional warfighting Airmen, able to supervise and lead Air Force teams to support the employment of air and cyberspace power. The ALS curriculum includes: (1) supervisory skills, (2) communication, (3)

problem solving, and (4) leadership.

Noncommissioned Officer Distance Learning. The Noncommissioned Officer Distance Learning (NCO-DL) course is open to Air Reserve Component Airmen, and RegAF personnel by exception only. The NCO-DL Course provides PME for basic NCO institutional competency development required to prepare enlisted leaders to be professional, warfighting Airmen and Guardians who can lead and manage Air Force units in the employment of air and cyberspace power. The NCO-DL course consists of three course modules: (1) course foundation, (2) leadership and management, and (3) operational Airman. Students must complete three 90-day self-paced courses, followed by a four week capstone course. .

Noncommissioned Officer Academy. The NCOA mission is to prepare enlisted leaders for current and future leadership and management opportunities to operate (think and act) critically in complex and ambiguous environments. The NCOA program encompasses the intermediate leadership experience, which includes guided discussions, experiential exercises, case study analysis, and immersive leadership development laboratories designed to improve an NCO's competence, confidence, and will to exercise assigned leadership responsibilities. The NCOA curriculum includes: (1) Team Leadership, (2) Joint Warfighting, and (3) Strategic Thinking.

Senior Noncommissioned Officer Distance Learning. This course is open to Air Reserve Component Airmen, and RegAF personnel by exception only. The Senior Noncommissioned Officer Distance Learning (SNCO-DL) Course provides institutional competency development required to prepare SNCOs to lead the enlisted force at the tactical and operational levels. The curriculum's design heightens students' appreciation and understanding of three attributes: (1) self-awareness, (2) leadership and management, and (3) joint warfighter. To successfully complete the course, students are required to demonstrate curriculum mastery by attaining the minimum passing score on each of three module exams.

Air Force Senior Noncommissioned Officer Academy. The Air Force Senior Noncommissioned Officer Academy (AFSNCOA) mission is to develop joint and coalition senior enlisted leaders to influence mission success in dynamic service environments. The AFSNCOA program encompasses the advanced leadership experience, representing comprehensive institutional competency development. The AFSNCOA is designed to sharpen senior enlisted leader skills with education that helps prepare them for continued and increased relevant responsibilities in joint, combined, interagency, and strategic environments. The SNCOA curriculum includes: (1) Organizational Leader, (2) Strategic Minded Leader, (3) Operational Environment, and (4) Focus Lab. Annually, AFSNCOA trains 2,650 Senior Non-Commissioned Officers.

Chief Leadership Course. The Chief Leadership Course (CLC) is the capstone and pinnacle level of enlisted PME. Currently, the CLC provides newly selected Chief Master Sergeants with foundational, strategic-level leadership competencies. The CLC mission is to provide chiefs the education to bridge operational-to-strategic perspectives of the Air Force. The CLC vision is to develop chiefs into strategic level leaders and to inspire them to effectively lead, manage, and mentor today's Airmen. The CLC demands extensive self- study, critical creative thinking, communication, and interpersonal skills. The CLC curriculum includes: (1) National Security, (2) JIIM, (3) Organizational Functions and Domains, and (4) Command Leadership. Annually, the Chief Leadership Course trains 695 newly selected Chief Master Sergeants.

7.21. Enlisted Joint Professional Military Education

In addition to enlisted PME courses, the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1805.01B, *Enlisted Professional Military Education Policy*, requires all enlisted personnel operating in joint, interagency, multinational, and coalition warfighting organizations to learn joint concepts.

Enlisted Joint Professional Military Education (EJPME) provides SNCOs a comprehensive joint education to prepare them for assignments to joint billets at the senior enlisted leader or command senior enlisted leader level. EJPME is web-based and is designed to expose enlisted personnel to joint education, prepare them to succeed by improving their ability to operate effectively and supervise multiple service members. EJPME courses are offered online and are accessible from anywhere at any time.

EJPME consists of two courses of instruction referred to as EJPME I and II. EJPME I emphasizes curriculum commensurate with E-5 through E-6 joint assignment responsibilities. EJPME II is focused on preparing E-7 through E-9 enlisted members for their senior leadership roles in joint assignments. EJPME I and II have learning areas and objectives in: (1) national strategic overview; (2) joint interagency, intergovernmental, and multinational capabilities; (3) foundations of joint operations; and (4) Joint Force leadership. **Note:** Students must complete rank-required service enlisted PME before enrolling in EJPME.

7.22. International Professional Military Education

Defense Security Cooperation Agency. Security cooperation, under the DoW guidance, leads national security objective efforts to train, educate, advise, and equip foreign partners. DoW policy states that security cooperation, as an important tool of national security and foreign policy, shall be planned, programmed, budgeted, and executed with the same high degree of attention and efficiency as other integral DoW activities.

Inter-American Air Forces Academy. In addition to enlisted and joint PME, Air Education and Training Command hosts the Inter-American Air Forces Academy (IAAFA), an organization designed to focus on education, training, and security cooperation. IAAFA was initially established as a training program on 15 March 1943, at the request of Peru's Minister of Aeronautics, General Fernando Melgar. The Academy trained 11 Peruvian students in support of Allied unity in the western hemisphere at Albrook Air Force Station, Panama Canal Zone, marking the first United States aeronautics training in Latin America. Today, as an element of the U.S. Security Assistance Program, and more specifically the International Military Education and Training Program, IAAFA has provided significant contributions to promote regional stability, encourage the growth of democracy, prevent low intensity conflicts, and counter foreign intervention in Central America.

Since its inception, IAAFA has served as a military training center for Latin American Air Forces by training military forces, national police services, and civilian personnel from over 25 nations in areas ranging from PME for officers and enlisted personnel, security forces training, principles of logistics, aircraft maintenance, and pilot aviation training. IAAFA has served a variety of national interests in the Latin America region, ranging from support of United States-Allied efforts in World War II, to Counterinsurgency/Civic Action actions during the Alliance for Progress era, to current national and security policies in support of democracy, individual freedoms, and human rights.

IAAFA’s mission is to provide military education and training to military personnel of the Americas and other eligible partner nations and its vision is to strengthen partnerships that advance shared interests and enable partner nations to act in support of aligned strategic objectives. The Academy integrates Air Force and guest instructors from different partner nations as critical enablers to provide the highest quality of in-residence training, mobile training, and a virtual learning environment to support our Latin American partners from Central, South America, and Caribbean nations. Currently located at Joint Base San Antonio-Lackland, Texas, IAAFA is the only PME center in the Air Force with the capability of offering the three enlisted tiers of professional military education (Airman Leadership School, Noncommissioned Officer Academy and Senior Noncommissioned Officer Academy).

Section 7G—Community College of the Air Force

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7G—Community College of the Air Force	B	B	C	C	C

7.23. Community College of the Air Force Program

The Air Force has always recognized the positive effects of education on Air Force personnel and continually established various programs to meet the needs of the Air Force, its enlisted Airmen, and society as a whole. One of the most notable programs is the Community College of the Air Force (CCAF), https://www.airuniversity.af.edu/CCAF/.

Legacy. The CCAF was activated in 1972 to gain academic recognition for formal technical training conducted by Air Force schools. By the mid-1970s, many civilian consultants reported that CCAF standards exceeded the minimum requirements of civilian community college associate degree programs and the Air Force sought degree-granting authority from Congress. President Gerald R. Ford signed Public Law 94-361, 94th Congress, An Act, on 14 July 1976 authorizing the Commander of Air Training Command (currently Air Education and Training Command) to confer the associate of applied science degree. The Commander of Air Education and Training Command remained CCAF's degree-granting authority until 28 October 2004. On that date, degree-granting authority changed to the Commander of Air University when President George W. Bush signed the Public Law 108–375, *Fiscal Year 2005 National Defense Authorization Act*.

The CCAF administrative center is located at Maxwell Air Force Base-Gunter Annex, Alabama. It is one of several federally chartered degree-granting institutions; however, it is the only community college system within the DoW and two-year institution exclusively serving enlisted personnel. Over the years the College has grown both in numbers and recognition as the largest multi-campus community college system in the world. Today, more than 6,700 CCAF faculty deliver more than 1,300 credit-awarding courses at more than 200 affiliated school campuses worldwide to more than 270,000 students. Each year more than 1.6 million semester hours of collegiate credit are earned in CCAF classrooms. More than one million official transcripts have been issued in the last 10 years. Since its first degree in 1977, more than 600,000 CCAF associate of applied science degrees have been awarded.

Mission. Provide enlisted professionals pathways to degrees and credentials through military education, training, and experience. CCAF awards the associate of applied science degree to total force enlisted Airmen. The college offers associates of applied science degree programs in four broad career groups: (1) operations, (2) logistics, (3) medical, and (4) support.

Accreditation. The Department of Education defines accreditation as, "the recognition that an institution maintains standards requisite for its graduates to gain admission to other reputable institutions of higher learning or to achieve credentials for professional practice." The goal of accreditation is to ensure that education provided by institutions of higher learning meets acceptable standards. In the United States, an institution's accreditation is a major method for students, government officials, employers, and academic institutions to know that an institution provides quality education.

CCAF is a part of Air University. Air University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate, master's, and doctoral degrees. The associate degree from CCAF is awarded under the authority of Air University.

Associate of Applied Science Degree. Associate degrees earned in professional, technical, or terminal programs are frequently called associate of applied science degrees. The educational standard for the

associate of applied science degree is designed for students who plan to seek employment based upon the competencies and skills attained through these programs and to offer the academic, technical, and professional knowledge and skills required for job acquisition, retention, and advancement. While not designed to meet the needs of students who transfer to a four-year institution, portions of these programs often do so.

The CCAF offers and awards the associate of applied science degree through a combination of collegiate credit earned through completed formal technical training courses delivered at CCAF affiliated schools and courses completed at accredited civilian colleges or credit by examination. Since enlisted Airmen are constantly relocating in performance of their duties, the CCAF provides a means of completing degree requirements regardless of location of assignment.

Enlisted Airmen are automatically registered in the CCAF associated of applied science degree program designed for their Air Force specialty near their completion of basic military training. Effective with the current CCAF General Catalog, degree graduates must complete the 60 semester-hour academic requirements, hold at least the Journeyman 5-skill level or equivalent, have a minimum of 9 semester hours of CCAF institutional credit in degree-applicable Technical Education (non-Military Technology and Applied Sciences Management), and have a minimum of 15 semester hours of CCAF institutional credit applied overall. Commonly known as "Residency", institutional credit is credit earned from CCAF credit-awarding courses. **Table 7.1.** specifies the educational requirements for the typical CCAF associate of applied science degree and the semester-hour requirements in each subject area.

Degree Requirements	**Semester Hours Needed**
Technical Education	24
Leadership, Management, and Military Studies	6
Program Electives	15
General Education Requirements	
Written Communication (English Composition)	3
Oral Communication (Speech)	3
Mathematics	3
Social Science	3
Humanities	3
	Total: 60

Table 7.1. CCAF Associate of Applied Science Degree Program Structure

Collegiate Credit. The CCAF awards collegiate academic credit for degree-applicable courses delivered at affiliated military schools. The College does accept credit in-transfer from other accredited colleges to be applied toward specific degree program requirements. General education courses accepted in-transfer must meet Southern Association of Colleges and School Commission on Colleges standards, and Air University and CCAF in-transfer policy. Students may also earn CCAF collegiate credit for specific national professional credentials (licensure or certification) that are approved by the College to satisfy applicable degree program technical education and program elective

requirements. Courses that are delivered at schools not affiliated with CCAF or by non-CCAF faculty are not certified by CCAF and are not awarded CCAF academic credit. The CCAF General Catalog (https://www.airuniversity.af.edu/Portals/10/CCAF/documents/2022_2024_CCAF_General_Catalog_Change_3.1.pdf) provides policy information concerning acceptance of course credit in-transfer from other accredited colleges and professional credentialing credit for application toward specific degree programs.

Air University Student Information System (AUSIS). The AUSIS provides students with timely and accurate academic information pertaining to CCAF associate of applied science degree program progression. This web-based resource is accessible via weblink or from the Air Force Virtual Education Center (AFVEC), enabling students to view their CCAF degree audit, also known as the student progress report.

Air University Associate-to-Baccalaureate Cooperative Program. The Air University Associate-to-Baccalaureate Cooperative (AU-ABC) program (https://afvec.us.af.mil/afvec/au-abc/welcome) links CCAF associate of applied science degree programs to accredited four-year colleges and universities that provide online bachelor degree opportunities to CCAF graduates. Each AU-ABC degree program is linked to one or more CCAF associate of applied science degrees. To participate in the AU-ABC Program, enlisted Airmen must be currently serving in the RegAF, Air Force Reserves, or Air National Guard. Once enrolled, the student may continue degree completion requirements after retirement or separation.

General Education Mobile (GEM). The General Education Mobile (GEM) (https://afvec.us.af.mil/afvec/gem/welcome) links CCAF students to accredited colleges and universities offering online freshman-and-sophomore-level courses to satisfy CCAF general education requirements.

Professional Credentialing Programs. Just like higher-education, professional credentialing is an important element of force development as it provides up-to-date industry-recognized credentials applicable to Air Force occupations. CCAF offers credentialing programs to assist enlisted Airmen in broadening their professional development. Credentialing directly supports the mission of the CCAF in that credentialing of enlisted Airmen enhances combat readiness, contributes to recruiting and retention, and supports career transitions. To support documentary evidence of training, skills, and practical experience, Airmen are highly encouraged to maintain records of all previous and current education, training, and qualifications.

Joint Service Aviation Maintenance Technician Certification Council (JSAMTCC). The CCAF offers the JSAMTCC Airframe & Powerplant (A&P) program to Aviation Maintenance Technicians (AMT) in specific Military Occupational Classifications (MOC) across the DoD and the USCG, which streamlines the Federal Aviation Administration's (FAA) A&P certification process for military members who hold or have held those MOCs. The program is designed to bridge gaps between military AMT's formal technical training, upgrade training, and experience and FAA certification eligibility requirements. Upon successful completion of the program, the CCAF provides the necessary documents to meet FAA eligibility and provides authorization to take the A&P exams, eliminating the FAA Flight Standards District Office preauthorization process. The program benefits the joint force by broadening the skillsets and professional development of military AMTs, producing a more well-rounded and diverse aircraft maintenance professional. Agreements with the FAA allow military testing sites to administer FAA certification knowledge exams free of charge to all who are eligible.

CCAF Instructional Systems Development (ISD) Certificate Program. CCAF offers the Instructional Systems Development Certificate Program for qualified curriculum writers and managers formally assigned to CCAF affiliated schools to develop and manage CCAF degree- applicable courses. This certificate program provides a professional credential that validates the education and training

required to develop and manage CCAF collegiate-level courses and the practical experience gained in planning, developing, implementing, and managing instructional systems.

CCAF Instructor Certification Program. CCAF offers the CCAF Instructor Certificate Program to qualified instructors assigned to affiliated schools to teach CCAF degree-applicable courses. This certificate program provides a professional credential that validates the instructor's extensive faculty development training, education, qualification, and practical teaching experience required to teach a CCAF collegiate-level course. The program consists of three specific levels of achievement, and is offered to qualified officer, enlisted, civilian, and other service instructors.

Air Force Credentialing Opportunities On-Line Program. The Air Force Credentialing Opportunities On-Line (AFCOOL) program (https://afvec.us.af.mil/afvec/af-cool/welcome) provides funding for USAF DAF specialty-applicable credentials to enlisted Airmen members on Title 10 or Title 32 (502)f RegAF orders. The program funds a maximum of $4,500 during the Airman's career, which pays for the exams, preparation courses, books, study materials, administrative fees, and recertification fees necessary to maintain the credential. Air University manages the AFCOOL program, which aligns USAF DAF specialties with civilian industry professionally recognized credentials (certification and licensure). Alignment is based on evaluation and analysis of formal specialty-related technical training and occupational skills at the Journeyman (5-skill-level), taking into consideration industry credentials and requirements. Visit the AFCOOL website to determine eligibility for funding approval. The AFCOOL program website also contains additional information about civilian industry credentialing; eligibility requirements and resources to prepare for the exams; credentials relevant to USAF DAF specialties; filling gaps between USAF DAF technical training, experiences, and credentialing requirements; obtaining AFCOOL funding to pay for credentialing exams, preparatory courses, study materials, associated fees, and recertification; and civilian occupational equivalencies and job opportunities.

Section 7H—Continuing Education

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 7—ENLISTED FORCE DEVELOPMENT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 7H—Continuing Education	B	B	C	C	C

7.24. Enhanced Education Opportunities

Certifications and post-secondary degrees, to include associate's, bachelor's, master's, or other advanced academic degrees, are important for professional development to the extent that they enhance the degree holder's job and professional qualifications. Members should focus on enhancing professional competence while expanding their operational employment of air and cyberspace knowledge. Certifications and degrees directly related to an individual's primary specialty area or occupational series adds to the depth of job knowledge. More advanced degrees also enhance job performance for personnel reaching the highest grade levels where duties may require broader managerial skills.

Enlisted-to-Air Force Institute of Technology Program. The Enlisted-to-Air Force Institute of Technology (AFIT) program (https://www.afit.edu/) is a unique element of enlisted force development that enhances the future Total Force. In conjunction with other professional education and training programs, AFIT science, engineering, and management graduate degrees further develop technical and managerial skills, enhance combat capability through career field core competency augmentation, and provide the Air Force with highly proficient NCOs. Enlisted-to-AFIT degrees range from 18 to 24 months, depending upon a student's undergraduate degree and prerequisite course work, and are limited to master's degree programs offered at the resident campus, Wright-Patterson Air Force Base, Ohio.

To be nominated for this program, a member must be a RegAF Staff Sergeant (or Staff Sergeant- select) or above with a minimum of five years of Total Active Federal Military Service. The nominee must have completed a 7-skill level upgrade, a Community College of the Air Force (CCAF) associated of applied science degree, and a bachelor's degree from a regionally accredited institution.

7.25. Air Force Virtual Education Center

The Air Force Virtual Education Center (AFVEC) (https://afvec.us.af.mil/afvec/public/welcome) is the Air Force's website for all higher education and credentialing needs. Airmen may create their own AFVEC account and gain access to online customer service tools. Airmen can also view information about education benefits and personal education records, which include courses taken, tuition caps, and degree plans. This is the site for Airmen to apply online for military tuition assistance for civilian college courses and USAF Credentialing Opportunities On-line (AF COOL) funding for specialty-related and leadership/management credentials.

Educational Financial Assistance. The Voluntary Education Program supports long-range Air Force goals for maintaining a high-quality force and enhancing professional and personal development, recruitment, retention, and readiness. The Air Force offers three programs for enlisted personnel to help defray the cost of obtaining off-duty education: Military Tuition Assistance, Montgomery GI Bill, and Post-9/11 GI Bill.

Military Tuition Assistance. To assist individuals in furthering their education, the Air Force provides a tuition assistance program (with some restrictions) to all eligible Air Force members. The Air Force pays the cost of tuition at regionally and nationally accredited institutions, not to exceed the hourly and annual caps established by DoD Instruction (DoDI) 1322.25, *Voluntary Education Programs*, and DAFI 36-2681, *Voluntary Education Program*. Air Force members cannot use tuition assistance to purchase textbooks, e-books, reference/instructional materials, electronic equipment/supplies,

certificate/license examinations, or fees, regardless of applicability to course enrollment or institutional reimbursement policy. Students using military tuition assistance whose tuition exceeds the semester hour cap may use the top-up benefit in their Montgomery GI Bill or Post-9/11 GI Bill to cover the remaining portion.

Montgomery GI Bill. Eligible individuals who entered the service for the first time on or after 1 July 1985 are enrolled in the Montgomery GI Bill. Members who participate have their pay reduced by $100 a month for the 12 months following the election window. Participants may also elect to contribute an additional $600, which adds a maximum of $5,400 to the total benefit package. In-service use of the Montgomery GI Bill is permitted after two years of continuous RegAF status. Benefits expire 10 years after separation or retirement. The amount of the total benefit is adjusted each year in relation to the cost of living index.

Post-9/11 GI Bill. Eligible individuals who were on RegAF status on or after 11 September 2001 may choose to enroll in the Post-9/11 GI Bill. This program allows Airmen to transfer GI Bill benefits to dependents if they have sufficient retainability. The details and benefits of the Post- 9/11 GI Bill are different from the Montgomery GI Bill. The decision to move to this program is irrevocable, so Airmen are recommended to get full details from the Veteran Administration (https://www.va.gov/) prior to converting.

7.26. College Credit by Examination

The Credit-by-Examination program helps service members earn college credit for knowledge gained through previous experience. The program directly benefits service members by reducing course completion time, avoiding Military Tuition Assistance costs, and documenting scores on the Joint Services Transcript (JST) and Community College of the Air Force (CCAF) transcript. This no-cost program is managed by the Defense Activity for Nontraditional Education Support (DANTES). Service members can choose between the College-Level Examination Program (CLEP) and the Dantes Subject Standardized Test (DSST) exams. With more than 70 exam titles, the program provides options to suit most service members. Individuals may earn recommended college credits by passing the examinations. However, the amount of credits applied is dependent upon the policies of the accepting academic institution.

DSST Program. The DSST exams are college subject tests service members can take to earn college credit for knowledge acquired outside of a traditional classroom. There are 38 subject exams from which to select in disciplines such as Business, Humanities, Mathematics, Physical Science, and more. Each DSST exam is based on several textbooks commonly used for a course of the same or similar title, and no-cost test preparation materials are listed on the DANTES (https://www.dantes.mil/) website.

The CLEP Program. The CLEP exams are college subject tests service members can take to earn college credit for what they already know. There are 34 college exams, covering subject areas such as Composition and Literature, World Languages, History and Social Sciences, Science and Mathematics, and Business. Test takers who pass these exams earn 3-12 recommended lower-level college credits, based on the exam taken. No-cost test preparation content is outlined on the DANTES (https://www.dantes.mil/) website.

7.27. Commissioning Programs

Enlisted members can obtain a commission while on RegAF status through one of the various commissioning programs.

Officer Training School. Eligibility for a commission through Officer Training School requires military members to possess a baccalaureate or higher degree from an accredited college or university.

DAFM 36-2032*, Military Recruiting and Accessions*, contains specific guidance. Additionally, the base education services office has information and can provide assistance.

Leaders Encouraging Airmen Development. The Leaders Encouraging Airmen Development Program delegates authority to unit and wing commanders to nominate highly qualified Airmen to become Air Force officers through USAF Academy attendance. Depending on level of qualifications, nominations may lead to direct entry to USAF Academy, entry to the USAF Academy Preparatory School, or referral to other programs.

Scholarships for Outstanding Airmen to Reserve Officer Training Corps. The Scholarships for Outstanding Airmen to Reserve Officer Training Corps (ROTC) Program allocates scholarship quotas for outstanding Airmen. If qualified and selected by the Air Force ROTC board, Airmen separate from the RegAF and join a Air Force ROTC detachment to become full-time college students. The Air Force provides a tuition and fees scholarship of up to $18,000 per year, an annual textbook allowance, and a monthly nontaxable stipend. Award of this scholarship is for two to four years, depending on how many years remain in the student's degree program. Upon graduation and completion of the program, students are commissioned as Second Lieutenants and returned to RegAF status (typically within 60 days of commissioning) for at least four years.

Air Force Reserve Officer Training Corps Airman Scholarship and Commissioning. The Air Force ROTC Airman Scholarship and Commissioning Program allows military members to receive a Air Force ROTC scholarship to attend a college or university of their choice, provided the college or university offers a Air Force ROTC Program. Those selected separate from the RegAF, join a Air Force ROTC detachment, and become a full-time college student. The Air Force provides a tuition/fees scholarship of up to $18,000 per year, and annual textbook allowance, and a monthly nontaxable stipend. This scholarship will be awarded for two to four years, depending on how many years remain in the student's bachelor's degree program. Upon graduation and completion of the program, students are commissioned as Second Lieutenant and returned to RegAF status with a military obligation of four years in the active component and four years in the ready reserve. After graduation and commissioning as a new Second Lieutenant, there may be a wait of up to 365 days to enter RegAF.

Nurse Enlisted Commissioning. The Nurse Enlisted Commissioning Program sponsors enlisted members to complete the upper division curriculum toward a baccalaureate degree in nursing. Maximum program participation may not exceed 24 months. Participants are administratively assigned to a Air Force ROTC detachment while completing their degree. After graduation, the member must successfully pass the National Council Licensure Examination for Registered Nurses before attending Officer Training School.

Enlisted to Medical Degree. The Enlisted to Medical Degree Preparatory Program offers enlisted personnel the opportunity to complete the preparatory coursework for admission to medical school while maintaining RegAF status. This is a 24-month program offered through the Uniformed Services University of the Health Sciences in Bethesda, Maryland to candidates who demonstrate integrity and are dedicated to becoming future physicians, leaders, and scholars of the nation's medical force.

Interservice Physician Assistant. The 29-month Interservice Physician Assistant Program offers enlisted personnel the opportunity to complete requirements to earn a master's degree from the University of Nebraska Medical Center and receive a commission as a Physician Assistant in the Biomedical Sciences Corps while maintaining RegAF status. Graduates must pass the Physician Assistant National Certifying Exam before they may provide world-class healthcare to our Airmen and their families. Prerequisites, procedures, and student selections are conducted by the Air Force Personnel Center Biomedical Sciences Corps Education Branch.

Chapter 8 ASSESSMENTS AND RECOGNITION

Section 8A—Airman Comprehensive Assessment

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 8—ASSESSMENTS AND RECOGNITION	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 8A—Airman Comprehensive Assessment	B	C	C	D	D

8.1. Performance Feedback Assessment

The performance feedback assessment is a formal two-way communication between a rater and ratee to discuss standards, responsibilities, expectations, and goals. Raters document the feedback session to assess or discuss the objectives, standards, behavior, and performance with the ratee. Also, during feedback sessions, raters will provide the ratee information on Air Force benefits by referring them to MyAirForceBenefits website (https://www.myairforcebenefits.us.af.mil). The performance feedback assessment is designed to increase Airmen interaction and support at all levels, provide Airmen an opportunity to discuss personal and professional goals, and assist Airmen in achieving those goals. Once the performance feedback assessment has been completed, raters will give the original, completed, and signed worksheet to the ratee, and maintain copies of all completed performance feedback assessments and all signed performance feedback assessment notices, or appropriate statements (RegAF only).

Unit commanders are responsible for developing a tracking mechanism for performance feedback assessments and ensuring they are conducted properly. Raters' raters/reviewing officials of evaluations between the rater and the forced distributor/higher level reviewers (HLR) will monitor personnel to ensure performance feedback assessments are conducted, as required. When a lower-level rater is not available due to unusual circumstances, or when officially assuming the subordinate rater's responsibilities, the raters' rater will conduct performance feedback assessment sessions in place of the rater. Ratees are responsible for knowing when their performance feedback assessment sessions are due. When a required or requested performance feedback assessment does not take place, ratees will notify the rater and, if necessary, the raters' rater.

Performance feedback assessments are mandatory for officers up through the grade of Colonel, and for all enlisted RegAF and Air Reserve Component personnel. For student officers receiving DAF Form 475, Education/Training Report, or for enlisted personnel in initial or advanced skills training, a performance feedback assessment is not required, but may be given at the discretion of school leadership. For performance evaluations completed on non-rated initial or advanced skills training students, documented academic progress reports, such as the AETC Form 156, *Student Training Report*, will serve in-lieu of the mandatory mid-term performance feedback assessment. The mid-term performance feedback assessment is a mandatory supporting document to be routed with the performance evaluation but will not be made a matter of official record.

8.2. Guidance for Conducting Performance Feedback Assessment Sessions

Raters should be impartial and (may include video conferencing) provide honest, realistic feedback. The private, face-to-face feedback session is an opportunity to inform an individual of where they need improvement, determine if an individual needs more information, and set future expectations. It also lets the ratee know what needs to be done before the evaluation performance report is due. Feedback, whether positive or negative, needs to be specific. Specific positive comments reinforce the behavior, and specific negative comments focus the attention where the ratee needs improvement. Raters may only conduct sessions by telephone in unusual circumstances where face-to-face sessions are impractical.

8.3. Performance Feedback Assessment Form

Performance feedback assessment forms are used to document formal communication between raters and ratees and may be used on the ratee's evaluation. Each section of the form should be filled out to the best of the ratee's and rater's ability. Sections are broken into various categories to allow raters to objectively indicate the ratee's level of performance in each area. All feedback assessments for all grades will be completed on the AF Form 717, Performance Objectives and Feedback Form.

8.4. When to Conduct the Performance Feedback Assessment Form

In most cases, the military personnel flight will provide a computer-generated performance feedback assessment notice to raters and ratees within 30 days of when supervision begins (identifying initial or follow-up performance feedback assessment sessions, as required), and again halfway between the time supervision began and the projected performance report close-out date (identifying mid-term performance feedback assessment session requirements). The notice serves to remind raters that a performance feedback assessment session is due; however, failure to receive a performance feedback assessment notice does not justify failing to hold a required session. The Air National Guard does not currently have an automated process for performance feedback assessment notices and may use an alternate form of communication to notify raters and ratees of performance feedback assessment schedules.

All initial performance feedback assessment sessions must be conducted within the first 60 days of when supervision begins. This will be the ratee's only initial feedback until there is a change of reporting official. The rater must conduct a mid-term performance feedback assessment session midway between the date supervision begins and the next evaluation projected close-out date. For the end-of-reporting period, the rater conducts the performance feedback assessment session within 60 days after the evaluation has been accomplished. **Note:** Ratees may request feedback as long as 60 days have passed since the last session. For Chief Master Sergeants and colonels, the initial performance feedback assessment is the only feedback required. If the ratee is due an annual evaluation and the period of supervision is less than 150 days, the rater conducts the performance feedback assessment approximately 60 days before the projected evaluation close-out date. For Lieutenant through Captain only, if an evaluation is due to a change of reporting official, the new rater will do an initial feedback. This feedback may be accomplished using the performance feedback assessment worksheet, but documentation is not required. For Airman Basic, Airman, or Airman First Class (with less than 20 months of Total Active Federal Military Service), after the initial feedback, a mid-term performance feedback assessment session is conducted every 180 days until the rater writes a performance report or a change of reporting official occurs.

Section 8B—Performance Evaluations

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 8—ASSESSMENTS AND RECOGNITION	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 8B—Performance Evaluations	B	C	C	D	D

8.5. Performance Evaluation Administration

The performance evaluation system is designed to provide a reliable, long-term, cumulative record of performance and potential. The key aspects associated with the evaluation system are how well the individual does their job and the qualities the individual brings to the job. It is important for supervisors to help subordinates understand their strengths and weaknesses and how their efforts contribute to the mission. Supervisors must understand how and when to employ the officer and enlisted evaluation systems and the civilian performance program.

Access to Evaluations. Evaluations are "Controlled Unclassified Information" forms and must be marked, protected, and accessed accordingly. The office with custodial responsibility is responsible for determining if a requestor's official duties require access.

Classified Information and Security Classification. Do not enter classified information in any section of the evaluation; this includes attachments to evaluations, referral documents, and endorsements to referral documents. If an entry would result in the release of classified information, use the word "Data Masked" in place of that entry. In cases where the evaluator is assigned to a classified organization or location, enter "Data Masked" for organization nomenclature and nothing more. Specific instructions for completing evaluations, with reference to proper formatting, appropriate raters/evaluators, HLR and Senior Raters, content, acronym use, classified information, and other details, are found in AFI 36-2406, *Officer and Enlisted Evaluation Systems*.

8.6. Performance Evaluation Uses

The officer and enlisted evaluation systems should be used with the following objectives in mind:

Effectively communicate performance standards and expectations and provide meaningful feedback on how those standards and expectations are being upheld.

Provide a reliable, long-term, cumulative record of performance and promotion potential based on that performance.

Provide sound information to assist in making talent management decisions.

Document in the permanent record any substantiated allegation of a sex-related offense against an Airman, regardless of grade, that results in conviction by court-martial, non- judicial punishment, or other adverse administrative action.

8.7. Performance Evaluation Forms and Documentation

There are a number of forms/briefs, as listed below, used to document performance and potential over the course of a ratee's career. These forms are considered when making promotion recommendations, selections or propriety actions, selective continuations, involuntary separations, selective early retirements, assignments, school nominations and selections, and other management decisions. Note: The ratee's grade or projected grade on the static close-out date is used to determine the appropriate performance report form.

DAF Form 77, *Letter of Evaluation (LOE)*

DAF Form 78*, DAF General Officer Promotion Recommendation (GO PRF)*

DAF Form 475, *Education/Training Report (TR)*

DAF Form 709, *Promotion Recommendation*

Officer Airman Leadership Qualities (ALQ) Evaluation in myEval – Officer Performance Brief

Enlisted ALQ Evaluation in myEval – Enlisted Performance Brief

AF Form 715, *Officer Performance Brief* (offline version – Exception to Policy (ETP) required to use this form)

AF Form 716, *Enlisted Performance Brief* (offline version – ETP required to use this form)

AF Form 724, *Airman Comprehensive Assessment Worksheet (WO/CW 1-5 and O1-O6)*

AF Form 724-A, *Airman Comprehensive Assessment Addendum*

AF Form 931, *Airman Comprehensive Assessment Worksheet (AB/SPC1 thru TSgt)*

AF Form 932, *Airman Comprehensive Assessment Worksheet (MSgt thru CMSgt)*

DAF Form 948, *Application for Correction/Removal of Evaluation Reports*

8.8. Performance Evaluation Responsibilities

Unit commanders will ensure supervisors are properly trained and educated on how to write a performance evaluation. Unit commanders must conduct a record review of all personnel assigned to and/or transferred into their command to ensure knowledge of and familiarization with the Airman's history of sex-related offenses resulting in conviction by courts-martial, non-judicial punishment, or other adverse administrative action. This is accomplished to reduce the likelihood that repeat offenses will escape the notice of current, subsequent, or higher-level commanders. Review of the record will be conducted by the immediate commander of the Airman at the lowest unit level. These responsibilities will not be delegated.

Raters, reviewers, Senior Rater, and HLRs must consider the contents of Unfavorable Information Files or Personal Information Files when preparing a performance evaluation. They must assess the ratee's performance, what the ratee did, how well he or she did it, and the ratee's potential based on that performance throughout the rating period.

Ratees must review evaluations prior to them becoming a matter of record. This is the time to bring typos, spelling errors, and inaccurate data to the attention of the rater. When the ratee signs the evaluation, he or she is not concurring with the content, but rather acknowledging receipt of the completed evaluation, and certifying they have reviewed the evaluation for administrative errors. If the ratee disagrees with any comments and/or ratings on the report, the ratee may file an appeal after the evaluation becomes a matter of record.

8.9. Documenting Performance

Include at least one performance statement in each section of the evaluation being accomplished. A performance statement is a standalone sentence that must include two elements: 1) the behavior or action taken by an Airman; and 2) the impact, results, or outcome of that behavior or action.

Adverse Information. The expectation for performance evaluations is fair and equal treatment of all, and enforcement of the same behavior in subordinates. The goal is for fair, accurate, and unbiased evaluations to help ensure the best qualified members are identified for positions of higher responsibility. Failure to document misconduct that deviates from the core values of the Air Force is a disservice to all Airmen who serve with honor and distinction. Situations involving convictions or violations of criminal law must be handled appropriately and in accordance with required timelines and

procedures.

In all cases, when comments are included in performance evaluations, they must be specific, outlining the event and any corrective action taken. Comments, such as "conduct unbecoming…" or "an error in judgment led to an off-duty incident…," are too vague. Examples of valid comments are "Master Sergeant Smith drove while intoxicated, for which he received an Article 15" and "Captain Jones made improper sexually suggestive and harassing comments to a squadron member, for which he received a Letter of Reprimand." Some aspects of performance that may need to be considered when preparing an accurate assessment of behavior include:

Impact of the misconduct on the Air Force as an institution (Did it bring discredit on the Air Force?).

Impact of the misconduct on, and its relationship to, the ratee's duties (Did it affect the ratee's ability to fulfill assigned duties?).

Impact of the misconduct on the Air Force mission (Did the mission suffer in any way? Was unit morale affected?).

Grade, assignment, and experience of the ratee (Is the ratee in a sensitive job? Did the ratee know better?).

Number of separate violations and frequency of the misconduct (Is this an isolated or repeated incident?).

Consequences of the misconduct (Did it result in death, injury, or loss of/damage to military or civilian property?).

Other dissimilar acts of misconduct during the reporting period (Is the ratee establishing a pattern of misconduct?).

Existence of unique, unusual, or extenuating circumstances (Was the misconduct willful and unprovoked or were there aggravating factors or events?).

Adverse Actions. For the purpose of this policy, an adverse action includes reportable civilian offenses or convictions, other than convictions for motor vehicle violations that do not require a court appearance. Specifically, convictions required to be reported include: 1) any finding of guilt; 2) any plea of guilty; 3) any plea of no contest or nolo contendere; 4) any plea of guilty in exchange for a deferred prosecution or diversion program; or 5) any other similar disposition of civilian criminal charges.

In the event a commander or military law-enforcement official receives information that a member of the Air Force, under the jurisdiction of another military department, has become subject to a conviction for which a report is required by this section, the commander or military law- enforcement official receiving such information shall forward it to the member's immediate commander.

Complaints of sex-related offenses against a member, regardless of grade, resulting in conviction by court-martial, non-judicial punishment, or adverse administrative action, require a mandatory notation on the member's next performance report or training report and promotion recommendation form (if not already documented on an evaluation or court-martial in the selection record). Sex-related offenses include violations of the Uniform Code of Military Justice or attempts to commit related offenses.

If a member has been convicted by a court-martial or if the senior rater decides to file any adverse information in an Airman's selection record, comments relating to the ratee's behavior are mandatory on the ratee's next performance or training report and promotion recommendation form (if not already documented on an evaluation or court-martial in the selection record). The evaluation becomes a referral for the performance report or training report.

Extraordinary Cases. Raters may request a waiver of the mandatory requirement to document civilian

convictions for good cause. The waiver request will route from the rater, through any required additional rater and the ratee's commander, to the ratee's senior rater, and, if endorsed, be forwarded to the major command commander, or authorized final approval authority.

Section 8C—Reenlistments and Continuation

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 8—ASSESSMENTS AND RECOGNITION	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 8C—Reenlistments and Continuation	B	B	C	C	D

8.10. Selective Reenlistment Program

The Selective Reenlistment Program applies to all enlisted personnel by which commanders/civilians, directors, and supervisors evaluate first-term, second-term, and career Airmen to ensure the Air Force retains those who consistently demonstrate the capability and willingness of maintaining high professional standards. First-term Airmen receive selective reenlistment consideration when they are within 15 months of their expiration of term of service. Second-term and career Airmen with less than 19 years of total active federal military service are considered within 13 months of the original expiration of term of service. Career Airmen receive selective reenlistment consideration within 13 months of completing 20 years of total active federal military service. Career Airmen who have served beyond 20 years of total active federal military service receive selective reenlistment consideration each time they are within 13 months of their original expiration of term of service.

8.11. Selective Reenlistment Program Considerations

Commanders and civilian directors consider enlisted performance report ratings, unfavorable information from any substantiated source, the Airman's willingness to comply with Air Force standards, and the Airman's ability (or lack thereof) to meet required training and duty performance levels when determining if a member may reenlist. Supervisors should carefully evaluate the Airman's duty performance and review the Airman's personnel records, to include the DAF Form 1137, *Unfavorable Information File Summary*, if applicable, before making a recommendation to unit commanders and civilian directors concerning the Airman's career potential.

Non-Selectee. If an Airman is not selected for reenlistment, an DAF Form 418, *Selective Reenlistment Program (SRP) Consideration/Denial of Continued Service for Airmen/Guardians*, is completed, and the Airman is informed of the decision. The commander sends the completed form to the military personnel flight after the Airman signs and initials the appropriate blocks. The commander must make sure the Airman understands the right to appeal the decision. The Airman has up to three calendar days to render an appeal intent. The Airman must submit the appeal to the military personnel flight within 10 calendar days of the date he or she renders the appeal intent on the form.

Appeal Authority. The specific appeal authority is based on an Airman's total active federal military service. The appeal authority for first-term Airmen and career Airmen who will complete at least 20 years of total active federal military service on their current expiration of term of service appeal selective reenlistment program non-selection is the respective group commander. The appeal authority for second-term and career Airmen who will complete fewer than 16 years of total active federal military service on their current expiration of term of service is the respective wing commander. The appeal authority for second-term and career Airmen who will complete at least 16 years of total active federal military service but fewer than 20 years of total active federal military service on their current expiration of term of service, is the Secretary of the Air Force. The decision of the appeal authority is final. The appeal authority's decision is documented, and the Airman is advised of the outcome. Commanders may also conduct selective reenlistment consideration at any time outside the standardized window.

8.12. Noncommissioned Officer Career Status Program

The Noncommissioned Officer Career Status Program extends the length of reenlistments for RegAF

Airmen. All Airmen who have been selected for continued service by their commander/civilian director (to include those with approved waivers), and who have at least 12 years total active federal military service on date of discharge (day prior to reenlistment) will be reenlisted for an unspecified period. These Airmen will serve up to their High Year of Tenure based on current grade, or if promoted, projected grade unless sooner separated by Air Force policy or law under the NCO Career Status Program. Airmen who serve 20 or more years of total active federal military service may retire, if otherwise eligible, no later than the first day of the month following High Year of Tenure.

This program streamlines the reenlistment and extension process and alleviates unnecessary administrative actions for Airmen, supervisor chains, and military personnel flights.

8.13. Career Job Reservation Program

Because of various career force size and composition restrictions, there are times when the Air Force must place a limit on the number of authorized first-term Airmen who may reenlist. The Career Job Reservation (CJR) Program exists to assist in the management of first-term Airmen reenlistments by AFSC prevent surpluses and shortages. All eligible first-term Airmen must have an approved CJR to reenlist. Airmen are automatically placed on the career job applicant list on the first duty day of the month during which they complete 35 months on their current enlistment (59 months for six-year enlistees), but no later than the last duty day of the month during which they complete 43 months on their current enlistment (67 months for six- year enlistees). To keep their approved CJR, Airmen must reenlist on or before the CJR expiration date. CJRs may be constrained (limited) quotas or unconstrained (unlimited) quotas.

Constrained: First-term Airmen in constrained AFSCs have limited quotas, when available and compete for a CJR. Commanders or civilian directors recommend award of CJRs to Airmen in constrained AFSCs where an allocation has been awarded. Approval of CJRs are made at the group commander level or equivalent. Commanders or civilian directors may recommend First Term Airmen for award of a CJR anytime during the Airman's CJR window. Airmen outside their CJR window are not eligible for award of a CJR. Airmen's evaluations must reflect that the member has met the minimum expectation and not have an unfavorable information file, lost time, or record of active nonjudicial punishment on their current enlistment in order to be considered for a CJR. The Airman's job performance, demonstrated leadership, how the Airmen exemplifies Air Force core values, and ability to succeed in the AFSC should also be considered. Upon Airmen entering their CJR window, commanders or civilian directors are encouraged to advise Airmen on their potential for a CJR and when appropriate, encourage retraining.

When constrained AFSCs are implemented, Air Force Personnel Center issues CJR quotas on a fiscal year basis and selection authorities may consider Airmen by board, nomination packages, etc. Airmen who are on the CJR waiting list and whose AFSC is removed from the constrained list will receive a CJR. Airmen who are removed from the waiting list prior to the AFSC being removed, will not receive supplemental consideration. If eligible, Airmen qualify for award of a CJR when an allocation exists, and the Airman is in their CJR eligibility window. When the group commander (or equivalent) approves an Airman for award of a CJR, Air Force Personnel Center will verify an allocation exists and will reduce the number of remaining CJRs accordingly. **Note**: Approved CJRs do not expire until the Airman's date of separation.

Unconstrained: Airmen in unconstrained AFSCs do not compete for a CJR. Airmen are automatically awarded the CJR on the first duty day of the month during which they complete 35 months on their current enlistment (59 months for six-year enlistees), but no later than the last duty day of the month during which they complete 43 months on their current enlistment (67 months for six-year enlistees), provided they have been selected for continued service by their commander/civilian director under the

selective reenlistment program.

8.14. Enlistment Extensions

Airmen serving on an active enlistment may request an enlistment extension if he or she has a service-directed retainability reason and the extension is in the best interest of the Air Force. Extensions are granted in whole-month increments. For example, if the individual needs 15½ months of retainability for an assignment, the individual must request a full 16-month extension. Voluntary extensions for all Airmen are limited to a maximum of 48 months per enlistment. In the event that Air Force specialties are constrained, the Air Staff may limit first-term Airmen extensions to a specified period. Certain situations (such as citizenship pending) may warrant exceptions to policy. Airmen may be eligible to request an extension of enlistment to establish a date of separation at high year of tenure to separate or retire. Normally, Airmen must be within two years of their high year of tenure before they can extend. **Note:** Once approved, an extension has the legal effect of the enlistment agreement by extending the Airman's period of obligated service. Enlistment extensions can only be canceled when the reason for the extension no longer exists, as long as the Airman has not already entered into the extension.

8.15. Selective Retention Bonus

The Selective Retention Bonus (SRB) Program is a monetary incentive paid to Airmen serving in certain selected critical military skills who reenlist for additional obligated service. The bonus is intended to encourage the reenlistment of sufficient numbers of qualified enlisted personnel in military skills with either demonstrated retention shortfalls or high training costs. Airmen in SRB skills who reenlist or extend their enlistment in the active duty for at least three years are eligible for an SRB provided they meet all criteria listed in DAFI 36-2606, *Reenlistment and Extension of Enlistment.* Airmen can expect to serve in the SRB specialty for the entire enlistment for which the bonus was paid.

SRB designations are established by zones, which are determined by the total active federal military service of Airmen at the time of reenlistment or the date they enter the extension. Eligible Airmen may receive an SRB in each zone (A, B, C or E), but only one SRB per zone.

Zone A applies to Airmen reenlisting between 17 months and 6 years.

Zone B applies to Airmen reenlisting between 6 and 10 years.

Zone C applies to Airmen reenlisting between 10 and 14 years.

Zone E applies to Airmen reenlisting between 18 and 20 years.

SRBs are calculated using one month's base pay, multiplied by the number of years reenlisting or extending, multiplied by the SRB multiple as listed on the authorized SRB listing. The maximum SRB per zone is $100,000. **Note:** The Airman's base pay on the date of discharge is used to calculate the SRB. Therefore, if an Airman was promoted to Staff Sergeant on 1 May and reenlisted on 1 May, the SRB would be calculated on the base pay of the day prior to the reenlistment as Senior Airman.

8.16. Air Force Retraining Program

Retraining is a force management tool used primarily to balance career fields (officer and enlisted) across all AFSCs, and to ensure sustainability of career fields. Retraining also provides a means to return disqualified Airmen to a productive status. Although Airmen may be selected for involuntary retraining based on Air Force needs, the retraining program allows a limited number of Airmen the opportunity to pursue other career paths in the Air Force. The Online Retraining Advisory is a living document found on myFSS, maintained by the Air Force Personnel Center as a key tool used to advise members of retraining opportunities. For additional information on retraining eligibility and

application procedures, refer to: DAFMAN 36-2100.

First-Term Airmen Retraining Program. First-term Airmen assigned to the Continental United States may apply not earlier than the first duty day of the month during which they complete 35 months of their current enlistment (59 months for six-year enlistees), but not later than the last duty day of the 43rd month of their current enlistment (67 months for six-year enlistees).

First-term Airmen assigned outside the Continental United States may apply for retraining nine to 15 months prior to the date they are eligible to return from overseas if serving within their normal first-term window (35th month for four-year enlistees or 59th month for six-year enlistees). Airmen with an indefinite return from overseas date must complete the original tour length before departing for retraining.

On the last duty day of each month, the Air Force Personnel Center selects the most eligible Airmen for retraining based on quality indicators of most recent performance report rating, current grade, projected grade, previous two performance report ratings, date of rank, total active federal military service date, aptitude qualification examination score (electrical, mechanical, administrative, general), Air Force Enlisted Classification Directory, Part II, and requested AFSC preferences.

Noncommissioned Officer Retraining Program. The NCO retraining program is designed to retrain second-term and career Airmen from overage Air Force specialties into shortage specialties to optimize the enlisted force and to best meet current and future mission needs. Airmen possessing a secondary or additional AFSC in a shortage skill may be returned to the shortage skill if in the best interest of the Air Force.

Phases I and II. The NCO retraining program consists of two phases. The objective of Phase I is to obtain volunteer applicants from identified overage AFSCs to fill requirements in shortage specialty codes. All Airmen with retraining ‘out’ objectives may apply for any available specialty codes with retraining ‘in’ objectives for which they qualify. During Phase I, if sufficient applications are not received and retraining objectives for the fiscal year are not met, implementation of Phase II is necessary. In Phase II, Airmen will be selected for mandatory retraining based on Air Force needs to balance the force. The master vulnerability list is used to select Airmen for mandatory retraining.

8.17. Officer Crossflow and Reclassification Programs

Tools and procedures are available to address career field manning imbalances and shape the officer force within authorized, funded end-strength. The Nonrated Line Crossflow Program addresses manning shortages and overages by conducting a crossflow panel when needed to select the best qualified officers to fill the required vacancies. The Missileer Crossflow Program is a process ensuring the Nuclear and Missile Operations (13N) Air Force specialty remains balanced for sustainment by crossflowing excess officers at the four-year point back to donor career fields. Out-of-cycle crossflow requests, as well as initial skills training reclassification, are additional programs to ensure the balance of officer career fields.

Section 8D—Awards and Decorations

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 8—ASSESSMENTS AND RECOGNITION	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 8D—Awards and Decorations	B	B	C	C	D

8.18. Awards and Decorations Program

Air Force members make many personal and professional sacrifices to ensure the USAF accomplishes its mission. Acts of valor, heroism, exceptional service, and outstanding achievement deserve special recognition. The DAF Military Awards and Decorations Program, as outlined in DAFMAN 36-2806, *Military Awards: Criteria and Procedures*, is designed to recognize units, organizations, and individuals, and to foster morale, provide incentive, and instill esprit de corps. Individuals or units considered for awards and decorations under this program must clearly demonstrate sustained and superior performance.

8.19. DoD Campaign, Expeditionary, and Service Awards

DoD campaign, expeditionary, and service awards recognize participation in military campaigns and expeditions, significant military operations, personal military service, or attainment of a requirement. Military members should keep copies of their travel orders and their travel vouchers as documented proof of entitlement to service and campaign awards. Several service and campaign awards are briefly described here. Additional information on campaign, expeditionary, and service awards can be found in DAFMAN 36-2806 or in DoDM 1348.33, Volume 2. See **Attachment 6** (Devices) in this publication.

Prisoner of War Medal. The Prisoner of War Medal is awarded to any person who, while serving in any capacity with the U.S. Armed Forces, was taken prisoner and held captive while engaged in an action against an enemy of the U.S., engaged in military operations involving conflict with an opposing foreign force, or served with friendly forces engaged in an armed conflict against an opposing armed force in which the U.S. was not a belligerent party.

National Defense Service Medal. The National Defense Service Medal recognizes honorable active military service (to include members of the Selected Reserve in good standing, members of other than the Selected Reserve called to active duty, cadets in the Air Force Academy, and DAF members who have completed Basic Training) during periods of conflict or national crisis, as designated by SecWar.

Antarctica Service Medal. The Antarctica Service Medal is authorized to any person who was a member of an Antarctic expedition, a member of a permanent Antarctica station, or for service in contiguous waters.

Armed Forces Expeditionary Medal. The Armed Forces Expeditionary Medal is awarded to members of the U.S. Armed Forces who participated in United States military operations, operations in direct support of the United Nations, or operations of assistance for friendly foreign nations. Service members who may be eligible are those who participated in or engaged in direct support of an operation for 30 consecutive days in the area of operations (or the full period of operations) or for 60 non-consecutive days when engaged in actual combat or equally hazardous duty with an armed opposition, when wounded or injured and required medical evacuation from the area, or when accumulating 15 days of service as an assigned crewmember of an aircraft flying sorties in the area in direct support of the military operation. Service members will not be awarded more than one expeditionary medal for services during a specific period or duties during an operation.

Global War on Terrorism Expeditionary Medal. The Global War on Terrorism Expeditionary Medal was established on 12 March 2003. The Global War on Terrorism Expeditionary Medal is awarded to members who deployed on or after 11 September 2001. The area of eligibility and

designated operations can be found in DAFMAN 36-2806.

Global War on Terrorism Service Medal. The Global War on Terrorism Service Medal was established on 12 March 2003. The Global War on Terrorism Service Medal is awarded to members who participated in the Global War on Terrorism operations on or after 11 September 2001 until a future date to be determined. The designated operations can be found in DAFMAN 36-2806.

Afghanistan Campaign Medal. The Afghanistan Campaign Medal was established on 29 November 2004 and recognizes service members who serve, or have served, in support of designated Afghanistan operations from 11 September 2001 to 31 August 2021. Effective 1 May 2005, members deployed to Afghanistan receive the respective campaign medal in lieu of the Global War on Terrorism Expeditionary Medal. The designated operations and campaigns can be found in DAFMAN 36-2806.

Iraq Campaign Medal. The Iraq Campaign Medal was established on 29 November 2004 and recognizes service members who serve, or have served, in support of designated Iraq operations from 9 March 2003 to 31 December 2011. Effective 1 May 2005, members deployed to Iraq receive the respective campaign medal in lieu of the Global War on Terrorism Expeditionary Medal. The designated operations and campaigns can be found in DAFMAN 36-2806.

Inherent Resolve Campaign Medal. The Inherent Resolve Campaign Medal recognize service members for qualifying service on or after 15 June 2014. The area of eligibility and designated campaigns can be found in DAFMAN 36-2806.

Korean Defense Service Medal. In February 2004, DoD approved the Korean Defense Service Medal for RegAF, Air Force Reserve, and Air National Guard personnel as recognition for military service in the Republic of Korea and the surrounding waters after 28 July 1954 until a future date to be determined.

Kosovo Campaign Medal. The Kosovo Campaign Medal was established on 3 May 2000 and recognize qualifying service members for service in Kosovo during the period of 24 March 1999 to 31 December 2013. The designated operations and campaigns can be found in DAFMAN 36-2806.

Armed Forces Service Medal. The Armed Forces Service Medal is awarded to members of the U.S. Armed Forces who participated as military members in a military operation that is deemed to be a significant activity by the Joint Chiefs of Staff and encountered no foreign armed opposition or imminent threat of hostile action. The designated operations can be found in DAFMAN 36-2806.

Humanitarian Service Medal. The Humanitarian Service Medal is awarded to members of the U.S. Armed Forces and their Reserve Components who distinguished themselves as individuals or members of military units or ships by meritorious direct participation in a significant military act or operation of humanitarian nature. Direct participation refers to any member assigned directly to the humanitarian operation providing hands-on participation. The designated operations can be found in DAFMAN36-2806.

Military Outstanding Volunteer Service Medal. The Military Outstanding Volunteer Service Medal was established on 9 January 1993 to recognize members of the U.S. Armed Forces who perform outstanding volunteer community service of a sustained, direct, and consequential nature.

Armed Forces Reserve Medal. The Armed Forces Reserve Medal is awarded to U.S. Armed Forces Reserve Component members or former members who have completed a total of 10 years of service within a period of 12 consecutive years, or upon mobilization or contingency military personnel appropriation order to RegAF.

8.20. Unit Awards

These awards are presented to military units that distinguish themselves during peacetime or in action

against hostile forces or an armed enemy of the United States. To preserve the integrity of unit awards, they are approved only to recognize acts or services clearly and distinctly outstanding by nature and magnitude. The acts or services recognized must place the unit's performance above that of other units similar in composition and mission and be of such importance that they cannot be appropriately recognized in any other way. Only one unit award is awarded for the same achievement or service. The unit's entire service must have been honorable during the distinguished act. An organization may display the award elements of a unit award. Designated subordinate units of the organization (except foreign units) may also share in the award; however, higher organizations may not. All assigned or attached people who served with a unit during a period for which a unit award was awarded are authorized the appropriate ribbon if they directly contributed to the mission and accomplishments of the unit. The five most common unit awards worn by Air Force members today are the Joint Meritorious Unit Award, the Gallant Unit Citation, the Meritorious Unit Award, the Air Force Outstanding Unit Award, and the Air Force Organizational Excellence Award.

Presidential Unit Citation. The Presidential Unit Citation is the nation's highest unit award. It is awarded to units of the U.S. Armed Forces and cobelligerent nations, for extraordinary heroism in action against an armed enemy on or after 7 December 1941. The unit must have displayed such gallantry, determination, and esprit de corps in accomplishing its mission under extremely difficult and hazardous conditions to have set it apart and above other units participating in the same campaign. The degree of heroism required is the same as that which would be required for award of the Air Force Cross to an individual.

Joint Meritorious Unit Award. The Joint Meritorious Unit Award recognizes joint units and activities, such as a joint task force for meritorious achievement or service superior to that normally expected. Air Force members assigned or attached to the joint unit or joint task force awarded a Joint Meritorious Unit Award may be eligible to wear the Joint Meritorious Unit Award ribbon.

Gallant Unit Citation. The Gallant Unit Citation was approved by the Secretary of the Air Force in March 2004 and is awarded to Air Force units for extraordinary heroism in action against an armed enemy of the United States while engaged in military operations involving conflict with an opposing foreign force on or after 11 September 2001. The unit must have performed with marked distinction under difficult and hazardous conditions in accomplishing its mission so as to set it apart from and above other units participating in the same conflict. The Gallant Unit Citation will normally be earned by units that have participated in single or successive actions covering relatively brief time spans.

Meritorious Unit Award. The Meritorious Unit Award was approved by the Secretary of the Air Force in March 2004 and is awarded to Air Force units for exceptionally meritorious conduct in performance of outstanding achievement or service in direct support of combat operations for at least 90 continuous days during the period of military operations against an armed enemy of the United States on or after 11 September 2001. Superior performance of normal missions alone will not justify award of the Meritorious Unit Award. Service in a combat zone is not required, but service must be directly related to the combat effort. The Meritorious Unit Award is not awarded to any unit or component previously awarded the Air Force Outstanding Unit Award, Air Force Organizational Excellence Award, or unit awards from other service components for the same act, achievement, or service.

Air Force Outstanding Unit Award. The Air Force Outstanding Unit Award was established and awarded in the name of the Secretary of the Air Force on 6 January 1954. The Air Force Outstanding Unit Award is awarded only to numbered units or Numbered Air Forces, air divisions, wings, groups, and squadrons. To be awarded the Air Force Outstanding Unit Award, an organization must have performed meritorious service or outstanding achievements that clearly set the unit above and apart from similar units. Commanders must annually review the accomplishments of their eligible subordinate units and recommend only those units that are truly exceptional. Commanders send Air

Force Outstanding Unit Award recommendations to their major commands for consideration. Certain recommendations for the Air Force Outstanding Unit Award are exempt from annual submission, such as recommendations for specific achievements, combat operations, or conflict with hostile forces. Only 10 percent of similar units assigned to a command are recommended annually.

Air Force Organizational Excellence Award. The Air Force Organizational Excellence Award was established and awarded in the name of the Secretary of the Air Force on 6 January 1954. The Air Force Organizational Excellence Award has the same guidelines and approval authority as the Air Force Outstanding Unit Award. The Air Force Organizational Excellence Award is awarded to unnumbered organizations, such as a major command, a field operating agency, a direct reporting unit, the Office of the Chief of Staff, other Air Staff, and deputy assistant chief of staff agencies. Only 10 percent of similar units assigned to a command are recommended annually.

8.21. DAF Campaign, Expeditionary, and Service Awards

DAF campaign, expeditionary, and service awards recognize participation in military campaigns and expeditions, significant military operations, personal military service, or attainment of a requirement. U.S. civilians, foreign nationals, and foreign military personnel are not eligible for campaign, expeditionary, or service awards, unless specified in the award criteria. Nominations are submitted on the DAF Form 104, *Service Medal Award Verification*, approved by the commander, and submitted to the servicing military personnel flight. The military personnel flight procures and provides the initial issue of all achievement medals and ribbons. See in this publication **Attachment 5** (DAF Ribbons and Medals) and **Attachment 6** (Devices).

Combat Action Medal. The Combat Action Medal is awarded to military members (grades E-1 through O-6) who actively participated in ground or air combat on or after 11 September 2001. Actions eligible include deliberately going into an enemy's domain or defending the base while conducting official duties and having experienced enemy fire by lethal weapons or having fired upon the enemy at the risk of grave danger.

Combat Readiness Medal. The Combat Readiness Medal is awarded for sustained individual combat or mission readiness or preparedness for direct weapon-system employment, subject to combat readiness reporting, individually certified as combat and/or mission ready, subject to a continuous individual positional evaluation program, and upon completion of 24 months of sustained combat or mission readiness.

Air Force Good Conduct Medal. The Air Force Good Conduct Medal is awarded to enlisted personnel for exemplary conduct while on active military service. Award of the Air Force Good Conduct Medal is automatic unless denied by the unit commander for reasons of less than exemplary conduct.

Air Reserve Forces Meritorious Service Medal. The Air Reserve Forces Meritorious Service Medal is awarded on or after 1 April 1965, for 4 continuous years of service, or on or after 1 July 1975, for 3 continuous years of service, to recognize exemplary behavior, efficiency, and fidelity in an enlisted status in the Air National Guard and Air Force Reserve. Creditable service ends when called to active duty.

Outstanding Airman of the Year Ribbon. The Outstanding Airman of the Year Ribbon recognize certain competitors and awardees of the Outstanding Airmen of the Year Program.

Air and Space Recognition Ribbon. The Air and Space Recognition Ribbon is awarded to individuals and members of small teams selected as overall winners of a Headquarters Air Force or functional community award, unless prohibited in the award criteria.

Remote Combat Effects Campaign Medal. The Remote Combat Effects Campaign Medal recognize

DAF military members who, on or after 11 September 2001, distinguished themselves by direct participation in a DoD combat operation. To qualify, the member must have been assigned or attached to a unit directly supporting a DoD combat operation; served in a remotely piloted aircraft, cyber, space, or intelligence, surveillance, and reconnaissance career field; personally provided hands-on employment of a weapon system that had direct and immediate impact on a combat operation; and was not physically exposed to hostile actions or at risk of exposure to hostile action. The designated operations can be found in DAFMAN 36-2806.

Air and Space Campaign Medal. The Air and Space Campaign Medal is awarded to members of the Air Force who, after 24 March 1999, supported a significant military operation designated by the Chief of Staff of the Air Force to recognize personnel who provided support of combat operations at home station or from outside the geographic area of combat, and were not eligible for the Kosovo Campaign Medal or other Operation Allied Force DoD Campaign Medals. The designated operations can be found in DAFMAN 36-2806.

Nuclear Deterrence Operations Service Medal. The Nuclear Deterrence Operations Service Medal recognizes DAF members who directly supported nuclear deterrence operations on or after 27 December 1991. Additional qualifications can be found in DAFMAN 36-2806.

Air and Space Overseas Ribbon. The Air and Space Overseas Ribbon recognize completion of an overseas short or long tour.

Air and Space Expeditionary Service Ribbon. The Air Force Expeditionary Service Ribbon is awarded in recognition for Air Expeditionary Force deployed status. Deployment status is defined as either 45 consecutive days or 90 non-consecutive days in deployed status.

Air and Space Longevity Service Award. The Air and Space Longevity Service Award is authorized for active-duty personnel based on an aggregate of 4 years of honorable active federal military service with any branch of the U.S. Armed Forces or Reserve components. Reserve Component members are credited with the award for each 4 years of satisfactory military service creditable to a reservist for retirement.

Developmental Special Duty Ribbon. The Developmental Special Duty Ribbon is authorized for members who are awarded a DAF developmental special duty specialty code or a special duty identifier, and successfully completed the developmental special duty assignment (includes consecutive assignments).

Air Force Enlisted Professional Military Education Graduate Ribbon. The Air Force Enlisted Professional Military Education Graduate Ribbon recognize in-residence graduates of certified noncommissioned officer professional military education schools.

Basic Military Training Honor Graduate Ribbon. The Basic Military Training Honor Graduate Ribbon is awarded to basic military training honor graduates who have demonstrated excellence in all academic and military training phases.

Small Arms Expert Marksmanship Ribbon. The Small Arms Expert Marksmanship Ribbon is awarded to regular Air Force, Air National Guard, and Air Force Reserve members who qualify as "Expert" with either the M-16 rifle (to include the M-4 and GAU-5) or an issued handgun on the Air Force qualification course, an appropriate orientation course prescribed in other Air Force Instructions, other Military Departments' qualification course, or who satisfactorily complete the Combat Rifle Program.

Air and Space Training Ribbon. The Air and Space Training Ribbon is awarded to Air Force members upon completion of initial accession training (basic military training, officer training school, reserve officers training corps, etc.) after 14 August 1974. On or after 20 December 2019, the ribbon

may be awarded to USSF members.

8.22. Decorations

A decoration is the formal recognition for personal excellence that requires individual nomination and Air Force or DoW approval. Decorations are awarded in recognition for acts of valor, heroism, courage, exceptional service, meritorious service, or outstanding achievement that clearly place members above their peers and of such importance that the person cannot receive proper recognition in any other way. When being considered for a decoration, the determining factors involve the member's level of responsibility, achievements, accomplishments, manner of performance, and the impact of the accomplishment. Each decoration has specific performance requirements for award, and an individual may receive only one decoration for any act, achievement, or period of service.

Preparing a Decoration Recommendation. While supervisors typically initiate decoration recommendations, anyone with firsthand knowledge of the act, achievement, or service can contribute by providing evidence through the supervisor and chain of command. Decoration recommendations should *not* include Controlled Unclassified Information (CUI), classified data, or any information requiring special handling.

A justification memorandum or letter, with concrete examples describing the action that was performed, may accompany the recommendation. A memo is required for recommendations concerning foreign military personnel, separated or retired veterans, or members of other U.S. military services.

Top Air Force Decorations. The top Air Force decorations, as shown in **Figure 8.1.**, are briefly described here.



Figure 8.1. Air Force Decorations

Medal of Honor. The Medal of Honor, the U.S. Armed Forces' highest award for valor, recognizes conspicuous gallantry and intrepidity at the risk of life, above and beyond the call of duty, in action against an enemy, in conflict with an opposing foreign force, or while serving with allied forces engaged in armed conflict. Typically presented by the U.S. President, the Medal carries significant prestige and entitles recipients to special benefits, privileges, and entitlements under the Department of Veterans Affairs. While not legally required, uniformed service members are encouraged to salute Medal of Honor recipients, regardless of their uniform status or rank. **Attachment 7** lists Air Force Medal of Honor recipients, including their birth and death information. A Air Force recipient was Major Bernard F. Fisher, honored by President Lyndon B. Johnson on January 19, 1967, for actions in South Vietnam, according to the U.S. Medal of Honor Historical Society. The Medal exists in three versions, one for each DoW military department (Army, Navy, and Air Force), with slight design differences. Marine Corps and Coast Guard members are eligible for the Navy version, and Space Force members for the Air Force version.

Air Force Cross. The Air Force Cross is the second highest decoration that can be awarded to a member of the U.S. Armed Forces. The Air Force Cross is awarded for extraordinary heroism while engaged in

action against an enemy of the United States, while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party. Actions that merit award of the Air Force Cross must be of such a high degree that they are above those required for all other combat decorations, but do not merit award of the Medal of Honor.

Distinguished Service Medal. The Distinguished Service Medal is awarded for exceptionally meritorious service to the nation in a duty of great responsibility. In wartime, a duty of great responsibility is one that involves the exercise of authority or judgment in matters that decide the successful operation of a major command, activity, installation, or major program. The discharge of such duty must involve the acceptance and fulfillment of the obligation so as to greatly benefit the interests of the United States.

Silver Star. The Silver Star is the third-highest military combat decoration that can be awarded to a member of the U.S. Armed Forces. It is awarded for gallantry in action while engaged in action against an enemy of the United States, while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party. Actions that merit the Silver Star must be of such a high degree that they are above those required for all other combat decorations, but do not merit award of the Medal of Honor or an Air Force Cross.

Legion of Merit. The Legion of Merit is awarded to U.S. Armed Forces personnel for exceptionally meritorious conduct in performance of outstanding duties. Duties must have been performed in a clearly exceptional manner. Foreign military personnel may be awarded the Legion of Merit for exceptionally meritorious conduct in the performance of outstanding services to the United States.

Distinguished Flying Cross. The Distinguished Flying Cross is awarded for heroism or extraordinary achievement while participating in aerial flight for actions that are entirely distinctive, involving operations that are not routine.

Airman's Medal. The Airman's Medal is awarded for heroism involving voluntary risk of life under conditions other than those of conflict with an armed enemy of the United States.

Bronze Star Medal. The Bronze Star Medal is awarded for heroism, valor, or meritorious achievement or service (not involving participation in aerial flight) while engaged in an action against an enemy of the United States, while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party. The Bronze Star Medal is awarded for valor in combat to a lesser degree than required for award of the Silver Star or the Legion of Merit.

Purple Heart. The Purple Heart, as shown in **Figure 8.2.**, is awarded for wounds received or death after being wounded in any action against an enemy of the United States, in any action with an opposing force of a foreign country in which the U.S. Armed Forces are or have been engaged, while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party, as a result of an act of any such enemy or opposing armed force, or as a result of an act of any hostile foreign force. The Purple Heart is a decoration that a member earns entitlement to rather than being awarded through recommendation. **Note:** Since 11 September 2001, the Purple Heart may be awarded to a service member on active duty who is attacked by a foreign terrorist organization that targeted a member of the U.S. Armed Forces due to such member's status as a member of the Armed Forces, unless the wound is the result of willful misconduct of the member, may be awarded the Purple Heart. An attack by an individual or entity shall be considered to be a foreign terrorist



Figure 8.2.
Purple Heart

organization attack if the individual or entity was in communication with the foreign terrorist organization before the attack, and the attack was inspired or motivated by the foreign terrorist organization.

Air Medal. The Air Medal is awarded for heroism or meritorious achievement while participating in aerial flight. The Air Medal is awarded to acts accomplished with distinction above and beyond that expected of professional Airmen, but not of that warranting award of the Distinguished Flying Cross.

Aerial Achievement Medal. The Aerial Achievement Medal is awarded for sustained meritorious achievement while participating in aerial flight.

Meritorious Service Medal. The Meritorious Service Medal is awarded for outstanding meritorious achievement.

Air and Space Commendation Medal. The Air and Space Commendation medal is awarded for distinctive meritorious achievement and service.

Air and Space Achievement Medal. The Air and Space Achievement Medal is awarded for outstanding achievement or meritorious service.

8.23. Special Trophies and Awards

The Air Force sponsors various special trophies and awards programs. Special trophies and awards are unique in that the commanders of major commands, field operating agencies, and direct reporting units must nominate individuals to compete for these awards. In most cases, commanders submit nominations annually. The competition among the nominees is keen. The commander's nomination alone serves as a meaningful recognition because nomination places the individual in competition with the best in the Air Force or the nation. Two examples of special trophies and awards are the Outstanding Airmen of the Year Award and the Lance P. Sijan Award. Refer to DAFMAN 36-2806 for additional guidance on the special trophies and awards programs.

8.24. Other U.S. Military Department Awards. DAF members permanently assigned to another military department can receive non-combat personal decorations (MSM, Commendation/Achievement Medals) without DAF concurrence. However, for combat-related decorations, AFPC/DP3SP concurrence is *required* before approval, and the DAF member must be permanently or temporarily assigned to the other department. DAF units cannot receive unit awards from other departments without written AFPC/DP3SP concurrence. Refer to DAFMAN 36-2806 for further guidance.

8.25. Foreign Decorations, Unit Awards, and Service and Campaign Awards. The DAF does not provide certificates, medals, ribbons, emblems, devices, or badges for awards issued by foreign governments. These items may be purchased commercially. DAFMAN 36-2806 contains further guidance on accepting foreign decorations, unit awards, and service/campaign awards.

Foreign decorations are only authorized for recognition of combat service or outstanding performance. Foreign unit awards require official DoW acceptance before they are authorized.

Foreign Service and Campaign Awards. Foreign campaign and service awards, including NATO awards, recognize active combat service or outstanding performance from foreign governmental entities. These awards are only authorized after official acceptance by the DoW.

8.26. Non-Military Awards. DAF members may accept awards from U.S. federal agencies, except for awards specifically intended to recognize valor or participation in campaigns, expeditions, or fulfillment of specific service requirements. U.S. military decorations are the appropriate means to recognize valorous acts by DAF members. Individuals with knowledge of such acts who wish to

recommend a member for a U.S. military valor award should contact AFPC/DP2SP.

Chapter 9
ENLISTED PROMOTIONS

Section 9A—Promotion Systems and Programs

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9A—Promotion Systems and Programs	B	B	C	C	D

9.1. Enlisted Promotion Systems

The enlisted promotion system supports DoW Instruction 1304.20, Enlisted Personnel Management System (*EPMS)*, by providing visible, relatively stable career progression opportunities; attracting, retaining, and motivating the kinds and numbers of people the military needs; and ensuring a reasonably uniform application of the principle of equal pay for equal work among the services. While many significant changes have taken place with the enlisted promotion systems in recent years, there are some standardized, consistent aspects that Airmen recognize and rely on for fair and accurate consideration for promotion. AFI 36-2502, *Enlisted Airman Promotion and Demotion Programs*, provides detailed information regarding enlisted promotion systems. **Note:** This chapter applies to RegAF enlisted promotions.

9.2. Promotion Quotas

The DoW limits the number of Airmen the RegAF may have in the top five enlisted grades. Promotion quotas for Staff Sergeant through Chief Master Sergeant are tied to fiscal year-end strength and are affected by funding limits, regulatory limits, and the number of projected vacancies in specific grades. Public law, as outlined in Title 10, U.S.C., *Armed Forces*, Chapter 36, Promotion, Separation, and Involuntary Retirement of Officers on the Active Duty List, limits the number of Airmen who may serve in the RegAF in the top two enlisted grades. The authorized average of enlisted members on RegAF status (other than for training) in pay grades E- 8 and E-9 in a fiscal year may not be more than 2.5 percent and 1.25 percent, respectively.

9.3. Enlisted Promotion Opportunities

While the Air Force promotion system is designed to promote eligible Airmen recommended by their commander on a noncompetitive basis, there are additional opportunities and factors for Airmen to consider regarding promotions.

Senior Airman Below-the-Zone Promotion Program. Under the Senior Airman Below-the-Zone Program, Airmen in the grade of Airman First Class may be considered one time for early advancement to Senior Airman if they meet the minimum eligibility criteria. If promoted to Senior Airman below-the-zone, the promotion effective date is six months before their fully qualified date. Airmen are considered for below-the-zone promotion in the month (December, March, June, or September) before the quarter (January - March, April - June, July - September, or October - December) that they are eligible.

Stripes for Exceptional Performers Program. The Stripes for Exceptional Performers (STEP) Program is designed to meet those unique circumstances that, in a commander’s judgment, clearly warrant promotion. The STEP Program is intended to promote Airmen for compelling, although perhaps not quantifiable, reasons. Isolated acts or specific achievements should not be the sole basis for promotion under this program.

Under the STEP Program, commanders at various organizational levels may promote a limited number of exemplary performing Airmen with exceptional potential to the ranks of Staff Sergeant and Technical

Sergeant. An individual may not receive more than one promotion under any combination of promotion programs within a 12-month period. One exception is that Senior Airmen must serve six months of time in grade before being promoted to Staff Sergeant. Commanders must ensure personnel who are promoted meet eligibility requirements.

Weighted Airman Promotion System. NCOs compete for promotion and test under the Weighted Airman Promotion System (WAPS) in the control Air Force Specialty Code (CAFSC) held on the promotion eligibility cutoff date. Contributing factors are "weighted" or assigned points based on the importance relative to promotion. The Promotion Fitness Exam (PFE) contains a wide range of Air Force knowledge, while the Specialty Knowledge Test (SKT) covers AFSC broad technical knowledge. The Air Force makes promotion selections under the WAPS within each AFSC, not across all AFSCs. This means those who are eligible will compete for promotion with those individuals currently working in their AFSC. Selectees are individuals with the highest scores in each AFSC, within the quota limitations. If more than one individual has the same total score at the cutoff point, the Air Force promotes everyone with that score.

Senior Noncommissioned Officer Promotions. Airmen compete, and are selected for promotion, to MSgt in their control AF specialty code, to SMSgt in the superintendent level of their control AF specialty code, and to CMSgt in the chief enlisted manager code of their control AF specialty code as of promotion eligibility cutoff date. Individuals with a reporting indicator or special duty indicator designated as their control AF specialty code on the promotion eligibility cutoff date will compete within that reporting indicator or special duty indicator. SNCO promotions are accomplished via a central board.

In-System Supplemental Promotion Process. The in-system supplemental action is typically processed on a monthly basis. Eligible Staff Sergeants through Senior Master Sergeants whose weighable data changes in their promotion file compete monthly for promotion consideration. In-system supplemental consideration also applies to Airmen who test after initial selects have been made, such as deployed Airmen, or anyone who was unable to test during their normal testing window.

Senior Noncommissioned Officer Supplemental Promotion Process. The SNCO supplemental board is for those members promotion-eligible to Master Sergeant, Senior Master Sergeant, or Chief Master Sergeant. Supplemental evaluation boards are conducted on a semiannual basis. SNCOs may request to meet the supplemental board if they believe they have a valid request. With the exception of a missing static closeout date evaluation, there are no automatic approvals for supplemental board consideration when a record did not meet a previous board for which they were eligible. Supplemental promotion consideration may not be granted if an error or omission appeared on the data verification record or in the SNCO selection record located in the personnel records display application, and the individual did not take the necessary steps to correct the error prior to promotion selection or prior to the evaluation board. Fully documented supplemental consideration requests, to include proof of corrective or follow-up actions taken by the individual to correct the error, are submitted to the military personnel flight in writing with the recommendation of the individual's unit commander. The military personnel flight forwards the request to Air Force Personnel Center for final approval.

Section 9B—Promotion Cycles

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9B—Promotion Cycles	B	B	C	C	D

9.4. Promotion Cycles and Eligibility

The Air Force establishes promotion cycles to ensure timely periodic promotions and to permit accurate forecasting of vacancies. Promotion cycles also balance the promotion administrative workload and provide promotion eligibility cutoff dates (PECD). Factors for promotion eligibility may include proper skill level, sufficient time in grade, sufficient time in service, commander recommendation, completion of enlisted professional military education (PME), completion of a college degree, cumulative years of enlisted service, and high year of tenure. **Note:** Air Reserve Components promotions are based on a combination of position vacancy, time-in-grade, time-in- service, fitness, and completion of appropriate professional military education.

9.5. Basic Promotion Guidelines

The basic promotion guidelines for enlisted members are provided here.

Promotion to Airman. Airman Basic may be promotion eligible to Airman at six months of time in grade.

Promotion to Airman First Class. Airman may be promotion eligible to Airman First Class at 10 months of time in grade. Airmen initially enlisting for a period of six years are promoted from Airman Basic to Airman First Class upon completion of either technical training or 20 weeks of technical training after graduation from basic military training (whichever occurs first). The date of rank for Airman First Class is then adjusted to the signatory date on the basic military training certificate, without back pay and allowances.

Promotion to Senior Airman. Airmen may be promotion eligible to Senior Airman upon completion of 36 months of time in service and 20 months of time in grade or 28 months of time in grade (whichever occurs first). Required skill level in primary AFSC is 3-level. Senior Airman below-the-zone is a one-time promotion consideration to advance to Senior Airman six months earlier than basic promotion timelines to Senior Airman.

Promotion to Staff Sergeant. Senior Airmen may be promotion eligible to Staff Sergeant upon completion of three years of time in service and six months of time in grade. The PECD for promotion to Staff Sergeant is 31 March. The test cycle is May – June. Required skill level in primary AFSC is 5-level.

Promotion to Technical Sergeant. Staff Sergeants may be promotion eligible to Technical Sergeant upon completion of five years of time in service and 23 months of time in grade. The PECD for promotion to Technical Sergeant is 31 January. The test cycle is February – April. Required skill level in primary AFSC is 7-level.

Promotion to Master Sergeant. Technical Sergeants may be promotion eligible to Master Sergeant upon completion of eight years of time in service and 24 months of time in grade. The PECD for promotion to Master Sergeant is 30 November. Required skill level in primary AFSC is 7-level.

Promotion to Senior Master Sergeant. Master Sergeants may be promotion eligible to Senior Master Sergeant upon completion of 11 years of time in service and 20 months of time in grade. The PECD for promotion to Senior Master Sergeant is 30 September. Required skill level in primary AFSC is 7-level.

Promotion to Chief Master Sergeant. Senior Master Sergeants may be promotion eligible to Chief Master Sergeant upon completion of 14 years of time in service and 21 months of time in grade. The PECD for promotion to Chief Master Sergeant is 31 July. Required skill level in primary AFSC is 9-level.

9.6. Accepting Promotion

Selects to the grade of Master Sergeant and Senior Master Sergeant with more than 18 years Total Active Federal Military Service (TAFMS) by effective date of promotion will sign a Promotion Statement of Understanding within 10 duty days after selections are confirmed. In addition, all Chief Master Sergeant-selects, regardless of TAFMS, will sign a Promotion Statement of Understanding within 10 duty days after selections are confirmed. The form will acknowledge that Master Sergeant-selects and Senior Master Sergeant-selects must obtain two years of service retainability and incur a two-year active duty service commitment (ADSC) from the effective date of promotion. Chief Master Sergeant-selects must acknowledge and obtain three years of service retainability and incur a three-year ADSC from the effective date of promotion. Failure to withdraw an existing retirement application (approved or pending) within 10 duty days from presentation of the Promotion Statement of Understanding will result in removal from the selection list.

9.7. Promotion Sequence Numbers

The Air Force Personnel Center assigns promotion sequence numbers to Airmen selected for promotion to Staff Sergeant through Chief Master Sergeant based on date of rank, TAFMS, and date of birth. Supplemental selectees are assigned promotion sequence numbers of .9 (increment previously announced) or .5 (unannounced future increment).

9.8. Declining Promotion

Airmen may decline a promotion in writing by submitting a letter to the military personnel flight (MPF). This may be accomplished any time prior to the promotion effective date. The declination letter must include name, social security number, promotion cycle, promotion sequence number if already selected, and a statement of understanding that reinstatement will not be authorized. MPF will ensure Military Personnel Data System (MilPDS) is updated and forwards a copy of the declination letter to AFPC to be filed in the member's Automated Records Management System (ARMS).

9.9. Promotion Ineligibility

There are many reasons why an Airman may be considered ineligible for promotion, such as approved retirement, declination for extension or reenlistment, court-martial conviction, control roster action, no commander recommendation, failure to appear for scheduled testing without a valid reason and absent without leave. When individuals are ineligible for promotion, they cannot test, cannot be considered if already tested, and the projected promotion, if already selected, will be canceled.

Section 9C—Preparation and Responsibilities

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9C—Preparation and Responsibilities	B	B	C	C	C

9.10. Individual Responsibilities

Preparing for promotion testing is an individual responsibility. All promotion eligible individuals must know their eligibility status, maintain specialty and military qualifications, initiate a self- study plan, obtain all applicable study references as outlined in the WAPS catalog, ensure their selection folder is accurate if it will be reviewed by the central evaluation board, and be prepared to test on the beginning of the testing window. The importance of individual responsibility cannot be overemphasized. Members who will be unavailable during the entire testing cycle must be prepared to test prior to their departure, even if that is before the first day of the testing cycle. Airmen may opt to test early provided the correct test booklets are available.

9.11. Enlisted Promotion Test Compromise

Airmen must use a self-initiated program of individual study and effort under the WAPS. Group study (two or more people) for the purposes of enlisted promotion testing is strictly prohibited. This prohibition protects the integrity of the promotion testing program by ensuring promotion test scores are a reflection of each member's individual knowledge. Conviction can result in a dishonorable discharge, forfeiture of all pay and allowances, and confinement for up to two years. Information concerning enlisted promotion test compromise is contained in DAFMAN 36-2664. **Note:** Training designed to improve general military knowledge does not constitute group study as long as the intent of the training is not to study for promotion tests. Likewise, training to improve general study habits or test-taking skills is permissible if the training does not focus on preparing for promotion tests.

Restrictions on Group Study. Restrictions on group study and additional specific test compromise situations regarding promotion tests are briefly covered here.

Discussing promotion test content with anyone other than the test control officer or test examiner is prohibited. Written inquiries or complaints about a test are handled by the test control officer.

Sharing pretests or lists of test questions recalled from a current or previous promotion test; personal study materials; underlined or highlighted study reference material; and commercial study guides with other individuals is prohibited.

Placing commercial study guide software on government computers is prohibited. While Airmen may use commercial study materials in preparation for promotion testing, the Air Force does not recommend, endorse, or support commercial study guides.

Creating, storing, or transferring personal study notes on government computers is prohibited. Government computers may only be used to view electronic versions of official study references.

9.12. Distribution of Enlisted Promotion Test Study References

The Barnes Center for Enlisted Education, Air Force Career Development Academy is responsible for providing promotion eligible members access to WAPS Career Development Courses. They are available on-line at the Air Force Enlisted Promotion Study References website (https://www.studyguides.af.mil/). The site is updated to coincide with release of the WAPS Catalog Study materials, such as instructions, manuals, or technical orders, are made available online at the Air Force Departmental Publishing Office website (https://www.e-publishing.af.mil/) or other approved repositories. Individuals may ask unit WAPS monitors to order study reference material listed in the catalog that is not locally available. According to DAFMAN 36-2664, promotion eligible Airmen must have access to reference materials at least 60 days before the scheduled test date. If not, the Airman may request a delay in testing.

9.13. Promotion Eligibility Cutoff Date

The promotion eligibility cutoff date (PECD) is used to determine Airman promotion eligibility as well as the cutoff date that will determine when contents of the selection folder and information on promotion evaluation briefs must be updated and complete. The PECD is the date that promotion criteria are considered for promotion, such as the data provided on the Data Verification Brief, that is used for promotion board evaluation consideration. For SNCOs, this information is then used to post the SNCO evaluation brief filed in the SNCO selection folder.

Promotion Criteria. As the Air Force continues to offer opportunities for career broadening and special duty assignments, it is important to mention that individuals with a reporting identifier or special duty identifier, designated as their control AFSC on the PECD, will compete within that reporting identifier or special duty identifier. Otherwise, Master Sergeants being considered for promotion to Senior Master Sergeant will compete for promotion in the superintendent level of the control AFSC they held as of the PECD. Likewise, Senior Master Sergeants being considered for promotion to Chief Master Sergeant will compete for promotion in the chief enlisted manager code of the control AFSC they held as of the PECD.

9.14. Data Verification Record

The Data Verification Record (DVR) is the document utilized for promotion consideration and is the most important tool to review to ensure information on a promotion record is complete. All eligible Airmen must review their DVR in the Automated Records Management System/Personnel Records Display Application (ARMS/PRDA). If an error or omission is noted, the Airman must immediately contact their military personnel flight for assistance. The military personnel flight will update the Military Personnel Data System with the correct data and update the DVR on virtual military personnel flight. Airmen should review the updated record to verify changes have been completed accurately. Data reflected on the DVR should not be confused with the Data Verification Brief or a Single Unit Retrieval Format, commonly referred to as SURF.

Data Verification Record Review Steps:

Access the Air Force Portal

Access PRDA

Under My Sections, select PRDA

The Selection Folder category within PRDA is the “As Is” record

The Board category within PRDA is the “As Met” record

Section 9D—Promotion Testing

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9D—Promotion Testing	B	B	C	C	D

9.15. Promotion Test Development

Air Education and Training Command, Studies and Analysis Squadron, Airman Advancement Analytics, Joint Base San Antonio-Randolph, Texas, produces all Air Force enlisted promotion tests, which are written by Airmen for Airmen. Teams of SNCOs travel to work in-house with test development specialists and apply their knowledge and expertise to develop current, relevant, and accurate test questions for enlisted promotion testing. At the beginning of a test development project, the most current tests are administered to the test development teams. This gives test writers the point of view of the test takers and helps them evaluate how the test content relates to performance in their specialties. Teams will also carefully check the references of each question for currency and accuracy. Only after this is accomplished do the teams begin developing new test questions. During test development, test development specialists provide psychometric and developmental expertise required to ensure the tests are credible, valid, and fair to all examinees.

Promotion Fitness Examination. The Promotion Fitness Examinations (PFE) measure military and supervisory knowledge required of Staff Sergeants and Technical Sergeants. For the PFE, test development specialists select Chief Master Sergeants based on extensive experience, and diverse major command representation to develop and validate questions.

Specialty Knowledge Tests. Specialty Knowledge Tests (SKT) measure important job knowledge required in a particular specialty. For SKTs, test development specialists work closely with Air Force career field managers to stay abreast of changes affecting career fields which may impact promotion test development. SNCOs, based on their specialties and job experiences, are selected to develop, and validate SKT questions. Resources used to develop SKTs include Career Field Education and Training Plans, occupational analysis data, and experiences to ensure test content is related to important tasks performed in the specialty.

9.16. WAPS Catalog

Published annually on 1 October, the WAPS Catalog, lists all enlisted promotion tests authorized for administration and the study references associated with these tests. Every question on a promotion test comes from one of the publications listed in the WAPS Catalog, and only publications used to support questions on a given promotion test are listed. The study references for the PFE are derived from AFH 1. The study references for SKTs are often a combination of Career Development Courses and technical references. Career Development Courses used as study references may be different from those issued for upgrade training. The catalog also contains administrative and special instructions for test control officers. The WAPS Catalog is available at the Air Force Enlisted Promotion Study References website (https://www.studyguides.af.mil/).

9.17. Promotion Test Administration and Scoring

Promotion tests are administered electronically to all Airmen competing for promotion to the grades of Staff Sergeant through Technical Sergeant. Test administration procedures are standardized to ensure fairness for all members competing for promotion. All promotion tests are electronically scored at AFPC following thorough quality control steps to ensure accurate test results are recorded for each member.

Test Scores. A minimum score of 40 points is required on a PFE. A minimum score of 40 points is

required on a SKT. A combined score of 90 points is required. Airmen who score the minimum 40 points on either exam (when taking both examinations) must score a minimum 50 on the other one to meet the minimum combined score of 90. For those testing PFE only, a minimum score of 45 is required (combined score of 90 when doubled).

9.18. Promotion Points

Calculating points for promotion can be a somewhat complex, but not complicated process. The complete charts, to include exceptions and notes for calculating points and factors for promotion, are included in AFI 36-2502.

Section 9E—Evaluation Boards

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 9—ENLISTED PROMOTIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 9E—Evaluation Boards	B	B	C	C	D

9.19. Promotion Evaluation Boards

The promotion evaluation board is very important because it accounts for over half the total promotion score points. Understanding how board members are selected, the evaluation board process, and those areas considered by board members, can provide valuable insight into what is required to get promoted.

Selection of Board Members. The number of promotion eligible personnel, identified by major commands and Air Force Specialty Codes (AFSC), determines the career field backgrounds of board members. Board members are divided into panels, each consisting of one Colonel and two Chief Master Sergeants. The board president is always a General Officer. Before evaluating records, board members are briefed and sworn to complete the board's task without prejudice or partiality. They also participate in an extensive trial-run process to ensure scoring consistency before evaluating any "live" records.

9.20. Evaluation Board Process

The evaluation board looks at several areas regarding an Airman's career, which may include performance, education, breadth of experience, job responsibility, professional competence, specific achievements, and leadership. A number of factors affect board scores from year to year— new panel members with different thought processes, changed or improved records, and a pool of new eligibles. As a result, board scores do vary (often significantly) from one board to the next. While scores will vary between panels, all records within a Chief Enlisted Manager (CEM) Code or AFSC are evaluated under the same standard. The important aspect of a final board score is how one eligible compares to their peers in the final order of merit. Board members do not have access to the weighted scores of individuals competing for promotion. When board members disband, they do not know who was selected.

Trial Run. Board members are given two selected sets of records to score as a practice exercise using secret ballots before the actual board scoring process begins. This trial run helps establish a scoring standard that can be applied consistently across the board. Each board arrives at their own scoring standard. Everyone competing in a CEM Code or AFSC is looked at under the same standard to ensure fair and equitable consideration is applied.

Scoring. After the trial run is completed and discussed, panels begin the actual scoring of live records. The same panel evaluates all eligibles competing in a CEM Code or AFSC. Each panel member scores each record, using a 6- to 10-point scale and half-point increments. An individual's record may receive a panel composite score (three members) from a minimum of 18 (6-6-6) to a maximum of 30 (10-10-10) points. The composite score (18 to 30 points) is later multiplied by a factor of 15, resulting in a total board score (270 to 450). Using a secret ballot, panel members score the record individually with no discussion. Records are given to each panel member, and after they are scored, the ballots are given directly to a recorder. This ensures each panel member has scored each record independently.

Scoring Resolution. A record scored with a difference of more than one point between any of the panel members (for example, 8.5, 8.0, and 7.0) is termed a split vote and is returned to the panel for resolution. At this time, all panel members may discuss the record openly among themselves. This allows them to state why they scored the record as they did. Only those panel members directly involved in the split may change their scores. If panel members cannot come to an agreement on the

split vote, they give the record to the board president for resolution. This ensures consistency of scoring and eliminates the possibility that one panel member will have a major impact (positive or negative) on an individual's board score.

Post-Board Processing. After the board is finished, the weighted factor scores are combined with the board scores. This completely electronic operation builds an order of merit listing by total score within each CEM Code or AFSC, and the overall promotion quota is then applied to each list. After the selection results are approved, the data is transmitted to the military personnel section.

9.21. Promotion Score Notices

Promotion score notices are a means to give Airmen a report of their relative standing in the promotion consideration process and should never be provided to or used by anyone other than the individual and their commander. An Airman's scores cannot be disclosed without the Airman's written consent. Commander's support staffs, first sergeants, supervisors, etc., are not authorized access to promotion scores. The commander has the specific duty to notify Airmen of promotion selection or non-selection results and may need to review their score notices to determine status. Commanders must restrict their use of the scores to notification and advisory counseling on behalf of the Airmen and must not allow further dissemination of scores. Individuals may retrieve a copy of their score notice on the virtual military personnel flight after the initial promotion selection for the current cycle. Individuals can also compare their scores with the promotion statistics available in the military personnel flight or posted on the virtual military personnel flight through the Air Force Personnel Center (https://www.afpc.af.mil/Promotion/Enlisted-Promotions/).

Chapter 10
ASSIGNMENTS AND OCCUPATIONAL CODES

Section 10A—Eligibility and Restrictions

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 10—ASSIGNMENTS AND OCCUPATIONAL CODES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 10A—Eligibility and Restrictions	B	B	C	C	D

10.1. Assignment Eligibility and Restrictions

The Air Force classifies and assigns Airmen worldwide equitably to ensure a high state of readiness to accomplish the mission. The Air Force uses a coherent and logical classification system to identify valid manpower requirements, to identify and describe each Air Force occupational specialty, to ensure minimum prerequisite standards are set for each specialty, and to ensure qualified Airmen are placed into each specialty. The Air Force also recognizes the importance of special assignment considerations for Airmen with exceptional needs. To the maximum extent possible, the Air Force assigns a permanent change of station (PCS) to Airmen on a voluntary basis. When required, the Air Force equitably distributes involuntary assignments among similarly qualified Airmen to minimize family separation or allow Airmen to tend to essential military and personal responsibilities. Air Force Reserve assignment may be full-time or part-time, and are all voluntary, thus new assignments must be applied for, particularly when pursuing promotion opportunities.

10.2. Assignment Authority

Airmen assignments are filled to meet the overall needs of the Air Force according to law, DoW, and instructional guidance. The DoW allocates funds, delegates authority, and directs policies for the PCS assignments of Airmen to satisfy national security requirements. The director of assignments (or equivalent), in coordination with major commands, field operating agencies, and direct reporting units, is authorized to initiate assignments for Airmen to fill valid vacant manpower authorizations. The Air Force Personnel Center is the final approval authority for assignments in the grades of Senior Master Sergeant and below. The Air Force Executive Talent Management Office is the final approval authority for Chief Master Sergeant and Chief Master Sergeant-select assignments. DAFI 36-2110, *Total Force Assignments*, is the governing instruction for operational (including rotational), training (including formal education and professional military education), and force structure assignments.

10.3. Assignment Cancellations

Once an Airman is selected for a PCS and orders are published, assignments are not normally cancelled within 60 days of the projected departure date unless the Airman cannot be effectively used at the projected location. If the Airman indicates an assignment cancellation will cause hardship, the Airman will be asked to prepare a written statement to be coordinated through the unit commander to the military personnel section. Upon receipt, the military personnel section advises the assignment office of primary responsibility to either consider reinstatement of the original assignment, provide an alternate assignment, or confirm cancellation with reasons why the Airman is required to remain at the present base.

10.4. Factors for Distribution of Personnel

While the primary factor in selecting Airmen for a PCS is the Airman's qualifications to fill a valid manpower requirement and perform productively in the position, many additional aspects may be considered for eligibility criteria as well.

Special Experience Identifier. The special experience identifier system complements the assignment

process and is used in conjunction with grade, AFSC, and AFSC prefixes and suffixes, to match uniquely qualified Airmen to jobs with special requirements. Special experience identifiers may be used when specific experience or training is critical, and no other means is appropriate or available. Manpower positions are coded with a special experience identifier to identify positions that require or provide unique experiences or qualifications. The personnel records for Airmen who earn a special experience identifier are similarly coded to rapidly identify Airmen to meet unique circumstances, contingency requirements, or other critical needs.

Security Access Requirement. Some positions require Airmen to have access to a specified level of classified information. However, sometimes the urgency to fill a position does not allow selection of Airmen using PCS eligibility criteria, subsequent processing, or investigation for access at the specified level. Under these circumstances, selection may be necessary from among Airmen who currently have access or can be granted access immediately.

Grade, Air Force Specialty Code, and Skill-Level Relationship for Assignment. Normally, Airmen in the grade of Senior Master Sergeant and below are selected for assignment in their control AFSC based on their grade and skill level. Airmen with an incompatible grade and control AFSC skill level due to retraining or reclassification are selected for assignment and allocated against requirements commensurate with their grade, regardless of their control AFSC skill level. Chief Master Sergeants and Chief Master Sergeant-selects may be assigned in any AFSC or chief enlisted manager code they possess or are qualified to be awarded. Primarily, Chief Master Sergeants fill chief enlisted manager code positions; Senior Master Sergeants fill 9-skill level positions; Master Sergeants and Technical Sergeants fill 7-skill level positions; Staff Sergeants and Senior Airmen fill 5-skill level positions; and Airman First Class, Airman, and Airman Basic fill 3-skill level positions.

Volunteer Status and Assignment Eligibility. Qualified volunteers should be considered for all assignments. A qualified volunteer who meets the minimum time on station requirement is considered first, based on the order of longest on station. **Note:** First-term Airmen serving an initial enlistment of four or more years may not be given more than two assignments in different locations following initial basic and skill training during their first four years of service, regardless of tour length. First-term Airmen who make two PCS moves are permitted an additional PCS in conjunction with an approved humanitarian reassignment, a join spouse assignment, as a volunteer, or when the PCS is a mandatory move. Low-cost moves are excluded from the two-move count.

Base of Preference (Enlisted Only). The first-term Airmen may request a base of preference assignment as an incentive for continued Air Force service. First-term Airmen, in conjunction with reenlistment or retraining, may request a PCS from Continental United States (CONUS) to CONUS or PCS from overseas to CONUS. Also, first-term Airmen in CONUS may request a base of preference to remain in place. A PCS base of preference is not authorized from CONUS to overseas or overseas to overseas. An in-place base of preference is not authorized for Airmen assigned overseas.

Assignment of Military Couples (Join Spouse). Each Airman of a military couple serves in their own right. Military couples must fulfill the obligations inherent to all Airmen. They are considered for assignments to fill valid manning requirements and must perform duties that require the skills in which they are trained. Provided these criteria are met, military couples may be considered for assignments where they can maintain a joint residence. Military couples should not make decisions on future service, career development, or family planning based on the assumption they will always be assigned to the same location or that join spouse assignment is guaranteed.

Home-Basing and Follow-On Assignment Programs. The purpose of the home-basing and follow-on assignment programs is to reduce PCS costs, reduce PCS turbulence, and increase stability for Airmen and their families by providing advance assignment consideration. The servicing military

personnel section must brief all eligible Airmen selected for or electing to serve an unaccompanied overseas tour of 15 months or less on these programs. Airmen must either apply or decline to apply for these programs in writing.

Assignment of Family Members. Assignment of family members to the same duty location or unit is not prohibited; however, family members will not be assigned where one family member will or may hold a command or supervisory position over another family member. Such assignments result in, or may create a perception of, preferential treatment or loss of impartiality, thereby compromising the integrity of command and supervisory functions.

Voluntary Stabilized Base Assignment Program (Enlisted Only). The voluntary stabilized base assignment program provides Airmen a stabilized tour in exchange for volunteering for an assignment to a historically hard-to-fill location.

Extended Long Overseas Tour Length. The extended long overseas tour volunteer program applies to Airmen who volunteer for a PCS overseas to a long-tour location (accompanied tour length is 24 months or more and unaccompanied tour length is more than 15 months). Airmen who volunteer for an extended long overseas tour agree to serve the standard tour length plus an additional 12 months. The 12-month extended tour period is in addition to the normal (accompanied or unaccompanied) long tour length. A change in status affects the service retainability that must be obtained and the tour length the Airman will be required to serve. The requirement for additional service retainability may force an Airman to extend or reenlist and could affect selective retention bonus calculation. Extended long overseas tour volunteers are considered ahead of standard overseas tour volunteers according to established Air Force priorities.

Temporary Duty. The maximum temporary duty period at any one location in a 12-month period is 180 days unless the Secretary of the Air Force grants a waiver. To the degree possible, Airmen are not selected for involuntary overseas assignment while performing certain kinds of temporary duty. If selected, the report no later than date will not be within 120 days of the temporary duty completion date.

10.5. Service Retainability

Upon selection for assignment, an Airman must have or be able to obtain certain minimum periods of obligated service depending on the type of PCS move. This committed service retainability ensures an Airman has a period of RegAF status remaining long enough to offset the costs associated with a PCS. Airmen who do not have retainability may decline to obtain retainability, accept the associated Active duty Commitment (ADSC), or, if eligible, may retire or separate instead of accepting a PCS. Declining to obtain retainability or incurring a new ADSC will affect a career Airman by making him or her ineligible for promotion and reenlistment.

Consecutive Overseas Tour. If an Airman is serving overseas and is a volunteer for a consecutive overseas tour or in-place consecutive overseas tour, the Airman must complete the full-prescribed tour at the current location and the full-prescribed overseas tour at the new location or another full tour in place.

Dependent Accompanied Overseas. Airmen who are eligible and desire that their dependents accompany them at government expense during overseas tours, must serve the “accompanied by dependents” overseas tour length. This tour is normally longer than the unaccompanied tour. Electing to serve the longer accompanied tour requires the Airman to obtain the obligated service retainability for the longer tour. Airmen who are either ineligible or decline to obtain the service retainability for the accompanied tour length will not receive approval for dependent travel at the government’s expense or command sponsorship.

Overseas to Continental United States. Reassignment from overseas to CONUS requires an Airman, in most cases, to have or obtain at least 12 months of obligated service retainability. Those Airmen serving overseas who fail to obtain the necessary retainability for reassignment to the CONUS will be retained in the overseas area until their date of separation.

Continental United States to Continental United States. The service retainability requirement for a CONUS to CONUS PCS is 24 months regardless of career status.

10.6. Time on Station Requirements

Minimum time on station requirements exist to provide continuity to an organization and reasonable periods of stable family life for Airmen. For most PCS moves within the CONUS, first- term Airmen and career Airmen must have at least 48 months of time on station, with the exception of eligible first-term Airmen applying for the first-term Airmen base of preference program. First- term Airmen must have at least 12 months of time on station to go from CONUS to overseas. Career Airmen require 24 months of time on station before an overseas PCS.

10.7. Enlisted Quarterly Assignments Listing

The Enlisted Quarterly Assignment Listing (EQUAL) provides Airmen a listing of the assignment requirements available for upcoming assignment cycles and allows them the opportunity to align personal preferences to actual Air Force needs. The listing identifies what assignments, by AFSC and grade, are available at particular locations. EQUAL-Plus is used to advertise requirements for special duty, joint and departmental, short-notice overseas, and all Chief Master Sergeant assignments. EQUAL-Plus shows upcoming requirements, special qualifications needed, available locations, reporting instructions, and points of contact for additional information. **Note:** Each Airman is individually responsible for the currency and accuracy of assignment preferences. When a change in preference or status occurs, career progression or marriage, Airmen assignment preferences should be updated accordingly.

10.8. Chief Master Sergeant Development

The Chiefs' Group uses Chief Master Sergeant assignment policies to support the continued development of Chief Master Sergeants. Although these assignment policies are comparable with other senior leader assignments and development methods, they are managed differently than other enlisted grades. Additional information can be found on the Air Force Portal, the Senior Leader Career Management System Guide, and the Chief Master Sergeant Information Handbook.

10.9. Deferments

Deferments may be authorized in most grades and AFSCs to maintain an equitable assignment system and also support the need for stability in certain organizations or functions. Deferments are normally approved to preclude an Airman's PCS while suitability to remain on RegAF status is evaluated or during a period of observation or rehabilitation. Deferments also exist for such things as completion of an educational program or degree, witness for a court-martial, accused in a court- martial, control roster, Article 15 punishment, base of preference program, retraining, or humanitarian reasons.

Humanitarian Reassignment or Deferment. Humanitarian reassignments or deferments help Airmen resolve severe short-term problems involving a family member. The problem must be resolvable within a reasonable period of time (normally 12 months); the Airman's presence must be considered absolutely essential to resolve the problem; and the Airman must be effectively utilized in their control AFSC at the new assignment. Family members under the humanitarian program are limited to spouse, children, parents, parents-in-law, and those people who have served "in loco parentis." A person "in loco parentis" refers to someone who has exercised parental rights and responsibilities in

place of a natural parent for at least five years before the Airman's or spouse's 21st birthday, or before the Airman's entry to the RegAF, whichever is earlier. While brothers and sisters are not included in the definition of family member for humanitarian consideration, a request involving a brother's or sister's terminal illness will be considered as an exception to policy.

Exceptional Family Member Program Reassignment or Deferment. The Exceptional Family Member Program (EFMP) is based on an Airman's need for special medical or educational care for a spouse or child that is required long-term or permanent. This program is not a base-of-choice program. Assignment decisions are based on manning needs of the Air Force at locations where the special medical or educational needs for a spouse or child can be met. The Air Force's commitment and responsibilities under the EFMP requires mandatory enrollment and identification of exceptional family members. Under the EFMP, an Airman may receive a reassignment if a need arises for specialized care that cannot be met where currently assigned. A deferment from an assignment may be provided for a newly identified condition if the Airman's presence is considered essential. The purpose of such a deferment is to allow the Airman time to establish a special medical treatment program or educational program for the exceptional family member. When granted, the initial period of deferment is usually 12 months, after which an Airman may be reconsidered for a PCS, if otherwise eligible.

Educational Deferment. Airmen who have not yet been selected for a PCS may request deferment from assignment selection when they have nearly completed a vocational program or college degree requirements.

High School Senior Assignment Deferment Program. Senior Master Sergeants and below, and officers up through Lieutenant Colonel, may apply for a one-year assignment deferment to accommodate dependent graduations from high school. Back-to-back deferments may be possible, and military married to military spouses may also apply. As in all situations, however, the needs of the Air Force will come first and will be the determining factor in granting deferments. Requests will be considered on a case-by-case basis, and deferments will be approved where possible.

Dependent Care and Adoption Deferment. All Airmen ensure dependent care arrangements are made in the event of temporary duty or PCS. Military couples with dependents and single Airmen sponsors are expected to fulfill their military obligations on the same basis as other Airmen. They are eligible for worldwide duty and all assignments for which they qualify. To ensure all Airmen remain available for worldwide duty, they must have workable plans to provide parent-like care for their dependents as outlined in DoDI1342.19_DAFI36-2908, *Family Care Plans*. Airmen who cannot or will not meet military commitments due to family needs will be considered for discharge. Airmen adopting children are given a limited time to complete the official adoption process and facilitate bonding. Airmen may be authorized deferment during the six-month period following the date a child is officially placed in the Airmen's home.

10.10. Expedited Transfers

The Air Force offers expedited transfers to eligible Airmen who file an unrestricted report for sexual assault, stalking, or other sexual misconduct (i.e., indecent viewing, visual recording, or broadcasting; forcible pandering; indecent exposure) with assistance from the Sexual Assault Prevention and Response Office, the Family Advocacy Program Office, the Victim and Witness Assistance Program in the installation's Legal Office, or their commander. The Air Force offers expedited transfers to Airmen whose adult military dependent makes an allegation of non-domestic abuse sexual assault with the Sexual Assault Prevention and Response Office if the victim has filed an unrestricted report and

the alleged sexual assault offender is a service member or if the alleged offender or alleged sexual assault has a military nexus (e.g., adult military dependent, works for DoD as a civilian employee (appropriated and non-appropriated fund employees, or is a government contractor)), or the alleged sexual assault occurred on a DoD installation or facility. The Air Force also offers expedited transfers to eligible Airmen who are victims of physical domestic violence committed by the spouse or intimate partner of the victim. Airmen may request an expedited transfer with assistance from the installation Family Advocacy Program Office, Sexual Assault Prevention and Response Office, the Victim and Witness Assistance Program in the installation's Legal Office, or their commander.

To enhance protection for the sexual assault victim, potential reassignment of the alleged offender shall be considered by the vice wing commander (or equivalent), balancing interests of the sexual assault victim and the alleged offender. An Airman (victim or alleged offender) will generally only be delayed from departing for a PCS when they are required to remain for completion of a criminal or disciplinary investigation or action in which they are the subject. All assignment action codes must be removed from the Airman's personnel file to facilitate PCS eligibility. Retraining or cross-flow actions will be considered under this program on a case-by-case basis as the goal for transferring the Airman is to process a timely reassignment with minimal disruption to an Airman's career and family.

Section 10B—Occupational Codes

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 10—ASSIGNMENTS AND OCCUPATIONAL CODES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 10B—Occupational Codes	A	B	B	C	C

10.11. Career Field Occupational Codes

The military personnel classification system is designed to match personnel qualifications with job/career field requirements. DAFMAN 36-2100 provides examples and notes regarding officer and enlisted Air Force Specialty Codes (AFSC). AFSC are structured with four (officer) and five (enlisted) digits/characters that indicate specific identifiers within the military classification structure, as shown in **Table 10.1.**

DIGIT	OFFICER AFSC	ENLISTED AFSC
First	**Career Group** 1-Operations; 2-Logistics; 3-Support; 4-Medical or Dental; 5-Legal or Religious Affairs; 6-Acquisition or Finance; 7-Special Investigations; 8-Special Duty Identifier; 9-Reporting Identifier	
Second	**Utilization Field** Example: 11 - Operations, Pilot	**Career Field** Example: 2T - Logistics, Transportation and Vehicle Management
Third	**Functional Area** Example: 11B - Operations, Pilot, Bomber Pilot	**Career Field Subdivision** Example: 2T3 - Logistics, Transportation and Vehicle Management, Vehicle Management
Fourth	**Qualification Level** 1 - Entry (any AFSC) 2 - Intermediate (is only for AFSCs so designated in the AFOCD) 3 - Qualified (any AFSC) 4 – Staff (Staff level relates only to functional responsibility in positions above wing level.) Example: 11B4 - Operations, Pilot, Bomber Pilot, qualified and serving in a staff position above wing level	**Skill Level** 1 - Helper 7 - Craftsman 3 - Apprentice 9 - Superintendent 5 - Journeyman 0 - Chief Enlisted Manager (CEM) Example: 2T37 - Logistics, Transportation and Vehicle Management, Vehicle Management Craftsman
Fifth	**N/A**	**Specific AFSC** Example: 2T372 - Logistics, Transportation and Vehicle Management, Vehicle Management Craftsman, Special Vehicle Maintenance
Alpha Prefix	An ability, skill, special qualification, or system designator not restricted to a single AFSC. Example: Instructor	
Alpha Suffix (shred out)	Positions associated with particular equipment or functions within a single specialty.	

Table 10.1. Air Force Specialty Code Classification System.

10.12. Air Force Enlisted Classification Directory (AFECD)

The AFECD is the official guide to the Air Force enlisted classification codes, and the Air Force Officer Classification Directory (AFOCD) is the official guide to the Air Force officer classification codes. Both directories serve very similar purposes. The AFECD establishes the occupational structure of the enlisted force, primarily for use by personnel officials and agencies engaged in procurement,

classification, and training of Air Force members in a manner that permits enlisted personnel to specialize and develop their skills and abilities while allowing the Air Force to meet changing mission requirements. The AFECD is organized in numerical/alphabetical order according to career field and AFSC. Each career field is described in the AFECD, followed by a breakdown of each AFSC within that career field. Career fields are classified in the following manner: Operations (1X), Logistics (2X), Support (3X), Medical (4X), Paralegal and Religious Affairs (5X), Contracting and Financial (6X), Special Investigations (7X), Special Duty Identifiers (8X), and Reporting Identifiers (9X). **Note:** Reporting Identifiers (9X) identify authorizations and individual enlisted Airmen who are not identifiable in the classification structure and for whom specialty descriptions are not written, as provided in the AFECD.

Aircrew Operations Career Field (1A). The aircrew operations career field encompasses the pre-flight, in-flight, and post-flight duties of inspecting, training, directing, and performing combat, mobility, and special operations pertinent to enlisted primary aircrew activities. This career field includes numerous responsibilities, such as performing in-flight air refueling responsibilities; operating aircraft systems; receiving and placement of cargo and passengers; computing aircraft weight and balance; operating airborne communications; managing airborne signals intelligence information systems; and performing identification, acquisition, recording, translating, analyzing, and reporting of assigned voice communications.

Cyber Warfare Career Field (1B). The cyber warfare career field encompasses functions to develop, sustain, and enhance cyberspace capabilities to defend national interests from attack and to create effects in the cyberspace domain to achieve national objectives. Conducts operations using established tactics, techniques, and procedures to achieve service, CCMD, and national objectives.

Command and Control Systems Operations Career Field (1C). The command and control systems operations career field encompasses the functions involved in aerospace surveillance and aerospace vehicle detection, including missile warning systems, controlling, and plotting. This career field includes control tower, airfield, and airways management; ground-controlled approach procedures; operation and maintenance of ground radar and related equipment; operations systems management; command and control functions; electronic warfare countermeasures; close air support, tactical air reconnaissance, and airlift mission requests; assisting forward air controllers in tactical air missions; and providing interim terminal strike control for forward air controllers.

Cyber Defense Operations Career Field (1D). The cyber defense operations career field manages and performs Defensive Cyber Operations and cyber functions (DoDIN operations) in garrison and in deployed environments. Surveys, secures, protects, defends, preserves, designs, builds, operates, and extends data, networks, net-centric capabilities, and other designated systems. Incorporates talent management by ensuring the right Airmen are assigned to the right assignment at the right time. Cyber, communications and Information Technology capabilities critically underpin all Air and Space Force core missions. The delivery of operationally focused governance and investment to drive sustainability and reliability for this domain is a warfighting necessity. This drives the DAF forward with real actions which enables modernizing and achieving the cyber posture required to meet pacing challenges. This fully mission capable model develops Airmen that can complement multiple work roles and build technical experts by using the advanced competency levels through the Occupational Competency Model referenced in the CFETP available on e-pubs.

Aerospace Physiology Career Field (1H). The aerospace physiology career field manages physiological functions and activities. Performs in-flight duties as a Non-Career Enlisted Aviator (non-CEA). Performs aircrew functions and other mission specific qualification in-flight duties to include the airdrop of personnel and equipment/cargo. Operates and monitors aircrew breathing and personnel oxygen systems. Develops a thorough understanding of Human Factors principles and fundamentals,

analytic methods and techniques, performance processes, system design, sensation and perception, and cognitive psychology. Operates and maintains aerospace physiology training devices included but not limited to altitude chambers, spatial disorientation trainers, reduced oxygen breathing devices (ROBD), centrifuge, unaided night vision trainers, Hypoxia Familiarization Trainers, and Parachute Operations Hypoxia Familiarization Trainers. Instructs and observes personnel for physiological symptoms on simulated flights to altitude. Instructs in a classroom and manages Aerospace Physiology assets. Trains aviators and parachutists in subjects related to physiology, to human factors, and aviation safety. Other areas of responsibility include personal parachute program participation, Aerospace Physiology team training, High Altitude Intelligence Reconnaissance and Surveillance (HAISR) support program, and fighter aircrew acceleration Training. The hazards of high altitude and the dynamic mission and training environment demand a high degree of attention, focus, professionalism, knowledge, skill, discipline, coordination, and stress management to carry out related duties successfully and safely.

Intelligence Career Field (1N). The intelligence career field encompasses functions involved in collecting, producing, and distributing data that have strategic, tactical, or technical value from an intelligence viewpoint. This field includes functions necessary to maintain information security and language translation and interpretation. **Note:** Excluded from this career field are collecting, collating, interpreting, and distributing general information of primary concern to other career fields.

Aircrew Flight Equipment Career Field (1P). The aircrew flight equipment career field encompasses functions that enhance aircrew performance through the proper equipment integration of the human and the aircraft. Aircrew flight equipment personnel issue, fit, repair, and maintain human-side flight equipment; instruct aircrew on the proper use and care of aircrew flight equipment under normal, contingency, and emergency or high threat operations; and maintain and sets up aircrew contamination control areas and processes aircrew through the control areas.

Safety Career Field (1S). The safety career field encompasses functions relating to safety education and engineering; contractor and construction safety; mishap investigation and analysis and trends computations; operations and facilities evaluation, inspection, and survey; risk assessment; consultation with commanders, functional managers, supervisors, and employees; and safety education and awareness promotion at all levels.

Aircrew Protection Career Field (1T). The aircrew protection career field encompasses the functions involved in instructing aircrew and other designated personnel on the principles, procedures, and techniques of global survival; locating and penetrating incident areas to provide emergency medical treatment, survival, and evacuation of survivors; addressing factors involved with the impact of survival and recovery related life support equipment and regarding recovery, evasion, captivity, resistance to exploitation, and escape; instructing aircrew on environmental physiology and use and care of aircrew life support equipment; and issuing, fitting, inspecting, and minor repairing of aircrew life support equipment.

Remotely Piloted Aircraft Sensor Operator Career Field (1U). The remotely piloted aircraft (RPA) sensor operator career field encompasses functions involved in program formulating, policy planning, inspecting, training, and directing, and performing combat and operations related to crew position activities, sensor suite operations, and unit functionality. This career field includes employing airborne-based sensor systems to acquire, track, and monitor airborne, maritime, and ground objects. Qualified operators perform operational procedures in accordance with all special instructions and the unified combatant air tasking order. As a crewmember, the sensor operator provides assistance to aircraft pilots for aircraft employment and conducts continuous monitoring of aircraft weapon and flight status.

Remotely Piloted Aircraft Pilot Career Field (1U1). The remotely piloted aircraft (RPA) pilot career field encompasses all functions performed by the RPA pilot for RPA flying operations, including intelligence, surveillance, and reconnaissance; combat support; and training missions. The career field encompasses functions involved in program formulating, policy planning, inspecting, training, directing, and performing combat and operations related to crew position activities and unit functionality, to include providing assistance to aircraft pilots for aircraft employment and conducting continuous monitoring of aircraft weapon and flight status.

Weather Career Field (1W). Individuals in the weather career field collect, analyze, predict, tailor, and integrate weather and space environmental information, including forecasts of conditions, to provide decision-quality information on environmental impacts to service, joint, and coalition operations. They operate meteorological equipment; employ computer workstations to interrogate atmospheric and space weather conditions based on observations, terrestrial and space sensing instruments, weather radars, data, and imagery from geostationary and polar orbiting satellites; and forecast data provided by military, national, and international weather centers. Air Force weather personnel are attached or assigned to service, joint, or coalition conventional and special operations at garrison and expeditionary locations worldwide.

Special Warfare Career Field (1Z). The special warfare career field specialties included in the Special Warfare Career Field form the Air Force's premier ground maneuver element. The Airmen of Special Warfare are employed across the spectrum of conflict to extend Air Force air power and enhance its lethality. They operate within the Joint and Combined Force to build partnerships, develop asymmetric advantages, and engage the enemy inside its own region. They provide the connective tissue required to bind multiple domains; focusing the integration of air, space, cyber and land issues through the lens of airpower from the ground up and delivering distinctive capability and expertise in any operating environment with unequaled lethality, accuracy, responsiveness, flexibility, and persistence. This career field includes the functions and activities of global access, precision strike and personnel recovery.

Aerospace Maintenance Career Field (2A). The aerospace maintenance career field involves several responsibilities, to include installing, maintaining, calibrating, and repairing avionics equipment, avionics guidance and control systems; communication and navigation systems; airborne communications, early warning radar, and electronic warfare equipment; and avionics support equipment. The career field is responsible for aircrew egress, fuel, pneudraulic systems, aerospace ground equipment, aerial delivery parachutes, and aerospace material parts, and pressurized systems. The career field's responsibilities include helicopters, turboprop aircraft, propeller aircraft, and jet aircraft. The career field is also responsible for fabricating, molding, shaping, cutting, and joining metals; forming plastic articles; maintaining and repairing fiber-glass- covered aircraft control surfaces; inspecting and preserving aircraft parts and materials; and engaging in corrosion control for missile, aircraft, and support systems. **Note:** Excluded from this career field are the corrosion control and sheet metal functions associated with civil engineer areas of responsibility. Also, excluded from this career field are those functions associated with maintaining skid-mounted cryogenic storage containers.

Fuels Career Field (2F). The fuels career field encompasses operating, maintaining, and managing petroleum fuel systems and activities including the entire spectrum of requisitioning, accounting, receiving, storing, dispensing, and testing of aviation and ground fuels, cryogenics, missile propellants, and alternative fuels. Mobile refueling vehicles or equipment along with installed mechanical fuel systems are used to receive or distribute aviation and ground fuels. All operations encompass environmental protection and energy conservation practices.

Logistics Plans Career Field (2G). The logistics plans career field encompasses managing, administering, and operating logistics planning systems and activities supporting the expeditionary

combat support principles of preparing the battle space, as well as readying, positioning, employing, sustaining, and recovering the force. Included in this career field are formulating, developing, evaluating, and monitoring logistics plans systems for planning, policies, and programs for executing Air Force or joint service missions. Guidance and procedures are used for interpreting and implementing current, intermediate, and long-range plans, policies, and programs.

Missile and Space Systems Maintenance Career Field (2M). The missile and space systems maintenance career field encompasses the skills, functions, and techniques used to acquire, activate, assemble, transport, install, and maintain missiles and subsystems; acquire, activate, and supervise assembly, transportation, maintenance, inspection, modification, and launch processing of space lift boosters, satellites, and subsystems; assemble, operate, fabricate, install, test, and troubleshoot specialized research and development systems and subsystems; as well as acquire, activate, inspect, maintain, repair, calibrate, modify, and manage these actions on related missile, space lift booster, satellite, and facilities, support systems, test equipment, and subsystems.

Precision Measurement Equipment Laboratory Career Field (2P). The precision measurement equipment laboratory career field provides maintenance, modification, repair, calibration, and certification for test, measurement, and diagnostic equipment. It also implements methods and procedures for managing the Air Force Metrology and Calibration (AFMETCAL) Program as established and directed by DAFMAN 21-113, *Air Force Metrology and Calibration Program Management*. AFMETCAL is a composite of measurement standards and equipment, users, calibration data, and integrated planning to provide a disciplined program to ensure reliability, accuracy, and traceability of systems, subsystems, and equipment.

Maintenance Management Career Field (2R). The maintenance management systems career field includes planning and scheduling aircraft, missiles, and associated equipment; operating and maintaining the management information system; and collecting, analyzing, and presenting maintenance data in maintenance organizations. Such organizations include aircraft, missile, avionics, communications, electronics, and munitions maintenance.

Materiel Management Career Field (2S). The materiel management career field encompasses managing, controlling, and operating materiel management systems associated with specified classes of supply. This field includes functions of designing, developing, analyzing, and operating materiel management systems; requirements determination and computation; operating and managing materiel storage warehouses; equipment review and validation; records maintenance; inventory and distribution control; inspection and identification of property; and assisting commanders in maintaining accountability of assigned readiness spares and equipment. **Note:** Excluded from this field are managing defense reutilization and marketing offices, and operation and maintenance of organizational, tool cribs, equipment custodial responsibilities, and other duties not related solely to providing materiel management capability.

Transportation and Vehicle Management Career Field (2T). The transportation and vehicle management career field encompasses transportation functions involving traffic management, air transportation, ground transportation, and vehicle management. Traffic management, air, and ground transportation functions take part in moving personnel, materiel, and household goods by military and commercial transportation activities. Included are freight and baggage on military aircraft and vehicles; scheduling transportation of personnel and materiel; briefing and caring for passengers on military aircraft; arranging for commercial transportation of personnel, materiel, and household goods; vehicle servicing and inspections; supporting distinguished visitors, contingency and crisis response; special event transportation; administering the DoW official use program; and installation driver qualification and licensing programs. Vehicle management functions entail management of assigned vehicle fleets, including inspecting, repairing, and maintaining vehicles and vehicular equipment;

vehicle body maintenance, repair, and refinishing; vehicle maintenance and fleet management analysis; and related functions. **Note:** Excluded from this career field are maintaining aerospace ground equipment used in direct support of aircraft and missiles and maintaining fixed power production equipment. Also excluded are functions of scheduling, clearing, and dispatching aircraft.

Munitions and Weapons Career Field (2W). The munitions and weapons career field includes inventory management, loading nonnuclear munitions and solid propellants; and handling and loading nuclear munitions and guided aircraft missiles and rockets. It includes installing, maintaining, and repairing aircraft munitions release and monitor systems, bomb racks, shackles, aircraft machine guns, and cannons; and assembling mechanical components of guided aircraft missiles and rockets. It also includes mechanical, electrical, electronic, and high explosive components of nuclear weapons and warheads, air launched missiles, reentry vehicles, associated test equipment, and radiological survey instruments. Included in this field are functions of testing mechanical, electrical, and electronic components for acceptance; installing, operational checking, and repairing weapons, warheads, air launched missiles, missile turbojet engines, and reentry vehicle components; surveying and plotting radiation hazards; using and maintaining specialized radiac instruments; munitions disposal activities; ensure compliance with environmental directives; and technical escort functions associated with chemical munitions.

Cyberspace Support Career Field (3D). The cyberspace operations specialty (3D0) encompasses knowledge operations management, cyber systems operations, cyber surety, and computer systems programming. Responsibilities include data and information assets and technologies; cyber networked systems and applications; information technology and telecommunications resources, and protection of clients, networks, data/voice systems and databases from unauthorized activity; application software systems, and relational database systems critical to warfighting capabilities. The cyberspace systems specialty (3D1) encompasses client systems, cyber transport, radio frequency transmission systems, spectrum operations, and cable and antenna systems. Responsibilities include network and cryptographic client devices; transmission devices; electromagnetic spectrum requirements; satellite, wideband communications, telemetry, instrumentation systems, and command and control (C2) capabilities in support of tactical and strategic operations.

Civil Engineer Career Field (3E). The civil engineer career field encompasses mechanical and electrical activities to install, operate, maintain, and repair base direct support systems and equipment, electrical facilities, electrical power generation and distribution, heating and ventilation, air conditioning, as well as refrigeration systems, equipment, and their controls. Responsibilities include structural facilities, pavement areas, railroads, soil bases, erosion control, heavy equipment, and operations functions. Additional responsibilities include utilities systems, fire protection, explosive ordnance disposal, readiness activities, and day-to-day operations requiring establishing, training, and equipping a disaster response force. The civil engineer career field is a contingency related career field. Personnel serving in this career field may participate in recovery operations as a result of natural and manmade disasters or be subject to deployment and employment in hostile environments created by terrorism, sabotage, or chemical, biological, or conventional warfare. Individuals should have knowledge of contingency skills, such as first aid procedures, field sanitation and hygiene, work party security, repair, and construction methods, beddown procedures, personal weapons, chemical warfare defense, and explosive ordnance reconnaissance. **Note:** Excluded from this career field are functions of maintenance and repair of ground support equipment that are included in the aerospace maintenance career field (2A) and medical care of injured personnel (other than emergency first aid) which is included in the medical career field (4X).

Force Support Career Field (3F). The force support career field sustains and builds ready and resilient Airmen with a wide array of installation support in personnel, military equal opportunity,

education and training, manpower, and services functions and activities. Force support responsibilities include personnel functions, program management, military equal opportunity functions, education and training activities, and manpower and organization functions. The services career field also sustains and builds ready and resilient Airmen with a wide array of installation support functions, to include morale, welfare, recreation, and sustainment services activities, dining facilities, lodging facilities, fitness and recreation programs, facility management, mortuary affairs administration, installation search and recovery teams, fitness evaluations, training and advising for unit fitness program managers and physical training leaders, fitness improvement training programs, contract officer representative functions, information management systems, and community commons and recreational programming.

Talent Acquisition Career Field (3G). Organizes and conducts programs to recruit sufficient personnel to satisfy the requirements of the Air Force.

Historian Career Field (3H). The historian career field encompasses activities to document the official record of Air Force activities and operations. Historian personnel are involved in researching, writing, editing, and organizing historical data; maintaining historical files and repositories; conducting interviews; historical studies; documenting important deliberations and decisions; and deploying to meet operational contingency and wartime requirements to document significant events and submit historical reports.

Public Affairs Career Field (3N). The public affairs career field provides professional, trained communication practitioners to support Air Force leaders and managers for planning, training, executing, and reporting. It encompasses the total spectrum of Air Force human communication activities, including the photojournalist, broadcaster, and band career fields. All print and electronic communication media are used along with interpersonal communication techniques. The functions involve photo, print, radio, television, video, music, community engagement, and media operations. They are designed to facilitate communication flow between the Air Force and the general public, as well as RegAF members and their families, Reserve Components, and civilian employees.

Security Forces Career Field (3P). The security forces career field performs force protection duties. Security forces duties require the use of force, up to and including the use of deadly force. Security forces duties ensure combat capability through the functions of installation security, nuclear and conventional weapon systems and resources security, air base defense, law enforcement, information security, military working dog activities, and combat arms training and maintenance. Personnel in this career field will be deployed and employed in sensitive or hostile environments created by terrorism, sabotage, nuclear, chemical, biological, or conventional warfare. Security force members perform the military police function within the Air Force.

Medical Career Field (4X). The medical career field encompasses functions involved in operating both fixed and tactical medical facilities and sub-professionally caring for and treating authorized personnel. This career field includes aeromedical activities, aerospace physiology, and specialized medical services including ophthalmology, otorhinolaryngology, orthopedics, urology, allergy and immunology, optometry, nuclear medicine and cardiopulmonary techniques, electroencephalographic studies, physical therapy, occupational therapy, orthotics, operating room, mental health services, radiology, medical laboratory, histopathology, cytotechnology, pharmacy, diet therapy, medical administration, medical materiel, bioenvironmental engineering, and environmental medicine. All personnel of the Air Force medical service must have knowledge of and be proficient in military sanitation and first aid procedures, be proficient in operation and first echelon maintenance of all equipment used by the respective Air Force specialty and must be familiar with improvisation and conversion methods of fixed types of medical equipment for tactical use. **Note:** Excluded from this

career field are dental and rescue and survival functions. These functions are included in the dental career field and protection career field.

Dental Career Field (4Y). The dental career field provides paraprofessional support in the delivery of dental health care to authorized beneficiaries both in-garrison and in a deployed environment. This includes assisting in general dentistry, oral, and maxillofacial surgery, prosthodontics, endodontics, periodontics, orthodontics, and pediatric dentistry. In addition, services are provided in dental radiology, preventative dentistry, dental laboratory, and office administration/practice management.

Paralegal Career Field (5J). Paralegals provide full-spectrum legal support under the supervision of an attorney in compliance with American Bar Association Standards and the Air Force Rules of Professional Conduct. Paralegals provide legal services to commanders, service members and other eligible beneficiaries as authorized by Congress; prepare, review, execute, and maintain legal documents, including but not limited to powers-of-attorney, wills and notaries; investigate claims filed for and against the Air Force; conduct legal research and draft legal reviews in the military justice, civil law, operational and international law domains; provide investigative assistance for the government, defense or victim(s) during military courts-martial, boards or other forums as directed. As Air Force leaders, paralegals are expected to provide critical analysis and problem solving on an array of legal issues to ensure commanders have mission-driven legal support that enables successful operations.

Religious Affairs Career Field (5R). The religious affairs career field builds a culture of spiritual care and facilitates the free exercise of religion for Air Force members, their families, and other authorized personnel. As experts in principles of religious assortment, accommodation, major faith group requisites, privileged communication, and religious program management, religious affairs advises leaders at all levels on religious accommodation, ethical, moral, and morale issues. As the enlisted component of religious support teams, religious affairs personnel are uniquely trained in crisis intervention to include intervention counseling in moments of crisis, response to crises, and suicide prevention/intervention. In addition, they are actively engaged and intentionally integrated into unit engagement plans to include unit meetings, commander's calls, training with the unit, and other unit activities. They are also trained in religious support to hospitals and mortuaries. Religious affairs meets the needs of military communities by managing religious programs and providing administrative, financial, and facility support. They recruit, train, and organize volunteers for specific religious ministries. Religious affairs brings credit, pride, and honorable distinction to the Air Force and its chaplain corps.

Contracting Career Field (6C). The contracting career field encompasses the purchasing of equipment, supplies, services, and construction through negotiation and formal advertising methods. This field involves soliciting bids; preparing, processing, awarding, and administering contractual documents; maintaining records of obligations, bid deposits, and miscellaneous purchasing transactions; and providing for contract repair services. Contracting tasks also include recognizing, coding, interpreting, and using automated products; providing input and making analysis of output generated by the base contracting automation system; and inspecting and evaluating contracting activities.

Financial Career Field (6F). The financial career field involves receiving, disbursing, and accounting for public funds; appropriation and expense, working capital, and real property accounting, including reporting, and analyzing costs of programs and operations; formulating, executing, and analyzing financial programs; and examining and verifying all Air Force financial and management operations. Tasks include collecting, processing, recording, controlling, analyzing, and interpreting special and recurring reports, statistical data, and other information pertaining to personnel, training, supply, aircraft, costs, operations, equipment, facilities, maintenance, organization, programs, progress, and

related subjects under conditions ranging from normal operations to actual conflict. It also covers utilizing financial management decision support techniques, conducting comparative analysis, and preparing analytical summaries for use in managing command resources, including personnel, materiel, time, and money. **Note:** Excluded from this career field are the functions involved in maintaining supply records and accounting for requesting, receiving, and issuing Air Force equipment and supplies.

Special Investigations Career Field (7S). The special investigations career field encompasses functions involved in performing the criminal, economic crime, environmental crime, computer crime, counterintelligence, counter threat, force protection, and personnel suitability investigative mission, as well as the conduct of the technical services and special inquiries mission within the Air Force. It includes the conduct of investigations of major criminal violations of the Uniform Code of Military Justice and other federal, state, local, and international laws. These include serious crimes against persons, economic crime, and fraud (with emphasis on the procurement and disposal of government property), computer crime (intrusions and hacking), environmental crime, espionage, sabotage, terrorism, and subversion. Additionally, special investigation agents perform protective service operations, conduct psychophysiological detection of deception (polygraph) examinations, process crime scenes, conduct deployed outside-the-wire counter threat operations, and may be called upon to investigate other matters deemed as special inquiries. **Note:** Excluded from this career field are functions of air intelligence to prevent strategic, tactical, or technological surprise and to support planning and conducting air operations. These functions are included in the intelligence career field.

10.13. Air National Guard (ANG) Strength Management

ANG strength management organizes and conducts programs to recruit and retain sufficient personnel to satisfy the requirements of the ANG. Responsibilities covered in this section are not applicable to the RegAF or Air Force Reserve.

Production Recruiter Retainer. The production recruiter retainer (PRR) conducts ANG recruiting and retention programs under the strength management team structure. PRRs organize and execute programs to enlist/appoint and retain quality personnel to satisfy strength requirements of the wing and state. PRRs review eligibility factors and counsel applicants for direct job placement into ANG units. They are responsible for interviewing, screening, testing, and evaluating applicants from all sources to achieve recruiting goals and developing assigned recruiting zone information sources in securing names of potential enlistment prospects. PRRs assist with updating unit vacancy reports while coordinating with in-service recruiters to maximize RegAF Palace Front/Palace Chase Programs, make presentations to students, maintain records, and prepare enlistment case files on ANG enlistees. PRRs inform interested persons of military obligations, Airman career structure, education and training opportunities, and other military benefits and entitlements. PRRs initiate strategic plans for assigned zone in accordance with National Guard Bureau (NGB) guidance and periodically review for most effective implementation; assist the recruiting and retention manager; proactively work with unit members to ensure retention efforts are properly executed; implement publicity programs for assigned recruiting zones; and plan and coordinate sales promotional projects using available media to include press, radio, and television presentations. PRRs present ANG orientations to civic, social, educational, and student organizations; distribute advertising and publicity materials to places frequented by persons of military age; provide and explain literature to persons of military age to stimulate interest in the ANG; and conduct community relations programs for assigned recruiting zones. PRRs coordinate center of influence events in accordance with NGB guidance and assist and participate in special events, such as state and municipal ceremonies, exhibits, fairs, parades, and sporting events. PRRs plan for and accompany groups on tours of ANG installations and establish and maintain contact with high school, college, business, and industry officials to enhance the prestige of the ANG in the

community.

Recruiting Retention Manager (RRM). The recruiting retention manager (RRM) develops annual unit recruiting plans, to include goals and objectives, recruiting activities, advertising initiatives, and financial planning under the strength management team structure per NGB guidance. RRMs serve as the primary recruiting and retention on-the-job trainer for PRRs; maintain training records, conduct training for all assigned PRRs; supervise all wing PRRs; and coach assigned PRRs. RRMs review all PRR accession process actions for accuracy, ensure PRRs understand how to properly review applicant eligibility factors, and oversee applicant processing to ensure proper placement of prior and non- prior service applicants into the wing/unit. RRMs assist state recruiting and retention superintendents (RRS) in establishing local recruiting and retention production standards based on unit strength requirements. RRMs serve as the primary or alternate resource advisor for the operations and maintenance wing funds and provide input for execution of local advertising program funds; ensure Air Force Recruiter Information Support System-Total Force (AFRISS-TF), Defense Manpower Data Center (DMDC), and Military Personnel Data System (MilPDS) are utilized to their full capabilities by all recruiting and retention personnel; manage office administration as the point of contact for all wing recruiting and retention activities; coordinate monthly with co-located RRMs and the unit manpower document monitor to identify current and projected vacancies; provide recruiting and retention statistics and analyses to the wing commander monthly or quarterly (as appropriate) in coordination with the RRS; inform RRS of recruiting and personnel force management issues and concerns and route all issues requiring NGB involvement through the RRS; establish recruiting zones for PRRs for accountability purposes and tracking per NGB guidance; ensure state RRS and NGB recruiting and retention goals are met; assign production goals to PRRs; and ensure recruiting efforts reflect NGB initiatives and meet state and wing strength requirements to include mirroring the local demographics. RRMs are responsible for inputs and updates to the recruiting and retention admin website, as required; utilizing local recruiting advertising support, develop local awareness publicity programs using media, such as direct mail, press, radio, and television presentations; managing center of influence events in accordance with NGB guidance; providing marketing support to assigned recruiters; and developing marketing information sources. RRMs plan and conduct recruiter marketing training; conduct training and evaluate PRRs oral and film presentations; serve as the liaison between unit commanders and state military officials; and assist the state RRS in the management and implementation of the local recruiting advertising support state budget.

Recruiting Retention Superintendent (RRS). The recruiting retention superintendent (RRS) is responsible for managerial oversight of all state ANG recruiting and retention strength management team programs; advises state command staff on all recruiting and retention issues, provides periodic updates on the status of all programs and offers recommendations concerning recruiting and retention related force management concerns; initiates, tracks, and manages state strategic recruiting and retention plans in accordance with National Guard Bureau (NGB) directives and reviews periodically; and manages state recruiting and retention team manpower to meet mission requirements. RRSs provide all manpower requests to NGB/RR and the career field functional manager; participate in the hiring process of all recruiting and retention personnel, and ensure applicants meet all mandatory eligibility criteria listed in the AFECD; maintain oversight of all recruiting and retention training programs for the state; oversee and manage advertising and marketing support provided to recruiters; plan and conduct recruiter advertising and marketing training; conduct training for recruitment; and assist the unit/wing RRMs in the management of the advertising and budget.

RRSs lead the Air National Guard recruiting programs, maintain contact with unit RRMs and NGB to ensure effective communication, education, and customer service; evaluate overall state retention programs; review AFRISS-TF and DMDC reports and data; ensure proper coordination between the Air Force liaison and military entrance processing station commanders and proper processing of ANG

applicants is accomplished; review flow and trend data of ANG applicants; oversee recruiting and retention operational matters and interpret recruiting directives for assigned units; oversee the recruiting and retention practices, production and training of subordinate recruiting and retention personnel; develop and maintain market data and allocate recruiting and retention goals; collect and monitor production reports of recruiting and retention activities; implement plans and procedures to record production flow and reporting; ensure proper distribution and use of advertising and publicity materials; and assist in policy development and timely implementation.

National Guard Bureau Recruiting and Retention (NGB/RR) Staff. The NGB/RR staff consists of ANG NCOs, superintendents, and managers who serve as subject matter experts in each of the programs used by state superintendents, RRMs, and PRRs. They plan, execute, evaluate, and train in all matters required; write policy and instruction pertaining to all areas of recruiting and retention; and assign all manpower involved. ANG in-service recruiters seek out qualified RegAF members who wish to join the ANG via the Palace Chase/Palace Front Programs and guide them through the process in coordination with the unit strength management team.

Section 10C—Special Duties

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 10—ASSIGNMENTS AND OCCUPATIONAL CODES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 10C—Special Duties	B	B	C	C	D

10.14. Enlisted Special Duties

Enlisted Airmen in the ranks of Staff Sergeant through Master Sergeant may have the opportunity to serve a developmental special duty position. Developmental special duties are identified as such due to their unique leadership roles and the Airman's responsibility to mentor and mold future leaders. To ensure the highest quality Airmen are assigned to these positions, the Air Force has implemented a nomination process. The nomination process provides commanders, through their respective major command, an opportunity to nominate their best Airmen to fill these critical positions while providing a developmental career path. Airmen nominated for a developmental special duty position must be the best in the Air Force and must be an ambassador and role model for Air Force core values and discipline. Special duty identifiers apply to authorizations for enlisted Airmen assigned to and performing an actual group of tasks on a semi-permanent or permanent duty basis.

Talent Management Consultant (SDI 8A100). Career assistance advisors serve as principal advisors to commanders and supervisors on force management and professional enhancement; assist commanders and supervisors in career counseling; advise Airmen on career progression and planning, monitor mandatory pay and benefits briefing programs; and conduct advertising and publicity programs. Career assistance advisors conduct briefings at informed decision seminars, professional enhancement courses, individual career counseling sessions, and First Term Airmen Centers.

Enlisted Aide (SDI 8A200). Enlisted aides perform tasks and details that, if performed by General or Flag Officers, would be at the expense of the officer's primary military and official duties. Duties relate to the support of military and official responsibilities of the General or Flag Officer and include assisting them in discharging their official DoW social responsibilities in their assigned position. The propriety of such duties is governed by the official purpose that they serve, rather than the nature of the duties. Specific duties of the enlisted aide rest solely on the needs of the General or Flag Officer and are tailored to the requirements of supporting the household.

Protocol (SDI 8A300). The primary purpose of the protocol position is to function as a protocol specialist and to provide expertise and support for all protocol matters. Protocol performs, manages, and directs protocol duties and responsibilities at assigned installation, wing, Numbered Air Force, major command, and HAF levels. Protocol provides support for distinguished visitors at all levels, including military, civilian, foreign equivalents, and transients; performs escort duties; plans and executes program itinerary visits, official ceremonies, and special events; and advises commanders and Air Force senior leaders at all levels on acceptable protocol practices for a variety of events.

Military Training Instructor (SDI 8B000). Military training instructors conduct basic military training for non-prior service Airmen, including those of the Air Reserve Forces and initial military training for cadets.

Military Training Leader (SDI 8B100). Military training leaders supervise all assigned service Airmen during technical training. This SDI includes Air National Guard and Air Force Reserve liaisons assigned to basic military and technical training locations. Military training leaders evaluate performance, military bearing, and discipline while scheduling and conducting military training functions.

Academy Military Training NCO (SDI 8B200). Academy military training NCOs lead, mentor, develop, and supervise Air Force Academy cadets. They serve as principal advisors to cadet squadron

leadership on all issues relating to cadets, exercise general supervision over assigned cadets, and provide military training.

Military and Family Readiness Center Readiness NCO (SDI 8C000). Readiness NCOs support the Military and Family Readiness Center overall functional mission to ensure programs and services are responsive to the needs of service members, DoW civilians, and their families; develop and provide personal and family readiness services related to pre- deployment, deployment/sustainment, redeployment/reintegration, and post deployment education and consultation to Total Force Airmen, Guardians, and their families; and develop, exercise, and implement disaster response support plans.

Language and Culture Advisor (SDI 8D100). Language and culture advisors serve as key advisors and consultants to commanders and supervisors on issues pertaining to foreign language and regional culture. They function as interpreter or translator, as required.

First Sergeant (SDI 8F000). First sergeants serve as the commander's advisor and critical link for matters concerning Airmen. They support the mission through interaction, support, and management of Airmen and families.

The Air Force Honor Guard (SDI 8G000). The Air Force honor guard special duty description covers the Air Force Honor Guard, located at Joint Base Anacostia-Bolling, Washington D.C. The Honor Guard represents the Air Force at ceremonies where protocol or customs dictate using an honor guard or military escort of this degree.

Air Force Installation Honor Guard Program Manager (SDI 8G100). This special duty description covers the installation honor guard program manager position, located at any Air Force installation that has a local honor guard requirement. The honor guard represents the Air Force at ceremonies where protocols or customs dictate using an honor guard or military escort.

Airmen Dorm Leader (SDI 8H000). Use this identifier to report the control, awarded, and duty specialty codes of individuals performing full time as a manager of Air Force unaccompanied housing facilities. The Airmen dorm leader is responsible for daily unaccompanied housing operations; mentoring residents and assisting them in their adjustment to military life; ensuring compliance with directives and military living standards; assessing good order and discipline; exercising general supervision over residents; managing facilities and campus areas; managing budget, program, and project identification and execution; managing basic allowance for housing transactions; and maintaining supplies and furnishing equipment for quality facilities.

Superintendent, Inspection General (SDI 8I000). The Superintendent, Inspector General (IG) advises the Inspector General at FOA/DRUs, wings and wing equivalents, MAJCOMs, and Headquarters Air Force on implementing the Air Force Inspection System (AFIS), Complaints Resolution, and the Commander's Inspection program (CCIP). They develop, establish and control methods and procedures to implement IG policies and program while providing oversight and policy guidance concerning IG programs, plans, requirements, management, education, and awareness initiatives.

Inspections Coordinator (SDI 8I100). The inspections coordinator operates at the wing, center, FOA, DRU, NAF and MAJCOM levels by coordinating inspection actions for all activities related to the Air Force Inspection System (AFIS). At the Wing/Center/FOA/DRU/NAF level, they are involved in planning, organizing, and executing a wide range of complex activities for the wing/center Commander's Inspection Program (CCIP), and the Exercise and Evaluation Program. At the MAJCOM level, they are involved in planning, organizing, and executing Unit Effectiveness Inspections (UEI), readiness assessments, and on-site visits.

Superintendent, Complaints & Resolutions (SDI 8I200). The superintendent of complaints and

resolutions advises the IG and commander on all activities related to the Complaints Resolution Program. The superintendent of complaints and resolutions also provides feedback, support, and assistance to the IG.

Courier (SDI 8P000). Couriers perform as custodians to safeguard U.S. Armed Forces courier material.

Defense Attaché (SDI 8P100). Defense attachés manage and maintain the defense attaché office budget and fiscal data and information files, coordinate U.S. Naval ship visits and military aircraft over-flight and landing clearances with host country officials, coordinate office support requirements with embassy officials, and perform office administrative and support duties according to Defense Intelligence Agency standards.

Enlisted Accessions Recruiter (SDI 8R000). Enlisted accessions recruiters organize and conduct programs to recruit sufficient personnel to satisfy the requirements of the Air Force. These members are responsible for interviewing, screening, testing, and evaluating applicants from various sources to achieve recruiting goals.

Second-Tier Recruiter (SDI 8R200). Second-tier recruiters organize and conduct programs to recruit sufficient personnel to satisfy the requirements of the Air Force. For RegAF, related duties include Health Professions Recruiter, Line Officer Accessions Recruiter, Military Entrance Processing Station (MEPS) Liaison NCO, Squadron Trainer, Squadron Operation NCO, Special Warfare Recruiter, MEPS Liaison Supervisor, HQ AF Recruiting Service (AFRS) and Recruiting Group staff and Air Force Recruiting School Schoolhouse Instructor. For AF Reserves, related duties include In-Service Recruiters (to include In-Service/Line Recruiters), Health Professions Recruiters, Officer Accessions Recruiters, Critical Skills Recruiters, and staff positions graded at E-7. For ANG, related duties include Advanced Recruiting. For entry into this SDI, prior qualification in SDI 8R000 with a minimum of 36 months of experience. 24 months experience for ANG only.

Third-Tier Recruiter (SDI 8R300). Third-tier recruiters manage and supervise programs to recruit sufficient personnel to satisfy the requirements of the Air Force. For RegAF, related duties include AF Personnel Center (AFPC) / Superintendent Enlisted Accessions Policy, Chief, Enlisted Accessions Policy/Career Field Manger, Air Staff Enlisted Accession Flight Chief, Officer Health Professions Flight Chief, Operation Supervisor, Senior Trainer, HQ AFRS and Recruiting Group Trainer, AFRS Inspector General, HQ AFRS Recruiter Screening Team, Classification, Squadron Superintendent, Group Superintendent, HQ AFRS Superintendent, AFRS Inspector General Superintendent, Air Force Recruiting School Schoolhouse Commandant, and AFPC Accessions Superintendent. For AF Reserves, related duties include Flight Chief, Accession Superintendent, Accessions and Program Policy, ARPC Recruiting Operations Superintendent, Career Program Manager, Chief of Training, Senior Enlisted Leader and CEM, Inspector General, Operations Branch Chief, Plans and Programs Branch Chief, Health Professions Flight Chief, Officer Accessions Flight Chief, and staff positions graded at E-8 or E-9. For ANG, related duties include Geographically Separate Unit (GSU) Advanced Recruiters graded at E-7, Flight Chief, Retention Office Manager, NGB staff and Recruiting School Schoolhouse Instructor, In-Service Recruiters, State Productions Superintendents, and NGB Statutory Tour positions.

Missile Alert Facility Manager (SDI 8S000). Missile facility managers perform routine equipment inspections and emergency operating procedures, respond to actions directed by the missile combat crew at the missile alert facility, and supervise daily activities at the facility.

Professional Military Education Instructor (SDI 8T000). Professional military education (PME) instructors develop and conduct PME programs for Airmen, NCOs, and SNCOs.

Enlisted Professional Military Education Instructional System Designer (SDI 8T100). Enlisted professional military education (PME) instructional system designers develop and conduct PME programs for Airmen, NCO, and SNCOs.

Unit Deployment Manager (SDI 8U000). Unit deployment managers are principal advisors to the organization commander on all issues related to deployment readiness and execution. They implement and execute commander-directed deployment actions for assigned personnel and cargo; monitor and maintain unit deployment readiness statistics; and implement commander, major command, and Air Force deployment readiness guidance. Unit deployment managers exercise general supervision over assigned squadron personnel in all matters related to deployment readiness and execution.

Chapter 11
PERSONNEL PROGRAMS AND BENEFITS

Section 11A—Benefits and Services

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 11—PERSONNEL, PROGRAMS, AND BENEFITS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 11A—Benefits and Services	B	B	C	C	C

11.1. Programs, Benefits, and Services

The DAF requires military members to be prepared to serve and support the mission at all times. To do this, there are a wide range of benefits and services to ensure military members and families are cared for, whether through pay and entitlements processes, family support programs, or secured military records. Throughout our careers, we as Airmen need to understand the benefits and services applicable to ourselves, as well as to subordinates, peers, and leaders in our chain of command. We need to take responsibility for ourselves and serve as good wingmen for others.

11.2. Information Accessibility

In 2000, the Air Force launched the Air Force Portal to simplify the way Airmen access information and improve the way we do business. The portal provides a single point of entry to web-based information, self-service applications, collaboration and networking tools, and combat support systems, many without requiring a separate user identification and password. Access to the portal is available from any internet-connected computer with a valid DoW public key infrastructure certificate, such as a common access card. Through the portal, users have access to myPay, Air Force Virtual Education Center, MyFitness, Virtual Military Personnel Flight, LeaveWeb, Assignment Management System, and the Air Force E-Publishing Website. On the Library and Resources link, users can access online periodicals, research information, and find valuable education and training materials.

11.3. Military and Family Readiness Center

Military and Family Readiness Center (M&FRC) support services are designed to assist commanders in assessing and supporting the welfare of the military and building a strong sense of community and support within the Air Force. The M&FRC supports mission readiness by helping Airmen and their families adapt to the challenges and demands of expeditionary operations and the military lifestyle. M&FRCs coordinate with unit leadership to assess unit strengths, resources, and concerns to help identify issues and trends that affect community readiness and personal preparedness by working with a wide range of civilian and military agencies. M&FRCs provide support for work/life issues and facilitate community readiness, resilience, and personal preparedness. Services offered by the M&FRC are briefly described here.

Personal and Work Life Program. The Personal and Work Life Program promotes community wellness and assists with the readiness and resiliency of the force. Services include intervention, prevention/enrichment consultation, and skill building education designed to enhance work-life competencies for individuals, couples, and families. Focus is on promotion, enrichment, and improvement of the balance between work and home to increase quality of life and resilience.

Commander's Key Support Program (CKSP). The CKSP is an official unit family readiness program designed to enhance readiness and establish a sense of community. This Commander's program promotes partnerships with the unit, the M&FRC, and community agencies.

Military and Family Readiness Centers (M&FRC)—Transition Assistance Program. The Transition Assistance Program (TAP) is congressionally mandated and executed by the M&FRC to provide Service members with the knowledge and skills to make informed decisions, be competitive in a global workforce, and be positive contributors to their community as they transition and reintegrate into civilian life. TAP has multiple components which must be completed prior to separation, retirement, or release from active duty: Individualized Initial Counseling, Pre-separation Counseling both required to be completed No Later Than (NLT) 365 days prior to separation, retirement, or release from active duty. Core Curriculum which includes DoD Day, Department of Labor Employment Fundamentals of Career Training and Veterans Affairs Benefits and Services workshops, at least one 2-day track from the following options: Employment, Education, Vocational, or Entrepreneurship and Capstone NLT 90 days prior to separation, retirement, or release from active duty which includes verification of transition plan and applicable required Career Readiness Standard deliverables.

Volunteer Resources. The Volunteer Resources Program collaborates with other base agencies for the purpose of referring Airmen, Guardians, spouses, and other family members for volunteer opportunities. Through this program, volunteers may be recognized by the Air Force Volunteer Excellence Award (VEA), a Chief of Staff of the Air Force (CSAF) level award. The VEA is a commander's program to recognize volunteer contributions in the local civilian community or military family community.

Military Family Life Counselors. The DoW-contracted Military Family Life Counselor Program provides Airmen and their dependents with confidential assistance for non- medical, short-term, solution focused counseling and briefings that augment counseling services provided by other agencies.

Exceptional Family Member Program. The Exceptional Family Member Program provides coordination of family support services on and off the installation to exceptional family members who have physical, developmental, emotional, or intellectual impairments or disabilities. Three components of support are medical, assignments, and family.

Air Force Families Forever. Air Force Families Forever facilitates long-term case management procedures and provides support for surviving family members of deceased Regular Air Force, U.S. Space Force, and Air Reserve Component, Airmen, and Guardians who died in an Active Duty, Inactive Duty for Training, or Annual Training status and whose relationship was established prior to the Airman/Guardian's death.

Voting Assistance Program. The Voting Assistance Program ensures service members and their families understand their right to vote via absentee ballot. M&FRC staff operate the Installation Voter Assistance Office and serve as Voting Assistance Officers, responsible for providing accurate nonpartisan voting information and assistance. More information about the Voting Assistance Program can be found in DAFI 36-3107, *Voting Assistance Program*.

Deployment Briefings. Personnel and family readiness pre-deployment briefings are mandatory for individuals with a firm deployment tasking of 30 or more days. The briefings educate Airmen, Guardians, and their families on all phases of deployment and critical aspects of reunion and reintegration. Spouses are welcome and encouraged to attend. The briefings include information on preparing for deployment; sustainment, support, and services for family members including extended family; and mandatory reintegration briefings and continuing services that help Airmen and Guardians prepare for reuniting with their families, friends, and communities, and for handling combat stressors.

Employment Assistance. Employment assistance supports Airmen and their families in achieving short- and long-term employment, referral for education and training, and development of career goals through employment skills counseling and skills development workshops to prepare customers for

careers in the private and public sectors. They also offer resources for self- employment, information on small business and entrepreneurial opportunities, and links to alternatives to paid employment, such as volunteerism and education.

Personal Financial Readiness Services. Personal financial readiness is an M&FRC program that offers information, education, and personal financial counseling to help individuals and families maintain financial stability and reach their financial goals. The program provides education to all personnel throughout the entire military life cycle. Mandatory financial readiness training is offered through the M&FRC by certified financial counselors. In addition to the mandatory training, Airmen and Guardians and their families can also learn financial basics such as budgeting, credit, large purchases, state or country liability laws, and local fraudulent business practices. Personal financial readiness services are free.

Military Child Education. Civilian and military school liaison officers partner to provide information, referrals, resources, and advocacy for the educational needs of military-connected students by assisting Airmen and families regarding local school districts and other educational options, as well as educating school personnel on the unique issues impacting military children.

Relocation Assistance. Relocation assistance provides pre-departure and post-arrival services, allowing members to make informed decisions and preparations for their moves. Referrals will include, but are not limited to temporary housing services, government or private home finding services, child care, medically-related services, spouse employment assistance, cultural and community orientation, schooling, legal assistance, personal property shipment, and information on educational and volunteer opportunities.

Crisis Support. Crisis support provides immediate, short-term information and referral to appropriate agencies or services to assist individuals and families facing crisis situations with support to the community before, during and after disaster, crisis, and or evacuation situations.

Casualty Assistance. Casualty Assistance Representatives (CAR) and survivor benefit plan counselors provide assistance and counseling on benefits offered by a wide variety of programs from the DAF, Department of Veterans Affairs, Social Security Administration, Internal Revenue Service, Department of Health and Human Services, as well as state and local agencies. When a casualty occurs, the Air Force will promptly notify the Primary Next of Kin (PNOK) and other named beneficiaries as appropriate based on a member's casualty status, in a dignified, professional, and timely manner. Additionally, in cases where the military member is declared deceased, Duty Status Whereabouts Unknown (DUSTWUN), or missing, the Air Force appoints a CAR to advise and assist the PNOK and beneficiaries you have identified. The CAR assists to meet very important timelines, such as delivering notifications within 12 hours of a casualty. Therefore, when an Airman's Record of Emergency Data (RED) is current and has up-to-date information, NOK and beneficiaries receive timely notifications. As a result, the RED and the Servicemembers' Online Election System (SOES) mentioned below are critically important for each Airman to understand, review, verify, and certify that they are up-to-date at least once a year or when a beneficiary's information changes.

Emergency Data (DD Form 93). Record of emergency data (RED) maintained initially on the DD Form 93 and ultimately input into the virtual record of emergency data (vRED) via vMPF enables Airmen to list those they wish to be notified should they become ill, injured, wounded, missing or deceased. Additionally, Airmen determine beneficiaries of Death Gratuity, Arrears of Pay, and designate the Person Authorized to Direct Disposition (PADD) of their remains. To update your vRED, log into vMPF: Select 'Personal Data' and then select 'Record of Emergency Data.' Service members are responsible for entering information, reviewing/submitting annually, or updating their vRED when there are life-changing events such as marriage, divorce, births, before deployments,

TDYs more than 30 days, and PCS. For more information go to myFSS and search, "Record of Emergency Data Associated Benefits." **Note:** There is no requirement for the PADD to be related to the deceased, however, the person you select to be the PADD should be aware of your wishes and that person should understand that they will be required to make decisions about what to do with your remains after death (embalming, funeral services, cremation, burial, etc.).

Servicemembers' Group Life Insurance Online Enrollment System (SOES). SOES is an enterprise solution developed by the DoW and the Veteran Benefits Administration. SOES is a self-service based data system that centralizes Servicemembers' Group Life Insurance (SGLI) and Family Servicemembers' Group Life Insurance (FSGLI) information into one authoritative system capable of providing consistent information to authorized users. SGLI provides up to $500,000 in life insurance coverage; FSGLI provides up to $100,000 in coverage for the spouse and $10,000 for dependent children. Service members can use the system to change the amount of SGLI or FSGLI coverage. You can view, save, print, or email a SGLI coverage certificate. SOES Enables Airmen to make automated SGLI and FSGLI coverage/beneficiary elections 24/7/365. **Note:** Airmen married to other Airmen (military-to-military) who have not updated DEERS with their spouse's information will not be able to properly certify their SOES Record. Airmen meeting this criteria must go to their MPF's Customer Service Element or the nearest RAPIDS station to add their spouse as a dependent. Please note hard copy (SGLV Form 8286, *Servicemembers' Group Life Insurance Election and Certificate*) SGLI elections remain valid until superseded by a SOES election. For more information go to myFSS Knowledge Article and search Servicemember's Group Life Insurance, Veterans' Group Life Insurance or simply log into SOES via milConnect.

Emergency Assistance. When directed by the installation commander, emergency assistance will be provided through the Emergency Family Assistance Center. Emergency assistance provides continuous, authoritative, family assistance and services for servicemembers, families, service providers, leadership, and other stakeholders, which address the practical and emotional needs of families arising from the incident.,

Legal Services. Legal offices provide legal assistance in connection with personal civil legal matters to support and sustain command effectiveness and readiness. The ability to offer legal assistance and legal services to the eligible categories of personnel is contingent upon the availability of legal staff resources and regulations as may be prescribed by the Secretary of the Air Force. Legal services are not performed by or within M&FRCs, this is performed by Office of the Staff Judge Advocate on the installation.

11.4. Warrior Wellness

Air Force Wounded Warrior Program. The Air Force Wounded Warrior (AFW2) program is a congressionally mandated, federally funded initiative that provides personalized care, services, and advocacy to seriously or very seriously wounded, ill, or injured Total Force Airmen/Guardians, their caregivers, and family members. AFW2 offers support activities such as Emergency Family Member Travel, Family Liaison Officer Program, Caregiver Support Program, Adaptive Sports & Resiliency Programs, Special Compensation for Assistance with Activities of Daily Living, Recovering Airman Mentorship Program, Empowerment to Employment, Community Programs, and the Ambassador Program.

Anyone may refer an Airman or Guardian to the AFW2 Program by clicking the "Refer an Airman/Guardian" link on the program's website. Additionally, a leadership guide is available at www.woundedwarrior.af.mil. This guide provides essential program and benefit information for leaders at all levels, ensuring they have the resources needed to assist wounded warriors in uniform or

facilitate their transition to civilian life. Recovery care requires a coordinated team effort and cannot occur in isolation.

11.5. Family Care Plans

According to AFI 1-1, the Air Force must have people in the right place at the right time, ready to perform the jobs for which they have been trained. Unless specifically deferred or exempted, all Air Force members must be available to perform military duties and assignments, including but not limited to, permanent change of station or assignment, unaccompanied tours, temporary duty, deployments, alerts, recalls, extended hours, or shift work. Single-member parents with custody of children who bear sole or joint responsibility, and military couples with dependents, must have a family care plan. Members who are solely responsible for the care of a spouse, elderly family member, or adult family member with disabilities who is dependent on the member for financial, medical, or logistical support, must also have a family care plan. This includes family members who have limited command of the English language, are unable to drive, or unable to gain access to basic life-sustaining facilities. Suitable arrangements must be planned in advance for a nonmilitary member to assume custody of dependents in the event the military member is unavailable to provide dependent care due to military obligations.

Family Care Arrangements. Each Air Force member must make and maintain dependent care arrangements that will allow the member to be world-wide deployable at all times. Advance planning is the key to dependent care arrangements. Every Air Force member with dependents must take the initiative to use all available military and civilian resources, including other-than- immediate family members, to ensure dependents receive adequate care, support, and supervision that is compatible with the member's military duties. Dependent care plans must cover all possible situations in the short- and long-term and must be sufficiently detailed and systematic for a smooth, rapid transfer of responsibilities to another individual during the absence of the military sponsor.

Family Care Certification. Commanders or first sergeants counsel all Airmen with family members on DoDI1342.19_DAFI36-2908, during inprocessing. During this counseling, commanders or first sergeants must stress the importance of, and confirm the need for, family care certification by completing DAF Form 357, *Family Care Certification*. Also, commanders or first sergeants are required to annually brief all military members with family care responsibilities, individually. During this briefing, the commander or first sergeant signs the AF Form 357 each time the plan is reviewed and certified, determining the actual workability of the family care plan. The member signs and dates the DAF Form 357 to document that the briefing was completed. In the event of geographical separation, commanders may delegate responsibility, in writing, to detachment and operating location chiefs to counsel members and certify the form. The original signed DAF Form 357 will be filed with the member's administrative office and a copy will be sent to the commander for review and filing.

Family Care Plan Changes. Members must notify their commander or first sergeant immediately, or within 30 days (60 days for Selected Reserve) if changes in personal status or family circumstances require completion of an DAF Form 357. Specific circumstances that may warrant development of a family care plan are provided in DoDI1342.19_DAFI36-2908. **Note:** Failure to produce a family care plan within 60 days of the discussion with the commander, supervisor, or commander's designated representative may result in disciplinary action or administrative separation. Duty deferments, primarily for a four-month period, when applicable, are offered to assist Air Force military members in developing family care plans and establishing a pattern of childcare. DoDI1342.19_DAFI36-2908 provides more detailed information regarding duty deferments and to whom they may apply.

11.6. Veterans Affairs Benefits

The Department of Veterans Affairs (VA) offers a wide range of benefits to the nation's veterans, service members, and their families. VA benefits and services fall into the major categories of disability benefits, education benefits, vocational rehabilitation and employment, home loans, burial benefits, dependents' and survivors' benefits, life insurance, and health care. Airmen requiring specific information on their VA benefits can retrieve information at: www.va.gov or contact the closest VA department for eligibility requirements.

Disability Compensation. Disability compensation is a tax-free monetary benefit paid to veterans with disabilities that are the result of a disease or injury incurred or aggravated during RegAF military service. Compensation may be paid for post-service disabilities that are considered related or secondary to disabilities occurring in service and for disabilities presumed to be related to circumstances of military service, even though they may arise after service. The degree of disability is designed to compensate for considerable loss of working time from exacerbations or illnesses. The benefit amount is graduated according to the degree of the veteran's disability on a scale from 10 percent to 100 percent (in increments of 10 percent). If you have dependents, an additional allowance may be added if your combined disability is rated 30 percent or greater. Compensation may be offset if you receive military retirement pay, disability severance pay, or separation incentive payments.

Educational Benefits. The VA offers a variety of educational benefits to service members and veterans to pursue a higher education during or following their service. Benefit programs include the Post-9/11 GI Bill, Montgomery GI Bill, Reserve Educational Assistance Program, and Survivors' and Dependents' Educational Assistance. The Yellow Ribbon GI Education Enhancement Program is a provision of the Public Law 110-252, *Post-9/11 Veterans Educational Assistance Act of 2008*.

Vocational Rehabilitation and Employment. Airmen may receive services to help with job training, employment accommodations, resume development, and job seeking skills coaching through the VA Vocational Rehabilitation and Employment Program. Additional services may be provided to assist veterans in starting their own businesses or independent living services for those who are severely disabled and unable to work in traditional employment.

Home Loans. The VA helps service members, veterans, and eligible surviving spouses become homeowners by providing a home loan guaranty benefit and other housing-related programs to help Airmen buy, build, repair, retain, or adapt a home for their own personal occupancy. VA home loans are provided by private lenders, such as banks and mortgage companies. VA guarantees a portion of the loan, enabling the lender to provide you with more favorable terms.

Burial Benefits. The VA National Cemetery Administration operates 155 national cemeteries providing burial space for eligible Active-Duty, Retirees, Veterans, and eligible dependents. Burial benefits include gravesite, opening and closing of grave, perpetual care, and a government headstone or marker at no cost or obligation to the family. In addition, a burial flag and presidential memorial certificate may be given at no cost or obligation after submitting a completed application to the VA.

Dependency and Indemnity Compensation. Dependency and indemnity compensation is a tax- free monetary benefit generally payable to a surviving spouse, child, or parent of service members, or to survivors of veterans who died from their service-connected disabilities. Dependency and indemnity compensation is an income-based benefit for parents who were financially dependent on a service member or veteran who died from a service-related cause.

Life Insurance. The VA provides valuable life insurance benefits to give service members and veterans the peace of mind that comes with knowing their family is protected. The VA life insurance programs were developed to provide financial security for service member families given the extraordinary risks involved in military service.

The transition from receiving care within the military healthcare system into the Veterans Health Administration can be challenging and sometimes confusing. Military health care, known as TRICARE, is operated through the DoW and provides medical care for service members and their dependents. The Veterans Health Administration provides health care for enrolled veterans and their eligible family members through a network of hospitals and clinics across the country.

TRICARE Program. TRICARE is the worldwide health care program serving uniformed service members and retirees, their family members, survivors, and some former spouses entitled to TRICARE benefits. TRICARE programs are also available to Air Reserve Component members and their families. TRICARE is a force multiplier for the military health system that fills gaps in military health care using networks of civilian health care professionals, facilities, pharmacies, and suppliers. These civilian networks help enable the DoW to provide beneficiaries with access to high-quality health care services even while uniformed medics are serving abroad in contingency operations. TRICARE is available in the United States and overseas. Each TRICARE region has a managed care support contractor that administers and coordinates health care services with network and non-network civilian hospitals and providers. Comprehensive, current information on TRICARE plans and programs can be found at the TRICARE website (https://www.tricare.mil/).

TRICARE Plans. Several TRICARE health plan options are available to eligible beneficiaries. The primary health care options offered to eligible beneficiaries are TRICARE Prime and TRICARE Select. Availability of the plans depends on the sponsor's military status and residence. Variations of TRICARE Prime are available, such as TRICARE Prime Remote, TRICARE Prime Overseas, and TRICARE Prime Remote Overseas. Variations of TRICARE Select are available, such as TRICARE Select and TRICARE Select Overseas. Additional plans available include TRICARE For Life, TRICARE Reserve Select, TRICARE Retired Reserve, TRICARE Young Adult, and U.S. Family Health Plan. The TRICARE plan finder can be used to determine the best plan available (https://www.tricare.mil/Plans/PlanFinder).

TRICARE Dental Plans. TRICARE offers three dental plans, each with its own dental contractor. The three plans include the active duty dental program, the TRICARE dental program, and the TRICARE retiree dental program.

11.8. Retirement Benefits

Enlisted members are eligible to retire if they have 20 years of Total Active Federal Military Service (TAFMS) and there are no restrictions per DAFI 36-3203, *Service Retirements*. Enlisted members must apply for retirement, otherwise they will separate on their date of separation. Officers must have 20 years of TAFMS and 10 years of total active federal commissioned service to be eligible to retire.

DD Form 214 is the official separation document that verifies a veteran's military service. It is essential for accessing VA healthcare, the GI Bill, VA home loans, civilian employment preference, and military burial honors. The DD Form 214-1 is a newer addendum issued specifically to Reserve and National Guard members.

Waivers to Retire. DAFI 36-3203, Tables 3.1 and 3.2, identify restrictions to retirement. Some restrictions, such as not completing an active duty service commitment, may be waived if the member can provide sufficient justification to show the waiver is in the best interest of the Air Force or that the member is experiencing an extreme personal hardship uncommon to other military members. Not all waivers are approved, so applicants should include detailed evidence to support their requests.

Application Submission. A retirement application can typically be submitted through the myFSS website up to 12 months, but no less than 4 months before the desired retirement date. Airmen applying for retirement under the 7-day or 3-day option program may be able to submit and

the applicable exceptions. Before submitting any application, the member must request an eligibility review through the myFSS website. The system will provide an automated response of the member's retirement eligibility status and identify any restrictions or waiverable conditions at the time of submission. After receiving the eligibility results, the member may submit their application through the on-line submission process in myFSS.

Place of Retirement. In general, a member retires at the current duty station and may travel to a home of selection anywhere in the United States. If the member is overseas, the member retires at that location when outprocessing facilities exist, and the member and family proceed to the final home of selection. When outprocessing facilities do not exist at the overseas location, the member may request travel to a separation processing base in the United States. If the member elects to retire overseas and live permanently in that country, he or she must comply with command and host government residency rules before the date of retirement.

Retirement Pay Plans. The Date Initially Entered Uniformed Service (DIEUS) normally determines which retirement pay plan applies to a member. DIEUS is the date an individual was initially enlisted, inducted, or appointed in a Regular or Reserve Component of a uniformed service as a commissioned officer, warrant officer, or enlisted member. The DIEUS is a fixed date that is not subject to adjustment because of a break in service. Current RegAF personnel will fall under one of the retirement plans described in **Table 11.1.**

Retirement Plan	**Eligible (Note 1)**	**Pay Formula (Notes 2, 3, and 4)**	**Cost of Living**
Final Basic Pay	Entered Service prior to 8 September 1980	2.5% times the years of service times basic pay (see **Note 5**)	Full inflation protection based on Consumer Price Index.
High-3	Entered service between 8 September 1980 and 31 July 1986	2.5% times the years of service times the average of the highest 36 months of base pay (see **Notes 6, 7 and 8**)	
High-3 or $30K Career Status Bonus (CSB) or REDUX Instead of retiring under High-3, these members chose to receive a $30K Service Bonus at 15 years of service in exchange for agreeing to serve a minimum of another five years and then retiring under the less generous REDUX plan	Entered the service between 1 August 1986 and 31 December 2017	High-3: 2.5% times the years of service times the average of the highest 36 months of base pay. CSB or REDUX option: Each of the first 20 years of service is worth 2% toward the retirement multiplier. Each year after the 20th is worth 3.5%. A 30-year career is computed by 2% times 20 years plus 3.5% for the 10 years beyond 20, resulting in a maximum of 75%. The multiplier is applied to the average of the member's highest 36 months of basic pay (see **Notes 6, 7 and 8**)	High-3: Full inflation protection based on Consumer Price Index. CSB or REDUX option: Annual cost of living adjustments of Consumer Price Index minus 1% are given based upon the Consumer Price Index of the High-3. Retired pay is recomputed at age 62 so that REDUX and High-3 retirement salaries are equal but REDUX cost of living adjustments for later years will continue to be Consumer Price Index minus 1%.

Blended Retirement System (BRS)	Entered the service on or after 1 January 2018 (See **Notes 9, 10, 11, 12, and 13**)	2.0% times the years of service times the average of the highest 36 months of base pay (see **Notes 6, 7, and 8**)	Full inflation protection based on Consumer Price Index.

Notes:

1. "Date entered service" means the date the person is enlisted, inducted, or appointed with the Armed Forces. This includes persons in the Delayed Entry Program, cadets at Service Academies, officer candidates in Officer Training School, students enrolled in an ARC in senior Reserve Officer Training Corps programs or other financial assistance programs, students in the Uniformed Services University of the Health Sciences, and persons in the Armed Forces Health Professions Scholarship program. By using "date entered service," Active Component members have been "grandfathered" under the plan in effect at the time when the member initially entered the service.

2. The maximum multiplier for 30 years TAFMS is 75% times the retired pay base; however, members who serve beyond 30 years earn an additional 2.5% each additional year and can max out at 100%.

3. The Uniformed Services Former Spouses Protection Act allows state courts to consider retired pay as divisible property in divorce settlements. The law does not direct state courts to divide retired pay; it simply permits them to do so.

4. Retired pay stops upon the death of the retiree.

5. Officers who retire and do not meet the requirements to retire in the officer's highest grade (Title 10 USC Section 1370) will be paid based on the retired grade (Title 10 USC Section 1407f). Officers retiring in an enlisted grade will have the member's pay calculated as determined by Defense Finance Accounting Service (DFAS).

6. Officers who retire and do not meet the requirements to retire in the officer's highest grade (Title 10 USC Section 1370) will be paid based on the last 36-month average of the time served in the higher grade and the time served in the lower grade. Exception: Does not apply to officers who did not serve satisfactorily in the highest grade and such determination is the result of conduct occurring after 30 October 2000 (See Note 5).

7. Enlisted members demoted to a lower grade within three years and retired in that grade will not be paid based on the high 36-month average in the higher grades. The member's retired pay will be calculated using the multiplier percentage determined by the applicable retirement plan (High-3, REDUX or BRS) and the retirement pay base will be calculated under final basic pay rate for the lower grade. When an enlisted member's active service added to retired list service totals 30 years, the member may be advanced (on the retired list) and receive retired pay in the highest grade satisfactorily held on AD, as determined by the SecAF or designee (Title 10 USC Section 9344).

8. Officers who resign officer commissions and retire in enlisted status will have retired pay calculated in accordance with Title 10 USC Section 1407e. DFAS is required to calculate the high-36 month average as if the member held the retired grade for the last 36 months of active service.

9. Members entering the service prior to 1 January 2018, who have less than 12 years of service (calculated from the pay date) or less than 4,320 retirement points (for ARC members) as of 31 December 2017, may enroll in the BRS.

10. Members in the Delayed Entry Program, cadets at Service Academies, officer candidates in Officer Training School, students enrolled in an ARC in senior Reserve Officer Training Corps programs, entering the service prior to 1 January 2018, may enroll in the BRS following commissioning/accession into AD. Members commissioned or accessed AD after 2 December 2018 have 30 days from commissioning/entry into AD to enroll in the BRS.

11. Members with breaks in service reentering AD or the selected reserve on or after 1 January 2019, who originally entered the service prior to 1 January 2018, and have less than 12 years of service (calculated from the pay date) or less than 4,320 retirement points for ARC members as of reentry, may enroll in the BRS within 30 days of reentry.

12. Members enrolled in the BRS will have a Thrift Savings Plan established that includes automatic and matching government contributions. DoD begins an automatic contribution of one percent of base pay after 60 days of service (calculated from pay date). DoD begins matching contributions up to an additional four percent of base pay after 2 years of service (calculated from pay date). Automatic and matching contributions continue until the member

separates, retires, or completes 26 years of service (calculated from pay date). For members enrolling in BRS as outlined in Notes 9 through 11, government contributions begin the pay period following enrollment. 13. Airmen retiring under the BRS are eligible to elect a lump sum payment of a portion of the Airman's retirement pay. Requests for the lump sum election are documented on the DD Form 2656, Data for Payment of Retired Personnel, and must be submitted to the retirement approval authority no later than 90 days prior to the Airman's retirement effective date for regular retirement or the date upon which the Airman first becomes eligible to receive retired pay under the non-regular retirement program. The retirement approval authority will notify the Airman of the lump sum election at the time of retirement application or 90 days prior to the Airman's eligibility to receive retired pay. Airmen have the option of receiving the lump sum payment in up to four annual installments. Acceptance of the lump sum payment does not impact an Airman's eligibility to elect Survivor Benefit Plan (SBP); however, there may be required offsets or other considerations related to disability pay and other benefits from the Department of Veterans' Affairs. Airmen should seek counseling from the Military and Family Readiness Center (M&FRC) prior to election.

Table 11.1. Retirement Pay Plans.

11.9. Survivor Benefit Plan

Military pay stops when a member dies. The survivor benefit plan provides a monthly income to survivors of retired military personnel upon the member's death. The survivor benefit plan is a government program for retiring members to ensure their eligible survivors receive a portion of their military retired pay as a monthly annuity after their death. The plan was structured so a surviving spouse cannot outlive the annuity, and cost-of-living adjustments are incorporated to offset inflation. RegAF members with a spouse or dependent children are automatically covered by the survivor benefit plan at no cost while they remain on RegAF status.

The member's death must be classified in 'line of duty' for an annuity to be payable if the member is not yet retirement eligible (has not accrued 20 years of RegAF status) on the date of death. The annuity payable is 55 percent of the retired pay the member would have been entitled to receive if retired with a total disability rating on the date of death. An annuity may also be payable if the member's death is classified 'not in line of duty' as long as the member was retirement eligible on the date of death. In this case, annuity payable is 55 percent of the retired pay the member would have been entitled to receive if retired for years of service on the date of death. The surviving spouse of a member who dies in the line of duty while on RegAF status may request the survivor benefit plan be paid only to the member's children, avoiding the reduction caused by a spouse's receipt of dependency and indemnity compensation, the survivor benefits paid by the VA when a member's death is determined to have resulted from a service-connected cause.

The survivor benefit plan is the only program that enables a portion of military retired pay to be paid to a member's survivors. Prior to retiring, each member must decide whether to continue survivor benefit plan coverage into retirement. If electing coverage, survivor benefit plan premiums are assessed and automatically deducted from the member's monthly retired pay. Premiums are government-subsidized and deducted from a participating member's retired pay before taxes.

Survivor benefit plan premiums and beneficiary annuity payments depend on what is called the "base amount" elected as the basis of coverage. A service member's base amount can be the full monthly retired pay or a portion of retired pay, down to $300. Full coverage means full retired pay is elected as the base amount. The base amount is tied to a member's retired pay; therefore, when retired pay receives cost-of-living adjustments, so does the base amount, and as a result, so do premiums and annuity payments.

Under limited circumstances, Airmen may withdraw from the survivor benefit plan or change

coverage. As a survivor benefit plan participant, individuals have a one-year window to terminate survivor benefit plan coverage between the second and third anniversary following the date beginning receipt of retired pay. The premiums paid will not be refunded, and an annuity will not be payable upon death. The covered spouse or former spouse must consent to the withdrawal. Termination is permanent, and participation may not be resumed under any circumstance barring future enrollment. The survivor benefit plan also has a "paid-up" feature that permits members who have attained age 70, and who have paid survivor benefit plan premiums for 360 months, to stop paying premiums but remain active participants in the plan.

11.10. American Red Cross

The American Red Cross (https://www.redcross.org/) offers unwavering commitment, free of charge, 365 days a year, 24 hours a day, to members of the U.S. Armed Forces, veterans, and their families, to include: RegAF, National Guard, Reservists, Reserve Officer Training Corps, U.S. Army Corps of Engineers, U.S. Coast Guard, and U.S. Public Health Service. Red Cross support enhances morale and contributes to increased operational capability by linking military families during an emergency, connecting families with local community resources, providing resiliency training, and supporting wounded warriors and military hospitals, non-Federal entity program, service, or award. The Red Cross toll free number for service members and families in the United States is: 1-800-733-2767. Military members and family members overseas may call base or installation operators or the American Red Cross office at the overseas location. **Note:** For the American Red Cross to provide expedient service, provide as much of the following information available as possible: full name, rank/rating, branch of service, social security number or date of birth, military address, and information about the deployed unit and home base unit (for deployed service members only).

Emergency Communication Services. When a military family experiences a crisis, the American Red Cross is there to assist by providing emergency communications. The Red Cross relays urgent messages containing accurate, factual, complete, and verified descriptions of the emergency to service members stationed anywhere in the world, including ships at sea, embassies, and remote locations. Red Cross-verified information assists commanders in making decisions regarding emergency leave.

Financial Assistance. The American Red Cross works under partnership agreements with the Air Force Aid Society, Army Emergency Relief, Coast Guard Mutual Assistance, and Navy-Marine Corps Relief Society to provide quality, reliable financial assistance to eligible applicants. Types of assistance include financial assistance for emergency travel, burial of a loved one, and assistance to avoid privation or hardship.

Coping with Deployments. The psychological first aid course was designed specifically for spouses, parents, siblings, and significant others of service members. This Red Cross service provides useful information on how to strengthen the ability to successfully respond to challenges that military family members may encounter throughout the deployment cycle. The course also explains how to provide psychological first aid to others experiencing stressful feelings or events.

Reconnection Workshops. The reconnection workshops are designed for reintegration support for working through anger, communicating clearly, exploring stress and trauma, relating to children, and identifying depression. The workshops focus on individuals and small groups to help family members reconnect and help service members reintegrate successfully. Led by licensed, specifically trained Red Cross mental health workers, each session addresses a topic military family have found relevant to the reunion adjustment.

Veterans Claims for Benefits. The American Red Cross provides assistance and information in preparing, developing, and obtaining sufficient evidence to support applicants' claims for veterans' benefits, and also assists claimants who seek to appeal to the Board of Veterans' Appeals.

Information and Referral Services. The American Red Cross offers confidential services to all military personnel and their families. Counseling, guidance, information, referrals, and other social services are available through the worldwide network of chapters and offices on military installations. As more and more National Guard and Reserve units are called to full-time duty status, counseling has become increasingly important to prepare the civilian-based military members and their families for the period of activation.

11.11. Recruiting Programs

Airmen of all ranks can have a positive impact on recruiting and help recruiters make contacts and develop leads.

Recruiter Assistance Programs. The Recruiter Assistance Program (RAP) (http://www.recruiting.af.mil/) is a RegAF leave program, run by the Air Force Recruiting Service, where an Airman or Guardian directly supports a Air Force or USSF recruiter. Members may request non-chargeable leave in accordance with DAFI 36-3003, *Military Leave Program.* RAP is beneficial to the DAF and to participants as Airmen and Guardians can be major influences in sharing the Air Force or USSF story to their hometown or place of previous residence. RAP duties may include question-and-answer sessions, making presentations, or providing testimonials of their USAF or USSF experiences to high school and college students.

We Are All Recruiters. The We Are All Recruiters (WEAR) program (https://www.recruiting.af.mil/) may grant Airmen or Guardians permissive temporary duty status if they participate in an event that directly enhances the recruiting mission. All Airmen and Guardians, regardless of their USAF or USSF specialty, are recruiters. A WEAR event is an event where the interaction of USAF or USSF personnel educates and increases public awareness of the DAF and could potentially generate interest in new recruits.

Approval for WEAR is limited to those events where Airmen and Guardians are directly speaking to potential applicants or influencers about USAF or USSF opportunities. Applicants are defined as individuals within the age range of 17 to 39. Influencers are defined as parents, community leaders, teachers, counselors, or coaches. For events where multiple Airmen are attending, each attendee must submit a package for approval. WEAR requests must be first approved by the individual's commander in accordance with DAFI 36-3003. Requests are then routed to the Air Force Recruiting Service Public Affairs office via e-mail: afrshqpa@us.af.mil. Members may request permissive temporary duty to attend a WEAR event. Visit the AF Recruiting Service website (https://www.recruiting.af.mil/) to review the WEAR Fact Sheet, and download the WEAR form, AFRS Form 10.

Section 11B—Leave and Authorized Absences

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 11—PERSONNEL, PROGRAMS, AND BENEFITS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 11B—Leave and Authorized Absences	B	B	C	C	D

11.12. Leave Management

Annual leave programs/plans give members the opportunity to take leave within the constraints of operational requirements. Unit commanders establish leave programs and plans to encourage the use of leave for the maximum benefit of the member. Lengthy respites from the work environment tend to have a beneficial effect on an individual's psychological and physical status. Therefore, an effective leave program is an essential military requirement.

Processing Leave Requests. LeaveWeb is an automated method of requesting and processing leave. Under LeaveWeb, the member requests leave which generates an e-mail to the leave approval authority, as determined by the member's commander. While commanders have final approval authority, they may delegate this authority according to the needs of the organization, normally no lower than the first-line supervisor. The leave approval authority approves or disapproves the leave and, if approved, LeaveWeb sends the request to the unit leave monitor for validation. Once validated, the leave request is sent electronically to finance. The member prints a copy of the approved leave form to hand-carry during leave. Upon returning from leave, the member completes the necessary updates in LeaveWeb and forwards the e-mail to the leave approval authority for endorsement. In the event LeaveWeb is unavailable, appropriate procedures may require use of the DAF Form 988, *Leave Request/Authorization*.

11.13. Beginning and Ending Leave

Leave must begin and end in the local area. The term "local area" means the place of residence from which the member commutes to the duty station on a daily basis. This also applies to leave enroute to a permanent change of station or temporary duty (TDY) assignment. The old permanent duty station is for beginning leave and the new permanent duty station is for ending leave. When members take leave enroute with permanent change of station or TDY travel, the financial service office uses the travel voucher to determine authorized travel and chargeable leave. Nonduty days and holidays are chargeable leave days if they occur during an authorized period of leave. If leave includes a weekend, a member cannot end leave on a Friday and begin leave again on Monday. Further, unit commanders will not approve successive Monday through Friday leaves (or periods of leave surrounding other nonduty days) except under emergency or unusual circumstances, as determined by the unit commander.

Extensions and Recalls. When an extension of leave is desired, the member must ask, orally or in writing, for an extension of leave. The extension must be requested sufficiently in advance of expiration of leave authorized to permit the member to return to duty at the proper time if the approval authority disapproves the extension. Unit commanders may recall members from leave for military necessity or in the best interest of the Air Force. Refer to the Joint Travel Regulation to determine if travel and transportation allowances apply. If the unit commander authorizes the member to resume leave after the member completes the duty that resulted in recall, a new DAF Form 988 or orders must be prepared.

11.14. Accruing Leave

Members accrue 2.5 days leave for each month of active duty status. Members do not earn leave when they are absent without official leave, in an unauthorized leave status, in confinement as a result of a court-martial sentence, in an excess leave status, or on appellate leave. Members may accumulate

a maximum of 60 days by the end of a fiscal year. There are certain circumstances when a leave balance of more than 60 days may be carried forward into a new fiscal year, but only when specifically authorized. By law, members may receive accrued leave payment up to a maximum of 60 days at certain points in their careers, such as reenlistment, retirement, separation under honorable conditions, or death. DoW policy encourage members to use leave to relax from the pressures of duties and not as a method of compensation.

11.15. Types of Leave

DAFI 36-3003, outlines many types of leave, as briefly described here.

Annual Leave. Another name for "ordinary" leave is annual leave. Normally, members use annual leave to take vacations, attend to family needs, celebrate traditional holidays, attend significant events, or as terminal leave with retirement or separation from active duty status.

Advance Leave. Advance leave is granted based on a reasonable expectation that a member will accrue at least the amount of leave being requested during the remaining period of RegAF status. The purpose of advance leave is to enable members to resolve emergencies or urgent situations when they have limited or no accrued leave. When a member has taken all the advance leave that represents what he or she will accrue during the remaining period of RegAF service, commanders change the member's leave status from advance to excess leave.

Bereavement Leave. Bereavement Leave is a period of non-chargeable paid leave to make arrangements required by the death of a member's spouse or child and to attend the funeral, burial, or memorial service of the spouse or child. A member who experiences such a loss will be allowed up to 14 days of leave to be used in connection with the death. The member must have less than 30 days of accrued ordinary leave on the date of such death to be eligible for bereavement leave.

Excess Leave. Excess leave is normally used for personal or family emergency situations when members cannot request advance leave. Excess leave is a no-pay status; therefore, entitlement to pay and allowances and leave accrual stops on the member's first day of excess leave. If injured, a member will not receive disability pay for time spent on excess leave. The period of excess leave will not count toward fulfillment of RegAF duty service commitment. The member will be charged for each day of excess leave used and an additional half day for every 6 days of negative leave.

Convalescent Leave. Convalescent leave is an authorized absence normally for the minimal time needed to meet the medical needs for recuperation. A member of the armed forces diagnosed with a medical condition is allowed convalescent leave if the medical or behavioral health provider of the member determines that the member is not yet fit for duty as a result of that condition and recommends such leave for the member to provide for the convalescence of the member from that condition. This may include convalescence to enable healthy coping mechanisms following traumatic events such as loss of a child due to stillbirth or miscarriage where other types of non-chargeable leave are not authorized. The Air Force Surgeon General (AF/SG) oversees the convalescent leave program in accordance with AFMAN 41-210, *Tricare Operations and Patient Administration*.

Emergency Leave. Emergency leave is chargeable leave granted for emergencies involving members of the immediate family. Unit commanders approve emergency leave and can delegate leave approval to no lower than the first sergeant for enlisted personnel. The official granting leave may request assistance from the military service activity nearest the location of the emergency or, when necessary, from the American Red Cross. The initial period of emergency leave is usually no more than 30 days with a possible 30-day extension with approval from the unit commander or first sergeant. Unit commanders should advise members to apply for a humanitarian or exceptional family member reassignment or hardship discharge if the leave period is more than 60 days.

Emergency Leave of Absence (Non-Chargeable Leave). Emergency Leave of Absence allows commanders or civilian directors to grant up to 14 days of non-chargeable leave for a qualifying emergency such as a serious medical condition of an immediate family member of the service member, death of an immediate family member as defined in DAFI 36-3003, or any other hardship the commander or director determines appropriate. The leave is granted once during an entire career and is only used to prevent the service member from entering an advanced or excess leave status.

Enroute Leave. Enroute leave is ordinary leave used during a permanent change of station. Normally, the losing unit commander approves up to 30 days enroute leave with any change of station move if it does not interfere with the reporting date of the new assignment. Members who complete basic or technical training may request 10 days of leave enroute if their first duty station is in the Continental United States, or 14 days for an overseas assignment. Members may request advance leave when they do not have enough leave accrued for enroute leave.

Terminal Leave. Terminal leave is chargeable leave taken in conjunction with retirement or separation from RegAF status. The member's last day of leave coincides with the last day of RegAF status. Normally, a member does not return to duty after terminal leave begins. The amount of leave taken cannot exceed the leave balance at the date of separation.

Environmental and Morale Leave. Environmental and morale leave is authorized overseas where adverse environmental conditions require special arrangements for leave in desirable places at periodic intervals. Funded environmental and morale leave is charged as ordinary leave and members are authorized military transportation (travel time is not charged as leave). Unfunded environmental and morale leave is charged as ordinary leave and members are authorized space- available air transportation to and from the duty locations (travel time is charged as leave).

11.16. **Military Parental Leave Program.**

Military Parental Leave Program (MPLP) is non-chargeable leave type which includes both Active Duty Parental Leave (ADPL) and Inactive Duty Parental Leave (IDPL). MPLP authorizes 12 weeks of non-chargeable leave (ADPL) and 12 periods of Inactive Duty Training (IDPL) to covered service members after a qualifying birth event, adoption of a minor child or who have a minor child placed for adoption or long-term foster care with them to care for the child. Permissive Temporary Duty

Permissive TDY is an administrative absence for which funded TDY is not appropriate. Commanders may not authorize permissive TDY in place of leave or a special pass or in conjunction with special passes. Permissive TDY, if authorized, may include traveling to or in the vicinity of a new permanent duty station to secure off-base housing, accompanying a military or dependent patient to a designated medical treatment facility not in the local area, attending a DoW sponsored assistance seminar under the Transition Assistance Program, or attending national conventions or meetings hosted by service-connected organizations.

11.17. Regular and Special Passes

A pass period is an authorized absence from duty for a relatively short amount of time. There are no mileage restrictions; however, members may be expected to return to duty within a reasonable time due to an operational mission requirement, such as a recall, unit alert, or unit emergency.

Regular Pass. A regular pass normally begins at the end of work hours on Friday afternoon and continues until the beginning of normal work hours on the following Monday when non-duty days are Saturday and Sunday. A regular pass period on non-traditional work schedules (alternate or compressed schedules) may not exceed the four-day special pass limit. The combination of non- duty days and a public holiday may not exceed the four-day special pass limit. The combination of three non-duty days and a public holiday during a compressed work schedule is a regular pass period. DoW

or higher management may determine that a Monday or Friday is compensatory (comp) time off when a holiday is observed on a Tuesday or Thursday, in which case a regular pass may consist of a weekend, a comp day off, and a public holiday.

Special Pass. Unit commanders may award three- or four-day special passes for special occasions, circumstances, special recognition, or compensatory time off. Commanders may delegate approval to a level no lower than squadron section commander, deputies, or equivalents. Special passes start after normal work hours on a given day. They stop at the beginning of normal work hours on either the fourth day for a three-day special pass or the fifth day for a four-day special pass.

Section 11C—Military Associations

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 11—PERSONNEL, PROGRAMS, AND BENEFITS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 11C—Military Associations	A	B	B	C	C

11.18. Military and Community Associations

Being a member of the U.S. Armed Forces means being a part of one of the biggest communities in the world. The greater military community includes RegAF, National Guard and Reserve, retirees, and veterans, as well as spouses and family members. There are a large number of military associations devoted to serving different segments of the community for lobbying efforts, fraternity, and support. The Air Force and its personnel can endorse the following activities per Joint Ethics Regulation (JER), Section 3-210, *Activities with Non-Federal Entities: Fundraising and Membership Drives*:

1. The Combined Federal Campaign.

2. Emergency and disaster appeals approved by the Office of Personnel Management (OPM).

3. The Air Force Assistance Fund to include: Air Force Enlisted Village; Air Force Aid Society; and General and Mrs. Curtis E. LeMay Foundation.

4. Other organizations composed primarily of DoD employees or their dependents when fundraising among their own members for the benefit of welfare funds for their own members or their dependents when approved by the head of the DoD Component command or organization after consultation with the Designated Agency Ethics Official.

5. Veterans Service Organizations (recognized by VA).

6. Installation-recognized Private Organizations (per DAFI 34-106, *Private Organizations (PO) Program).*

Section 11D—Civilian Programs

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 11—PERSONNEL, PROGRAMS, AND BENEFITS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 11D—Civilian Programs	A	B	B	C	C

11.19. Civilian Personnel Programs

The Air Force provides civilian personnel services through installation civilian personnel flights (usually located in the force support squadron) and Air Force Personnel Center. Civilian personnel sections must provide service to all civilian employees to ensure they are included in the Air Force civilian personnel program unless otherwise approved through HAF.

11.20. Position Descriptions

Civilian employees do not have a rank. Instead, the positions they occupy are graded, typically under the General Schedule, based upon detailed written job descriptions that are the basis for determining the pay, qualification requirements, performance expectations, and appraisal ratings associated with the position. Position descriptions historically have covered duties, responsibilities, and supervisory controls. The Air Force has expanded the scope of core personnel documents to include qualifications required for recruitment and training requirements for new employees. Supervisors are responsible for core personnel document accuracy and implementation of standard core personnel documents. By selecting standard core personnel documents, supervisors save time for themselves and classification specialists who would need to work with the manager on writing the duties and determining the correct pay plan and occupational series. Standard core personnel documents can be used as templates for unique core personnel documents requiring new classification analysis.

11.21. Filling Jobs

Vacant civilian positions are filled based on an organization’s needs using a variety of recruitment sources and appointing authorities consistent with applicable laws, regulations, directives, and policies, as established by the Office of Personnel Management, DoW, and DAF. Referral and selection priorities must be observed when filling competitive service positions. Employees with mandatory selection or priority referral rights normally include those adversely affected by reduction-in-force, involuntary separation, demotion, transfer of function declinations or transfer of work outside the commuting area, overseas returnees, and the spouses of military personnel. Supervisors work in concert with their servicing human resource specialist in the civilian personnel sections or Air Force Personnel Center to determine appropriate recruitment sources. As a vacancy for competitive fill actions is announced, candidates are screened by Air Force Personnel Center and one or more lists of candidates are referred to the supervisor.

Based on qualifying experience and/or education, civilians can enter civil service at different pay grade levels. The competitive staffing process used by the Air Force and other federal agencies determines the relative qualifications of the candidates and refers the best qualified for selection. The U.S. Office of Personnel Management (OPM) provides agencies with qualification standards written broadly for government-wide application.

11.22. Civilian Resource Management

Civilian pay funds are needed for civilian overtime, awards, bonuses, student loan repayment program, seasonal and longer-term overhires, voluntary separation incentive payments to minimize involuntary reduction-in-force separations, and severance pay for affected employees as the result of reduction in force. Accurate requirement projections and development of employment plans are critical to support the workload demand within budget, while executing work years, end strength, and civilian pay

resource.

Civilian resource management is dependent on a team of leaders, to include commanders, senior leaders, human resource officers, financial managers, and manpower officers who determine effective use of employees, funds, and manpower authorizations to meet mission requirements. A corporate board structure is used for meeting at least quarterly to manage annual appropriations, revolving funds, or reimbursements used for civilian employment costs.

11.23. Training and Development

USAF policy provides for necessary training to improve skills needed in employee performance. Supervisors are responsible for determining training requirements and working with the civilian personnel sections or education and training functions to identify appropriate training sources. A training-needs survey is conducted annually to provide supervisors an opportunity to project training requirements for the upcoming fiscal year, but supervisors may request an out-of-cycle training need at any time during the year. Supervisors should encourage civilian employees to independently pursue training and education that will prepare them for promotion or develop them for career transitions. The servicing employee development specialist is available to assist in training needs analysis and identification of methods and training sources. For additional information, refer to DAFMAN 36-2689, *Training Program* and DAFI 36-2687, *Civilian Development*.

Sources of Training. The three primary sources of training are agency (Air Force), interagency, and nongovernment. Training that is conducted away from the work site is requested, approved, and documented using Standard Form 182, Authorization, Agreement and Certification of Training.

Agency Training. Agency training is conducted by the Air Force and may include on-the-job training, in-house training, and Air Force formal schools. On-the-job training and in-house training are often the most effective because the supervisor tailors the training to meet the specific job requirements. In-house training is effective when a large number of employees need instruction on common aspects of occupational skill requirements. More formalized agency classroom training is available through Air Force formal schools listed in the Education and Training Course Announcements ETCA) website (https://www.aetc.af.mil/News/Force-Development/Learning-Professionals-and-FD-Credentials/Force-Development-Registrar/Education-and-Training-Course-Announcements/).

Interagency Training. Interagency training includes all training sponsored by other U.S. Government agencies and may be needed if agency sources are not adequate to meet identified training needs. The OPM, the Departments of Army and Navy, and the Departments of Labor and Agriculture are just a few sources from which to obtain interagency training.

Nongovernmental Training. Nongovernmental sources incorporate a wide range of seminars, conferences, courses, and workshops, as well as curricula offered by private educational institutions. Federal regulations require agencies to consider and select government training sources before turning to nongovernmental alternatives. However, nongovernmental sources may be considered when agency or interagency courses cannot satisfy a training need or when nongovernmental training is more advantageous.

11.24. Performance Planning, Appraisals, and Awards for Employees

Civilian employees are advised of duties and responsibilities of their jobs in their core personnel document, and of their supervisor's performance expectations in performance plans that are developed annually at the start of a performance rating cycle. Performance standards prescribe how an employee's accomplishment of a particular element or duty will be measured. Supervisors set performance elements (duties and tasks) for civilian employees and determine the major/important requirements of the job based on the employee's direct contribution to organization or work unit

objectives.

Employees receive annual appraisals on how well they perform their duties. The performance appraisal is the basis for personnel actions to identify and correct work performance problems, recognize, and reward quality performance, improve productivity, and grant periodic pay increases. Supervisors review employee performance of each element and rate the performance against each element's standards, then render an overall summary rating. Employees who fail one or more performance elements are administered an unacceptable appraisal and are given an opportunity to improve.

Supervisors may reward employees to recognize high performance. Performance awards (for example, performance cash, time-off, and quality step increases) can be used as tools to motivate civilian employees to perform above an acceptable level as well as compensate them for performing beyond expectations Effective management of the performance awards program can help improve productivity and morale in the organization.

11.25. Standards of Conduct

DAFI 36-147, *Civilian Conduct and Responsibility*, and *The Joint Ethics Regulation*, cover activities that are mandatory for civilian employees and activities that are prohibited. All employees are expected to maintain high standards of honesty, responsibility, and accountability - and to adhere to the Air Force core values of Integrity First, Service Before Self, and Excellence In All We Do.

Required activities include furnishing testimony in official investigations and hearings consistent with protections against self-incrimination; paying lawful debts and taxes; being present for work unless authorized to be absent; complying with health, safety, and all other proper instructions regarding work; presenting a positive public image; complying with reasonable dress and grooming standards; and maintaining professional relationships with fellow workers, subordinates, and supervisors.

Prohibited actions include discrimination and sexual harassment; drug and alcohol abuse; misuse of government purchase cards; misuse of government computers, vehicles, and other equipment; taking bribes; conducting personal business at work; and criminal behavior off-duty that reflect adversely on Air Force employment. The Air Force does not attempt to list all possible forms of improper conduct but emphasizes to employees that misconduct will not be tolerated.

Civilian Pay: Note: Some civilian employees are paid through alternative personnel systems like the Acquisition Demonstration Project or Defense Civilian Intelligence Personnel System. Servicing civilian personnel sections should be consulted for additional information concerning how civilian pay is administered under an alternative personnel system.

11.26. Civilian Pay

General Schedule employee pay is expressed as an annual salary. The General Schedule grades have 10 steps in each grade. Within grade or step, increases start at one-year intervals, but slow to three-year intervals in the higher steps. All General Schedule pay rates in the United States include locality pay. Pay rates overseas do not include locality pay and are approximately 10 percent lower than United States rates. General Schedule pay scales normally increase in January through the legislative process.

The Federal Wage system consists of wage grade, wage leader, and wage supervisor. Federal Wage system grades have five steps, in which grade increases start at six-month intervals and slow to two-year intervals. The Federal Wage system pay is expressed as hourly wage rates. Federal Wage system rates vary more between local areas than General Schedule. Federal Wage system rates may also be increased annually, but on an area-by-area basis throughout the year. For additional information on

civilian pay, refer to DAFI 36-128, *Pay-Setting and Incentives*.

11.27. Work Hours

Civilian work schedules are defined in such terms as administrative workweek, basic workweek, regular tour of duty, uncommon tour of duty, and part-time tour of duty. Most civilians work a regular tour of duty, which is normally five eight-hour days, Monday through Friday. Uncommon tours of duty (a 40-hour basic workweek that includes Saturday and/or Sunday or fewer than five days, but not more than six days of a seven-day administrative workweek) are authorized when necessary for mission accomplishment. Special circumstances permit part-time, intermittent, or special tours of duty. Installation and tenant commanders establish, by written order, daily work hours to include designated rest and lunch periods. Two types of alternate work schedules can be implemented by organization commanders. Flexible work schedules allow employees to start and end work at different times. Compressed work schedules cover 80 hours in a pay period in fewer than 10 workdays. The most common schedule has four nine-hour days each week, an eight-hour day in one week, and a regular day off in the other week. For additional information on work hours, refer to DoDI 1400.25V610_DAFI36-152, *Hours of Work and Holiday Observances*.

11.28. Absence and Leave

Civilian employees earn 13 days of sick leave each year, and 13, 20, or 26 days of annual leave, depending on their length of service. There is no cap on the accumulation of sick leave. Annual leave accumulation is capped at 30 days for most civilian employees. Employees working overseas can accumulate 45 days of annual leave.

Annual leave is used for vacations and/or personal reasons, and should be approved in advance of being taken, unless emergency conditions exist. Leave is charged and taken in 15-minute increments. Sick leave for medical appointments or care for a family member should be scheduled and approved in advance, except in cases of emergency. Illness or injury that keeps an employee away from work should be reported to a supervisor during the first two hours of the duty day.

Absence for jury duty, dismissals for extreme weather conditions, or absences excused by the installation commander are not charged to annual leave. Employees who have earned compensatory time for overtime or time-off awards should schedule absences to use that time like they schedule annual leave. For additional information on absence and leave, refer to DoDI 1400.25V630_AFI36-815, *Leave*.

11.29. Unions and Labor Management

Approximately 53 percent of Air Force civilian employees are covered by labor agreements between unions and installations or major commands. As such, they are members of the bargaining unit, even if they are not dues-paying union members. Unions have legal status under federal law. A labor relations officer or specialist in the civilian personnel section is the usual liaison between supervisors and other management officials and union officials. The labor relations officer speaks for management in routine communications with the union and with parties outside the Air Force who have roles in labor contract negotiations and dispute resolution. Other union officials, such as elected officers and appointed officials, may act and make commitments for unions. For additional information on unions and labor management, refer to DAFI 36-134, *Labor-Management Relations*.

11.30. Dispute Resolution

Civilian employees have a variety of avenues to resolve disputes. Labor-management contracts must include a negotiated grievance procedure to be used by members of the bargaining unit. Most start with an option to seek resolution using outside neutral facilitators or mediators (alternative dispute

resolution). Supervisors, managers, and employees who are not covered by a collective bargaining agreement, or who are not members of the bargaining unit, follow different grievance procedures. Administrative grievances are decided by Air Force officials, usually the installation commander or designee, although outside fact finders may be used. For additional information on dispute resolution and grievances, refer to DoDI 1400.25, *DoD Civilian Personnel Management System*, and DoDI 1400.25v771_DAFI36-706, *DoD Civilian Management System: Administrative Grievance System*.

Chapter 12 FINANCE, MANPOWER, AND RESOURCES

Section 12A—Individual Finances and Allowances

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12A—Individual Finances and Allowances	B	B	C	C	C

12.1. Individual Financial Responsibilities

According to AFI 1-1, just like physical fitness is important for health, "fiscal fitness" is equally important to overall well-being of Air Force members. Two key aspects of individual financial responsibility are the establishment of a personal budget and effective management of one's debt. It is important to review Leave and Earnings Statements (LES) on a regular basis, file travel vouchers on a timely basis, use the government travel card for authorized purchases only, and provide support for dependents, including payments required by court order. Official government travel is defined as travel under official orders while performing duties pertaining to official government assignments such as temporary duty (TDY) and permanent change of station (PCS). Additional information on financial responsibilities, pay and allowances, and related entitlements can be found in the Joint Travel Regulation, DoD Financial Management Regulation (DoDFMR) 7000.14-R, Volume 7A, *Military Pay Policy—Active Duty and Reserve Pay*, and DAFMAN 65-116, Volume 1, *Defense Joint Military Pay System Active Component (DJMS-AC) Financial Management Flight (FMF)*.

Defense Authorization Act. In accordance with federal law, the 1 January annual pay raise will automatically match the private sector wage increases, as measured by the Employment Cost Index for the previous year. If national emergencies or serious economic conditions affect general welfare, the U.S. President may propose that Congress instill a lower annual pay raise.

Military Pay Date. The military pay date determines the length of service for pay purposes. In general, the pay date should be the same date the individual entered on RegAF status if he or she had no prior service before entering the Air Force. However, if the individual previously served in certain governmental agencies, the Air Force adjusts the pay date to reflect credit for these periods. In the event of periods of absence without leave, desertion, and sickness or injury due to personal misconduct, negative pay date adjustments may result.

12.3. Leave and Earnings Statement

The LES, titled the Defense Finance and Accounting Service (DFAS) Form 702, Defense Finance and Accounting Service Military Leave and Earnings Statement, is a comprehensive statement of a member's entitlements, deductions, allotments, leave information, tax-withholdings, as well as Traditional and Roth Thrift Savings Plan information. PCS is a time for Airmen to "apply increased attention" to their LES since many times entitlements such as BAH, COLA, etc. change when moving from one duty location to another. And PCSing usually occurs more frequently than a birth, marriage, divorce, etc. The myPay system allows members to view their LES as well as initiate changes to selected items affecting their pay. If pay varies significantly, consult the servicing finance office.

Regular Pay Schedule. Military members are paid on a monthly basis with the option to receive payments once or twice per month. Members receive a statement (net pay advice) of the net amount of pay and the financial statement at mid-month (if receiving a payment), and a comprehensive statement of pay (the LES) at the end of the month via myPay. These statements are created centrally by DFAS. The pay system has processing cutoff dates for computing, preparing, and transferring funds

so DFAS can stop processing transactions against pay accounts for the current period and begin the regular payroll process. While cutoff dates fluctuate from month to month, they generally occur around the 6th for the mid-month and the 20th for the end-of-month paydays.

Local, Partial, and Emergency Partial Payments. Local cash payments are normally only authorized for overseas areas where on base military banking facilities are not readily available. Exceptions may be granted for members assigned to classified or contingency operations where the exigencies of their assignments may require local cash or partial payments. The member's commander may authorize immediate cash payments up to the amount of accrued entitlement to date when deemed appropriate to the mission. Non-cash partial payments may be made via electronic funds transfer and deposited into the member's financial institution, normally in two to three business days. Partial payments are limited to the amount of pay and allowances the member has accrued to the date of the payment. Partial payments are recouped in full on the next available payday. Under extenuating circumstances, a stateside member may receive an emergency partial payment if deemed time sensitive and required within 24 hours due to unforeseen circumstances.

12.4. Military Allowances and Entitlements

Allowances are provided for specific needs, such as food or housing. Monetary allowances are provided when the government does not provide for that specific need. For example, those who live in government housing do not receive full housing allowances, and those who do not live in government housing receive allowances to assist with the cost of obtaining commercial housing. Many allowances are not taxable, which is an additional embedded benefit of military pay. A complete list of military benefits and entitlements can be found at on the MyAirForceBenefits website: https://www.myairforcebenefits.us.af.mil/. You can also view your annual Personal Statement of Military Compensation (PSMC) on myPay: https://mypay.dfas.mil which can be used to show your total compensation when comparing civilian employment offers or applying for credit or loans.

Basic Allowance for Subsistence. Basic allowance for subsistence is a nontaxable allowance used to offset the cost of a service member's meals. Often junior grade enlisted members assigned to single-type government quarters at their permanent duty station are required to eat in government dining facilities, receive basic allowance for subsistence, and are charged the discounted meal rate which is deducted from their pay. When certified by the commanding officer or designee, members are allowed to claim reimbursement for missed meals.

Basic Allowance for Housing. The intent of basic allowance for housing is to provide uniformed service members accurate and equitable housing compensation based on housing costs in local civilian housing markets. This allowance is payable when government quarters are not provided. Many Air Force installations have privatized quarters. Members in privatized quarters are entitled to basic allowance for housing. A rental agreement requires a rent amount not to exceed the basic allowance for housing entitlement paid via allotment. **Note:** Members without dependents residing in government single-type quarters are entitled to partial basic allowance for housing unless the quarters (including government-leased quarters) exceed the minimum standards of single quarters for their grade. Members living in single-type government quarters who pay court-ordered child support may qualify for differential (basic allowance for housing-differential).

Overseas Housing Allowance. Overseas housing allowance is a cost reimbursement-based allowance to help defray housing costs incident to assignments to a permanent duty station outside the United States. Members are reimbursed actual rental costs not to exceed the maximum overseas housing allowance rate for each locality, grade, and dependency status. Move-in housing allowance (for those who qualify) is based on the average "move-in" costs for members. Monthly overseas housing allowance includes the rent (up to the rental allowance at a permanent duty station) plus the

utility/recurring maintenance allowance.

Family Separation Housing. The purpose of family separation housing is to pay a member for added housing expenses resulting from enforced separation from dependents. Family separation housing-basic allowance for housing is payable in a monthly amount equal to the without- dependent basic allowance for housing rate applicable to the member's grade and permanent duty station. Family separation housing-overseas housing allowance is payable in a monthly amount up to the without-dependent overseas housing allowance rate applicable to the member's grade and permanent duty station.

12.5. Clothing Replacement Allowance

Enlisted military members receive an annual allowance to help maintain, repair, and replace initial issue uniform items, as necessary. Clothing replacement allowance-basic is a preliminary replacement allowance paid annually between the 6th and 36th month of RegAF status. Clothing replacement allowance-standard automatically replaces clothing replacement allowance-basic after 36 months of RegAF status. Entitlement to either allowance depends on the individual's "entered on RegAF status date" in their master military pay account.

12.6. Family Separation Allowance

Family separation allowance is payable to members with dependents in addition to other allowances or per diem to which a member may be entitled. The purpose of family separation allowance is to compensate qualified members for added expenses incurred due to an enforced family separation. Family separation allowance-restricted applies when transportation of dependents is not authorized at government expense, and the dependents do not live in the vicinity of the member's permanent duty station. Family separation allowance-temporary applies when a member is on temporary duty away from the permanent duty station continuously for more than 30 days, and the member's dependents are not residing at or near the temporary duty station, including members beginning temporary duty before reporting to the initial station of assignment.

12.7. Station Allowances Outside the Continental United States

Overseas station allowances are established to help defray the higher-than-normal cost of living or cost of procuring housing in overseas areas. Allowances authorized by the DoW at certain overseas locations may include temporary lodging allowance and cost-of-living allowance. Members receive information regarding their specific entitlements during in- processing at the new location. Members may also receive information from their local finance office upon notification of a pending overseas assignment.

12.8. Basic Needs Allowance

Provides a taxable monthly allowance for Airmen and Guardians who voluntarily apply and whose Gross Household Income (GHI) and household size places them below 200 percent of Federal poverty guidelines (FPG) for their geographical location.

12.9. Federal Tax Advantage

Service members do not pay federal or state taxes on BAH or BAS which significantly increases their purchasing power for food and housing. In addition to the federal tax advantage, military members also enjoy combat tax exclusion and fully deductible mortgage interest.

12.10. Continental United States Cost-of-Living Allowance

The CONUS cost of living allowance is payable to members assigned to designated "high cost" areas

within the CONUS. For additional information, see the DoD Financial Management Regulation (DoDFMR) 7000.14-R, Volume 7A, Chapter 67, *Military Pay Policy—Active Duty and Reserve Pay*.

12.11. Special and Incentive Pay

A number of special and incentive pays recognize certain aspects of duty, such as hazardous duty incentive pay, imminent danger pay, special duty assignment pay, enlisted flying duty incentive pay, and hardship duty pay-location. Enlistment and retention bonuses are also considered as special and incentive pay.

12.12. Involuntary Deductions

Involuntary deductions are payroll deductions of certain amounts of pay that are imposed by law. Examples of involuntary deductions are provided here.

Withholding Income Tax. All pay is considered income for federal and state income tax purposes, to include basic pay, incentive pay, special pay, lump-sum payment of accrued leave, and separation pay. The LES reflects the current month and year-to-date income for social security, federal income tax, and state income tax purposes under the headings "FICA TAXES," "FED TAXES," and "STATE TAXES" in the middle of the form.

Federal Insurance Contributions Act Taxes. The Federal Insurance Contributions Act (FICA) requires federal agencies to withhold FICA (Social Security and Medicare) taxes from the basic pay of military members covered by the Social Security Act and to pay matching FICA taxes to the Social Security Administration.

Federal Income Tax Withholding. The Federal Income Tax Withholding (FITW) is used to provide for national programs, such as defense, community development, and law enforcement. A member may authorize an additional monthly amount of FITW. For additional information, the FITW complies with the Treasury Department Circular E, addressed in military service directives.

State Income Tax Withholding. The State Income Tax Withholding (SITW) refers to state tax laws of the state where the member is a legal resident. The amount withheld depends upon the state tax rate. One-time payments may also be subject to state tax. The state for tax purposes is reflected in the first column on the LES under STATE TAXES.

Armed Forces Retirement Home. Monthly Armed Forces Retirement Home (AFRH) deductions from the pay of regular enlisted members, up to a maximum of $1, are set by the Secretary of War after consulting with the AFRH board. Deductions collected help support the U.S. Soldiers', Airmen's, and Naval Homes.

12.13. Voluntary Deductions

Military members may establish voluntary deductions, such as allotments to help administer personal finances, support family members, and insurance premium payments. Members may control certain discretionary allotments through myPay. Nondiscretionary allotments have limited uses, such as charitable contributions, loan repayments to the Air Force Aid Society, garnishment for commercial debts, and delinquent travel charge card debt. Members are not authorized to start allotments for purchase, lease, or rental of personal property.

To allow for sufficient processing time, allotments should be requested 30 days before the desired month. Normally, if the member is paid twice a month, the allotment is deducted in equal amounts from the mid-month and end-of-month pay. If the individual receives pay once a month, the entire amount is deducted from the monthly paycheck.

Thrift Savings Plan. The Thrift Savings Plan (TSP) is a voluntary deduction. It is a retirement savings

and investment plan established for federal employees as part of the Federal Employees' Retirement Act of 1986. The plan offers tax-deferred advantages similar to those in an individual retirement account or 401(k) plan. Traditional TSP contributions can be taken out of pay before taxes are computed, resulting in reduced individual tax obligations. Roth TSP contributions are taken out of pay after income is taxed. When funds are withdrawn at a future date, contributions will be tax-free since taxes were already paid on the contributions.

A member is enrolled into the Blended Retirement System (BRS) if they enlisted on or after 1 January 2022, and will be automatically enrolled in TSP at the level of 1% individual contribution from their monthly basic pay or inactive duty pay. The amount will be contributed to the member's TSP account beginning with the first pay period following the member's 60th day of service as calculated from the Pay Entry Base Date (PEBD). Under the BRS, the government provides up to a 5% matching contribution.

If a member is contributing to the TSP from basic pay, the member is authorized to contribute bonuses, incentive, or special pay. As of January 2026, the maximum TSP contribution amount is $24,500 for deferred and Roth contributions and up to $72,000 total combined deferred/exempt Traditional and Roth contributions. Members are not permitted to contribute more than 92 percent of their basic pay so that required deductions of social security and Medicare can be made.

Servicemembers' Group Life Insurance. The Servicemembers' Group Life Insurance (SGLI) is a voluntary deduction. The maximum amount of SGLI coverage is $600,000 and members are covered, by law, at the maximum rate unless they decline or reduce coverage. SGLI automatically insures an eligible member against death when the member is on RegAF status and/or training for an ordered period of more than 30 days. However, an individual may choose less coverage in amounts divisible by $50,000 or elect no coverage, but he or she must do so in writing. Additionally, family SGLI covers spouses and dependent children when the eligible member also participates in SGLI coverage, including military spouses. There is a monthly deduction for spousal coverage, based on the amount of coverage. Each child is covered in the amount of $10,000 at no cost to the member. The member may not elect to insure any child for less than $10,000. SGLI and family SGLI premiums are deducted from members' military pay each month. The military personnel section is the office of primary responsibility for administering the program.

12.14. Financial Obligations

Military members will pay their financial obligations in a proper and timely manner; provide adequate financial support of a spouse, child, or any other relative for which the member receives additional support allowances; comply with the financial support provisions of a court order or written support agreement; and respond to applications for involuntary allotments of pay within the established suspense dates. DAFI 36-2906, *Personal Financial Responsibility*, provides administrative and management guidelines and rules.

Handling Complaints. Complainants are often unfamiliar with Air Force organizational addresses or do not know the member's actual unit of assignment, and so frequently address correspondence to the installation commander, Staff Judge Advocate, or force support squadron. Complaints are forwarded for action to the individual's immediate commander and the complainant is notified of the referral. Commanders will attempt to respond within 15 days. Failure to pay debts or support dependents can lead to administrative or disciplinary action. Commanders must actively monitor complaints until they are resolved. If the commander decides the complaint reflects adversely on the member, this action should be included in the unfavorable information file. If the member has separated with no further military service or has retired, the complainant is notified and informed that the member is no longer under Air Force jurisdiction and the Air Force is unable to assist. Note: Retired members' retirement pay can be garnished for child support or alimony obligations.

Federal Government Collection of Debts. A Air Force member who owes debts to the government does not have to give their consent for the Air Force to collect. Generally, for debts exceeding $100, the individual must receive notification of the pending collection of a debt and be given a chance to repay the debt before any withholding action occurs. However, due process need not be completed before the start of a collection action if an individual's estimated date of separation is not sufficient to complete collection and the Air Force would be unlikely to collect the debt or when the collection action can be completed within two monthly pay periods. The Air Force may also collect debts involving any federal agency, portions of a retention bonus not served, delinquent hospital bills for family members, excess shipment of household goods, loss or damage to government property, and erroneous payments made to or on behalf of the member by the Air Force.

Waiver and Remission Provisions. Military members may request relief from valid debts by applying for waiver or remission of the debt. The local financial services office has specific guidance and can provide assistance regarding these programs.

Waiver of Claims for Erroneous Payments of Pay and Allowances. When a member receives erroneous pay or allowances, he or she may apply for a waiver of claims by the United States. A waiver may be granted when there is no indication of fraud, misrepresentation, fault, or lack of good faith on the part of the member or any other person having an interest in obtaining a waiver of the claim. DFAS will rule on all waivers.

Remission. A RegAF, separated member, or their commander, may apply for remission of a member's indebtedness to the United States. The Air Force may not remit or cancel any debt due to non-collection of court-martial forfeiture. In addition to the circumstances creating the debt and the issue of good faith on the part of the member, financial hardship may be a factor for consideration.

Section 12B—Official Travel Expenses and Allowances

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12B—Official Travel Expenses and Allowances	B	B	C	C	C

12.15. Authorized Expenses and Allowances

Individuals are often expected to travel, whether associated with PCS or temporary duty, to include professional military education and training. Costs associated with official travel are often reimbursable, but individuals must understand and adhere to specific travel regulations accurately and within a timely manner.

12.16. Permanent Change of Station Allowances and Expenses

When military members are ordered to perform a PCS, there are travel allowances for expenses incurred related to transportation, lodging, household goods, etc. Individual billed account government travel charge card usage is authorized and highly encouraged for all PCS related expenses. Some of these allowances are addressed below.

Permanent Change of Station Advance Payments. Advance payments of pay and allowances provide members with funds to meet extraordinary expenses directly related to a government- ordered relocation and not covered by other entitlements. A PCS advance payment is an advance of up to three months of basic pay, less mandatory deductions and debts currently being deducted. All Airmen who are E-3 and below must have approval of their immediate commander to receive advance pay. All Airmen who request a repayment period greater than 12 months or request an amount greater than one month’s basic pay, must have approval of their immediate commander. Repayment periods greater than 12 months are only approved in cases of financial hardship.

Shipment of Household Goods. A member ordered on a PCS move may ship household goods within certain weight limitations at government expense. Authorized weight allowances normally depend on the grade of the member and number of dependents. A member may be reimbursed for personally arranging for the shipment of household goods. Claims should be prepared and submitted according to service instructions. The government cost limit is based on the member’s maximum household goods weight allowance. If the member transports household goods in excess of the authorized weight allowance, all payments are based on the authorized weight allowance.

Dislocation Allowance. Dislocation allowance is paid at a rate determined by the Secretary of War and payable to all members with dependents when dependents relocate their household goods in conjunction with a PCS. It is also payable to members without dependents if they are not assigned permanent government quarters upon arrival at the new permanent duty station.

Shipment of Unaccompanied Baggage. The shipment of unaccompanied baggage provision refers to the portion of the PCS weight allowance ordinarily transported separately from the major or bulk of household goods and usually is transported by an expedited mode. When the expedited transportation mode is commercial air, a maximum of 1,000 pounds (net), may be transported.

Mobile Home Shipment. Members who own a mobile home should contact the traffic management office to arrange transportation in lieu of household goods transportation. In certain circumstances, members may arrange or contract personally for the movement of the mobile home.

Shipment of Privately Owned Vehicle. When authorized, members may ship one privately owned vehicle at government expense when ordered to go on a PCS to, from, or between locations overseas. Privately owned vehicle storage may be provided or authorized when shipment is prohibited or restricted.

Government-Procured Transportation. Unless an authorizing/order-issuing official determines U.S.-certificated air carriers are unavailable, U.S.-certificated air carriers must be used for all commercial air transportation of persons or property when the government funds the air travel. Documentation explaining why U.S.-certificated air carrier service is not available must be provided to the traveler. Endorsements on the travel orders or government travel procurement document made in accordance with service guidance are acceptable. Travel time for travel by government conveyance (except government automobile) or common carriers obtained by government-procured transportation is allowed for the actual time needed to travel over the direct route, including necessary delays for the transportation mode used.

Use of Privately Owned Conveyance. Uniformed service policy is to authorize/approve privately owned conveyance travel if acceptable to the member and advantageous to the government based on the facts in each case. Other allowable travel and transportation options include government conveyance or commercial carrier. Reimbursement of parking fees, ferry fares, road, bridge, and tunnel tolls are authorized for privately owned conveyance over the most direct route between the stations involved. The member is also authorized a flat per diem rate for each PCS travel day between authorized points, up to the allowable travel time.

Personally Procured Transportation. DoW policy mandates the use of the commercial travel office for all official transportation requirements. A member who, despite the policy, procures common carrier transportation at personal expense for official travel, is authorized reimbursement (except transoceanic travel in which no reimbursement is authorized) up to the amount authorized. However, reimbursement must not exceed the cost for the authorized transportation and accommodations over a usually traveled direct route according to a schedule necessary to meet the requirements of the order. Consult the Joint Travel Regulation for additional information.

Mixed Modes. When both government-procured and personally procured modes of transportation are used, the Air Force uses a combination of rules governed by the Joint Travel Regulation. The local financial service office can provide specific guidance.

Dependent Travel. A military member receives monetary allowance in lieu of transportation and flat rate per diem for the official distance dependents travel with him or her by privately owned vehicle. If dependents purchase commercial common carrier transportation, the member may be reimbursed for the actual cost of the transportation, not to exceed the cost the government would have incurred for ordered travel, and the member receives a per diem allowance for dependents. When the Air Force restricts travel of dependents to a location overseas, dependents may move at government expense to any approved/authorized change of station designated location within the CONUS or designated overseas location with special approval.

Temporary Lodging Expense. A member arriving or departing PCS at a location within the CONUS may receive temporary lodging expense to help defray the added living expenses incurred while occupying temporary lodging. Temporary lodging expense is paid on a travel voucher.

Temporary Lodging Allowance. A member arriving or departing PCS at a location outside the CONUS may receive temporary lodging allowance to help defray the added living expenses incurred while occupying temporary lodging. Temporary lodging allowance is paid in military pay and is reflected on the leave and earnings statement.

12.17. Official Travel Reimbursement

Travelers are responsible for electronically filing a voucher in the Defense Travel System (DTS) or preparing the DD Form 1351-2, Travel Voucher or Subvoucher, to claim reimbursement for official travel within five business days upon return to permanent duty station. The traveler’s signature on the

form indicates the claim is accurate, statements are true and complete, and the traveler is aware of the liability for filing a false claim. Electronic funds transfer is the mandatory means by which a travel claim is settled. The split disbursement option in DTS will be used. This option permits direct payment via electronic funds transfer to the government travel charge card contractor for charges incurred on the individual billed account. In cases where the traveler is temporary duty for 45 days or more, an interim voucher or scheduled partial payments will be setup in DTS every 30 days with split disbursements used to make on time payments. Extended temporary duty trips do not excuse on time payments of the government travel charge card bill.

12.18. Temporary Duty Entitlements

Per Diem. The per diem allowance helps defray the cost of quarters, meals, and certain incidentals. Per diem rates depend on the temporary duty location. Travelers are paid a prescribed amount for meals and incidental expenses plus the actual amount for lodging, not to exceed the maximum lodging rate for the specific location. The rates depend on the availability of government facilities, such as quarters and dining facilities.

Transportation. Policy mandates that uniformed service members will use available commercial travel offices to arrange official travel. The mode of transportation used between the points designated in the travel order will determine the transportation entitlement. On the other hand, if the member receives authorization to travel at personal expense, he or she will receive a reimbursement limited to what cost the government would have incurred for the authorized mode of travel. For questions or concerns, consult the transportation office or commercial travel office for assistance.

Miscellaneous Expenses. Reimbursable travel related expenses include travel from home or place of lodging to the servicing transportation terminal by taxi, limousine, bus, or privately owned vehicle. Additional miscellaneous expenses include passports, visas, and rental vehicles, when authorized on travel orders.

12.19. Government Travel Charge Card

The government travel charge card program is intended to facilitate and standardize DoW travel, providing travelers a safe, effective, convenient, commercially available method to pay for expenses incident to official travel, including local travel. The travel card is used to improve cash management, reduce administrative workloads, and facilitate better service to travelers. In addition, because of the refund feature of the travel card program, the program results in cost savings for the DoW.

Agency Program Coordinators. An agency program coordinator is an individual (uniformed member, employee, contractor, or foreign national) designated in writing by a commander or director as responsible for the management of the government travel charge card program. Agency program coordinators are responsible for managing the travel card program within their hierarchy. DoW Financial Management Regulation describes policies and procedures set forth through the Air Force government travel charge card program.

Card Use. Unless otherwise exempted, all DoW personnel are required to use the government-sponsored, contractor-issued government travel charge card for all expenses arising from official government travel. These expenses include lodging, transportation expenses, local ground transportation, and rental car expenses authorized on travel orders. Cardholders, while in a travel status, may use the card for non-reimbursable incidental travel expenses, such as rental movies, personal telephone calls, exercise fees, and beverages when these charges are not part of a separate room billing or meal.

Cash advances may be made with the government travel charge card to pay for travel-related expenses. Automated teller machine advances will not be obtained earlier than three working days before

scheduled travel and are limited to authorized expenses exempt from mandatory card usage (meals, incidentals, and miscellaneous expenses). Transaction fees for automated teller machine use are typically part of the incidental expense portion of per diem and are therefore not separate reimbursable expenses.

Permanent Change of Station Coordination. Individuals are required to use the government travel charge card during a PCS. Credit limit increases and deferred payment options are available to accommodate the extended travel times of a PCS move. Government travel charge card bills must be kept current while in a PCS status. The cardholder must notify the losing agency program coordinator before departing the old duty station and gaining agency program coordinator upon reporting to the new duty station. The losing agency program coordinator will update the travel card account to reflect "mission critical" status and set a future date in the travel card company's system to deactivate the cardholder's account based on the PCS travel order report no later than date. The agency program coordinator will also submit a transfer request to the travel card vendor, so the individual is removed from that unit's reporting hierarchy level. The gaining agency program coordinator will ensure the transfer request is processed by the travel card vendor when the member arrives at the new station so the account information can be updated. The gaining agency program coordinator will also clear the deactivation date within the travel card vendor's system.

How to Pay the Card Company. The travel card vendor provides detailed monthly bills to cardholders. Cardholders are responsible for payment in full of outstanding balances due in the monthly billing statement from the travel card vendor. Payments should be made promptly within the current billing cycle. Military service members must use the split disbursement feature in DTS, which automatically pays the credit card vendor for credit card charges incurred while on official travel.

Card Abuse. The cardholder will only use the government travel charge card while in official travel status. Commanders or supervisors will not tolerate the misuse of the government travel charge card. Cardholders who misuse their government travel charge card are subject to appropriate administrative or disciplinary action.

Delinquencies. Cardholders are responsible for payment in full of the amount stated on the monthly billing statement. A late fee per billing cycle may be assessed for individually billed accounts that are 75 days past the closing date of the account statement on which the charges first appeared. The travel card vendor will submit accounts that are 126 days past due for salary-offset processing to Defense Finance and Accounting Services. The travel card vendor may also initiate pay garnishment proceedings through the judicial system against cardholder accounts over 126 days delinquent.

Upon written request of the travel card vendor, the DoW may act on their behalf and collect by payroll deduction from the cardholder for any funds the cardholder owes to the travel charge card vendor as a result of delinquencies not disputed by the cardholder on the government travel charge card. If the travel card vendor cannot initiate pay garnishment proceedings and the cardholder account is over 210 days delinquent, the travel card vendor will charge off the account and report the delinquency to the credit bureau. The debt will then be collected through a third-party collection agency assigned by the travel card vendor.

Section 12C—Manpower Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12C—Manpower Management	A	B	C	C	D

12.20. Manpower Requirements

Manpower is a constrained resource that comprises a significant portion of the Air Force budget. All missions and programs compete for authorized military and civilian end-strength, and established grade distributions; therefore, must comply with guidelines as directed by Congress. Manpower must be programmed in accordance with validated manpower requirements, within fiscal limits and acceptable risks, as identified in defense planning and programming guidance. The Directorate of Manpower, Organization and Resources, Program Development Division allocates programmed manpower resources by command identifier, program element code, resource identification code, and country state code. These manpower resources are translated into manpower authorizations by updating the unit manpower document.

Major commands should use means other than programmed manpower change requests to accomplish short-term mission or surge workload requirements, such as: (1) use available funds and command civilian employment plans to employ civilians; (2) use overtime, temporary full- time, part-time, or overhire of civilian personnel; (3) seek support from the Air Reserve Component via military pay appropriation funds; (4) utilize temporary duty military and civilian personnel; and (5) seek contract service. Changes to command-specific military and civilian manpower requirements must be validated and approved by HAF before they can be used in the programming and resourcing process.

12.21. Determining Manpower Requirements

Three types of manpower are used to conduct the Air Force mission: military personnel, in-service civilian employees, and contracted services. In accordance with DoW guidance, the services assign military personnel only to positions that directly contribute to the prosecution of war; are military by law, custom, or tradition; or are needed for overseas rotation, operational deployment augmentation, or career field sustainment. The Air Force manpower requirements determination process systematically identifies minimum-essential manpower required for the most effective and economical accomplishment of approved missions and functions within organizational and resource constraints. Determining the correct military manpower required to meet the Air Force's most stringent wartime missions is key to the national military strategy.

The defense planning guidance defines the planning scenarios used to size and shape the Total Force. Manpower requirements are sized for the most demanding phase of the scenario construct, including rotational forces needed for prolonged conflicts. These scenarios drive force structure and manpower military budgeting decisions. Manpower and organization flight personnel assist Air Force commanders and functional managers by objectively quantifying manpower requirements for the distribution of Air Force manpower resources. Key services of this competency include peacetime manpower standards development, wartime manpower requirements, and commercial services management actions, such as public-private competition, in-sourcing, and business process reengineering.

12.22. Unit Manpower Document

According to DAFI 38-101, a manpower requirement is defined as the manpower needed to accomplish a job, mission, or program. A manpower requirement can be documented as a funded manpower authorization or an unfunded requirement. The Unit Manpower Document (UMD) is the primary document that reflects the manpower required to accomplish the unit mission. It is a computer-

generated product that lists unit funded and unfunded manpower requirements used to help manage manpower resources. The UMD contains data elements that identify unique position attributes, to include position number, Air Force Specialty Code, functional account code, office symbol code, grade, personnel accounting symbol, and reason code.

Supervisors should routinely check the UMD for accuracy and use it to track their authorized manpower strength. If a unit needs to change an existing requirement on the UMD, a manpower change request with justification is submitted to the servicing manpower organization. Approved changes to the UMD are reflected by a change notice generated by the manpower programming and execution system.

12.23. Manpower and Organization Flight

The installation Manpower and Organization Flight performs a variety of functions to help effectively manage manpower resources. The core competencies of manpower and organization encompass management engineering, data analytics, capability oversight, project management, advisory services, contingency force development and workforce development. Personnel within the flight provide day-to-day manpower resource management services, to include: UMD management, assistance with manpower change requests, change notices, and organizational structure changes. Manpower and Organization Flight personnel also provide other management services, such as performance management, commercial activity services, the Airmen Powered by Innovation Program, continuous process improvement, and management advisory studies.

12.24. Commercial Services Management

Commercial Services Management is a program designed to improve Air Force functions using a variety of management tools including competitive sourcing, in-sourcing, and post-competition accountability. The major command Manpower Organization and Resources Office is the manpower function responsible for providing commercial services management oversight at command levels and providing guidance to Manpower and Organization Flights for implementation of the Commercial Services Management Program at the respective wings. The three principal goals of the program are to sustain readiness, improve performance and quality by doing business more efficiently and cost effectively, and focus available personnel and resources on core Air Force missions. Commercial Services Management will not affect military-essential skills or those functions that are inherently governmental. The Air Force Manpower Analysis Agency develops and maintains tools, templates, and guidebooks to enable the field to execute the Commercial Services Management Program, administers the inherently governmental/commercial activities inventory, monitors post competition accountability, and provides field support on Commercial Services Management initiatives.

12.25. Competitive Sourcing Process

Competitive sourcing generates savings by finding more efficient ways to accomplish a particular function. A competitive sourcing study is a public-private competition that compares the total cost of the in-house government operation of an activity to the total cost of private sector performance of the same activity to determine which is the most economical or efficient approach.

In a competitive sourcing study, the mission remains essentially unchanged. It is the composition of the workforce that changes. Where military personnel were initially performing the mission, the resulting service provider will be made up of either civil servants or private sector contract employees. A competitive sourcing study frees up military personnel to perform other core military essential activities.

In-sourcing. In-sourcing is the conversion of a contracted function to DoW civilian or military performance, or vice versa. An in-sourcing business case analysis compares the cost of a contracted

function to the cost of DoW civilian employees to perform the same activity. Included in the business case analysis are certifications validating contract cost, in-house manning, available labor pool, and activity all meet the requirements of a valid and enduring mission requirement. Implementing the program permits the DoW to convert contracts and provides special consideration for using DoW civilian employees to perform functions currently performed by a contractor. This process is applicable when the function: (1) has been performed by DoW civilian employees at any time during the previous 10 years; (2) is closely associated with the performance of an inherently governmental function; (3) has been performed pursuant to a contract awarded on a noncompetitive basis; and (4) has been determined by a contracting officer to have been performed poorly during the five years preceding the date of such determination, because of excessive costs or inferior quality. **Note:** In accordance with the Deputy Secretary of War memorandum for in-sourcing contracted services-implementation guidance, contracted functions found to be inherently governmental, exempt from contract performance, unauthorized personal services, or experiencing problems associated with contract administration shall be in-sourced regardless of cost.

Section 12D—Resource Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12D—Resource Management	B	B	C	C	D

12.26. Resource Requirements

All Air Force resources have a value or cost associated with them. The Air Force resource management system is focused on outputs and resources used, managers effectively using resources, measuring actual performance compared to planned performance, and using financial plans and accounting to enhance management controls at each organizational level. The resource management system provides a way to establish priorities, choose policies, and act to get the desired results and required resources at acceptable costs.

12.27. Resource management responsibilities

Although base-level resource managers do not control initial allocation of all their resources, they must effectively manage these resources, including the stewardship of money, manpower, and equipment. Being an effective steward involves more than legal accountability. There are key duty positions associated with the resource management system that provide structure and alignment of resources and resource management. While every Air Force member has a principal responsibility to ensure resources are used in the most cost-effective manner, commanders and supervisors are responsible for the efficient and economical use of all resources in their organizations, as well as the budgeting, allocation, composition, and distribution of these resources.

Commanders. Commanders review, validate, and balance the financial plan to ensure successful financial management. Commanders must actively review financial programs for work centers (responsibility centers) and improve resource management by inquiring about program conditions, reviewing causes, weighing alternatives, and directing action. Commanders must also ensure resource management system success by allocating sufficient resources to resource management system training and resource management team efforts.

Comptrollers. Comptrollers support the organization’s mission and the Air Force by providing sound financial management and advice to commanders and staff. Comptrollers promote responsible and proper financial management to ensure efficient, economical use of resources consistent with statutory and regulatory requirements. Comptrollers apply policies and procedures that enable the organization to carry out accounting, budget, and cost functions.

Responsibility Center Managers. Responsibility center managers plan, direct, and coordinate subordinate organization activities. Responsibility center managers analyze subordinate organizational plans, identify imbalances in resource distribution, analyze alternative actions, and balance programs.

Cost Center Managers. The cost center is the basic production flight or work center. The cost center manager regulates the consumption of work hours, supplies, equipment, and services to do the tasks within their cost center. Cost center managers shift resources to or from various production tasks within the cost center to ensure the proper mix or to provide the emphasis required.

Resource Advisors. Resource advisors monitor and help prepare resource estimates. They help develop obligations and expense fund targets, monitor the use of resources in daily operations compared to projected consumption levels, and serve as the primary point of contact on resource management matters pertaining to their responsibility center. Resource advisors are appointed in writing by the responsibility center manager.

The Financial Management Board. Established by the senior or host commander at each base, the financial management board determines program priorities and ensures effective allocation of resources. The financial management board reviews and approves or disapproves recommendations made by the financial working group to ensure balanced, valid financial programs, and to consider all known or anticipated requirements.

The Financial Working Group. Composed of both line and staff resource advisors and responsibility center managers, the financial working group manages commodities and resources integral to the operating activities of the base or unit. The financial working group develops requirements and revisions for the base or unit financial plan, reviews all appropriated fund financial plans, and makes recommendations to the financial management board for final approval. Additionally, the financial working group presents recommendations to the financial management board for unfunded requirement prioritization and fund target adjustments between responsibility centers and base-level budgetary guidance. The financial working group provides technical guidance to base activities on using their primary responsibility resources.

Organizational Finance and Budgeting. The operating budget covers costs associated with the operation of all Air Force organizations. The approval by higher headquarters gives obligation authority to accomplish the mission. The budget program operates on a fiscal year basis (1 October through the following 30 September).

12.28. Planning, Programming, Budgeting, and Execution Process

The Planning, Programming, Budgeting, and Execution (PPBE) Process is the DoW's resource allocation system. The ultimate objective of the process is to provide the best mix of forces, equipment, manpower, and support attainable within fiscal constraints according to DoDD 7045.14, *The Planning, Programming, Budgeting and Execution (PPBE) Process*. The goal of the process is to achieve the defense objectives established by the

U.S. President and the Secretary of War outlined in the strategic planning and joint planning guidance. This system helps leaders establish and forecast a budget to ensure sufficient funds are available and increases management effectiveness by applying judgment and experience to programs, resource limitations, other program adjustments, and assessing alternatives for mission accomplishment.

Planning, Programming, Budgeting, and Execution Phases. The PPBE process has a framework that decides on future capabilities and provides an opportunity to reexamine prior decisions in light of evolving threats, economic conditions, and security concerns. It consists of four interrelated and overlapping phases: planning, programming, budgeting, and execution.

Planning. The Air Force translates top-down guidance into plans and requirements for which a future year's defense program can be developed. Planning defines and examines alternative strategies and analyzes external conditions and trends. During the planning phase, changes and long-term implications of decisions are examined. Streamlined planning and assessments help prioritize objectives, assess strategies, and provide the link between planning and programming. Planning also provides an objective against which the Air Force can measure execution success.

Programming. During the programming phase, planning policies and guidance are addressed, and initial program costs are established. By programming, the Air Force matches available resources (fiscal, manpower, and materiel) against validated requirements to achieve the strategic plan and submit program proposals. The key objective of programming is to develop a balanced, capabilities-based Air Force Program Objective Memorandum (POM). In addition, the Air Force defends the POM during program review and budget review and adjusts the program as a result of the Office of the Secretary of War reviews and changing national and international situations. While the Air Force and

other military departments link planned requirements with the resources needed to provide them, tradeoffs are inevitably involved beyond those in the planning process.

Budgeting. The budgeting phase occurs concurrently with the programming phase. Each DoW Component submits a proposed budget estimate simultaneously with a POM. The budgeting phase of formulation and justification provides a platform for a detailed review of a program's pricing, phasing, and overall capability to be executed on time and within budget. The budgeting process principally addresses the years to be justified in the U.S. President's budget. Three things happen in the preparation of the budget estimate submission. First, Air Force budget analysts identify situations where the program has put Air Force resources at risk of Office of the Secretary of War or congressional reduction. Second, the comptroller applies the latest inflation figures and flying hour and manpower rates, etc. Third, the program is put into the Office of the Secretary of War budget format and budget justification documentation is prepared. Once these steps are completed, the final position is called the POM/budget estimate submission or program budget review. The budgeting phase continues with the program budget review submission and fact-of-life changes via notification document in the off-year.

Execution. The execution phase focuses on running the Air Force day to day. Execution is carried out at applicable organizational levels. The Air Force major commands and HAF are allocated their share of obligation authority to execute their missions in accordance with approved integrated priority lists for those programs that are centrally managed. Because the budget being executed in any given year was actually compiled over a year earlier, some assumptions on which the budget was based will have changed. Because change is anticipated, Congress allows some flexibility within the operating budgets to move resources without requiring their permission, but installations are expected to execute to the integrated priority list for centrally managed programs. One key part of the execution phase is the major command operations and maintenance operation plan. Air Force program execution is reviewed during the budget execution reviews in February, April (concurrent with the internal Air Force mid-year review), and July.

12.29. Future Years Defense Program

The Future Years Defense Program (FYDP) is a database that summarizes forces, resources, and equipment associated with all DoW programs. The program displays total DoW resources and force structure information in three basic dimensions: the organizations affected (military departments and defense agencies), appropriations accounts (research, development, test, and evaluation; and operation and maintenance), and major force programs (strategic forces and mobility forces). The FYDP is updated twice during the PPBE Process cycle, first upon submission of the POM (usually July/August), and again upon submission of the U.S. President's budget (early February the following year). The FYDP is composed of 12 major force programs and over 3,600 active program elements designed to categorize functional or organizational entities and their related resources.

12.30. Air Force Equipment Management System

The Air Force equipment management system provides worldwide visibility of all equipment assets throughout the Air Force. The system helps to support reporting capitalized asset depreciation, determining equipment requirements based on Air Force allowance standards, supporting the budget and buy program, and identifying equipment types and quantities required to accomplish the mission. Air Force allowance standards identify specific items and quantities approved by the functional manager for units to use during wartime and peacetime operations. These allowance standards are accessible online from the Air Force Equipment Management System and the Allowance Standard Retrieval System website.

Responsibilities. The Air Force's mission makes it imperative that all military and civilian personnel operate and maintain government systems, equipment, supplies, and real property in the best possible

condition, readiness, and in the absolute minimum quantity necessary to accomplish assigned tasks. Additionally, Airmen at all levels must accurately maintain property records to reflect a current inventory and condition of property; ensure personnel carefully and economically use and safeguard property; provide adequate security, protection, and storage for property; and make recommendations for preventing fraud, waste, and abuse. Ultimately, Air Force members must have supply discipline to conserve, protect, and maintain available government supplies, equipment, and real property for operational requirements.

Commanders and Supervisors. Commanders and supervisors at all levels are responsible for prudent management, control, storage, and cost-effective use of government property under their control. Commanders and supervisors establish controls to eliminate uneconomical equipment management, ensure all personnel are taught proper care and safeguard principles, and enforce these principles. Commanders must properly manage public property under their control, provide instructions to subordinates on specific responsibilities, and maintain records that may be audited. Commanders appoint representatives, designate property custodians and facility managers, and ensure the representatives attend the proper training offered by logistics readiness squadrons.

Property Custodian. A property custodian is appointed by an accountable property officer, commander, or chief of staff agency to accept responsibility for property and are directly responsible for the physical custody, inventory, accounting, and reconciliation of items on the account. A custodian may be held financially liable for the loss, theft, destruction, or damage of any property or resources under their control and must report property losses or irregularities to commanders or accountable officers at the time of discovery. For additional information on property custodians and property management, refer to DoDI 5000.64*, Accountability and Management of DoD Equipment and Other Accountable Property*, and AFI 23-111, *Management of Government Property in Possession of the Air Force*.

Installation Responsibilities. The installation commander has overall responsibility and accountability for the operation of a Air Force installation. The major command and installation commander, assisted by the base civil engineer, are responsible for developing, operating, maintaining, and controlling the use of Air Force facilities in compliance with applicable DoW and Air Force policies and procedures. They are also responsible for developing comprehensive asset management plans, identifying facility lifecycle requirements, implementing applicable common levels of service, assessing the impact of asset condition on mission support through the use of key performance indicators, and developing and executing real property construction, sustainment, restoration, and modernization programs.

Base Civil Engineer Squadron Responsibilities. The base civil engineer is charged with providing, operating, maintaining, restoring, and protecting the built and natural infrastructure necessary to support the Air Force mission. As such, the base civil engineer serves as the focal point for all construction, sustainment, restoration, and modernization of facilities identified as real property and associated real property installed equipment. The base civil engineer's customer service unit typically manages the installation's facility manager program, to include providing initial and recurring training for facility managers. Facility manager training covers facility manager roles and responsibilities and identifies the processes and procedures required for submitting work requests.

Civil Engineer Work Requests. The base civil engineer's customer service unit receives and reviews all incoming work requests for validity, verifies scope, and ensures the work request is coordinated with the appropriate agencies, such as fire, safety, and environmental. If the work request is approved, it will be executed in-house based on priority by the operations flight or as a contract managed by the engineering flight. Work requests will be identified to the customer service unit by the facility manager utilizing the AF Form 332, *Base Civil Engineer Work Request*, or designated information technology

systems.

Direct Scheduled Work. Direct scheduled work is a request that does not need detailed planning and can be sent directly to the required shop for execution. An example of a direct scheduled work is fixing a leaky faucet.

Planned Work. Planned work requests are typically complex and require detailed planning, scheduling of multiple shops, and lead time for material acquisition. An example of planned work is relocating a doorway and associated exit signs to accommodate a new layout.

Emergency Work. Emergency work is defined as work that corrects an issue that poses an immediate threat to mission, life, safety, or health and will be identified to the customer service unit. Emergency work requests should be requested and accomplished by the quickest means possible, to include verbal or phone communication.

12.31. Fraud, Waste, and Abuse Prevention

The Air Force loses millions of dollars every year due to individuals abusing the system, wasting precious resources, and committing acts of fraud. Preventing fraud, waste, and abuse (FWA) is of primary concern. While detection and prosecution serve to deter fraudulent, wasteful, or abusive practices, the key element of the program is to prevent the loss of resources. The Secretary of the Air Force, Inspector General, provides policy guidance, develops procedures, and establishes and evaluates the Air Force Complaints. In turn, the IG at every level is responsible for establishing and directing these programs.

Fraud. Fraud is defined as any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual benefit, privilege, allowance, or consideration to which he or she is not entitled. Fraud may also be considered to be any theft or diversion of resources for personal or commercial gain.

Waste. Waste is defined as the extravagant, careless, or needless expenditure of Air Force funds or the consumption of Air Force property that results from deficient practices, systems controls, or decisions. Waste also includes improper practices not involving prosecutable fraud. Wartime and emergency operations, legitimate stockpiles, and wartime reserves are not considered waste.

Abuse. Abuse is defined as the intentionally wrongful or improper use of Air Force resources. Examples of abuse include misuse of rank, position, or authority that causes the loss or misuse of resources, such as tools, vehicles, computers, or office equipment.

Fraud, Waste and Abuse Complaints. Air Force personnel have a duty to promptly report FWA to an appropriate supervisor or commander, to an IG or other appropriate inspector, or through an established grievance channel. FWA complaints may be reported to the Air Force Audit Agency, the Air Force Office of Special Investigations (AFOSI), security forces, or other proper authorities. Individuals may submit complaints of FWA by memorandum, in person, or by FWA hotlines. Complaints may also be submitted anonymously.

As with personal complaints, Air Force members should try resolving FWA issues at the lowest possible level using command channels before addressing them to a higher level or the IG. Making a disclosure or complaint requires factual, unbiased, and specific information. Individuals must understand they are submitting official statements within Air Force channels. Therefore, they remain subject to punitive action or adverse administrative action for knowingly making false statements and for submitting other unlawful communications.

Complainant Privacy. The complainant's privacy is safeguarded to encourage voluntary cooperation and to promote a climate of openness in identifying issues requiring leadership intervention. The IG

has the responsibility to safeguard the personal identity and complaints of individuals seeking assistance or participating in an IG process, such as an investigation. While this does not mean the communications made to an IG are privileged or confidential, it does mean that disclosure of those communications and the identity of the communicant is strictly limited to an official need-to-know basis, when required by law or regulation, when necessary to take adverse action against a subject, or with Secretary of the Air Force, Inspector General approval.

Whistleblower Rights. Whistleblower witnesses have additional rights. The nature of the allegation and findings will determine what information is releasable. All information released is according to Freedom of Information Act and Privacy Act. "Third-party" complainants are not entitled to a response regarding alleged wrongs not directly affecting them unless authorized to receive via a Freedom of Information Act or a Privacy Act release.

12.32. Financial Liability Investigation

Upon the discovery of loss, damage, destruction, or theft of government-owned property (real or personal) of any value, the immediate supervisor within the chain of command shall conduct an informal inquiry to determine if the situation warrants a formal investigation. An investigation shall be conducted for all loss, damage, destruction, or theft of government-owned equipment with an initial acquisition cost of $5000 or greater; all sensitive, classified, or leased (capital lease) property, regardless of initial acquisition cost; and any real property. However, investigations may also be conducted when circumstances warrant, such as when the loss, damage, destruction, or theft of small amounts of property occur frequently enough to suggest a pattern of wrongdoing. The DD Form 200, Financial Liability Investigation of Property Loss, is required documentation for investigations and is used to document the facts and circumstances of the loss, damage, destruction, or theft. For additional information on the financial liability investigation program, refer to DoD 7000.14-R, *Financial Management Regulation*, Volume 12, Chapter 7, *Financial Liability for Government Property Lost, Damaged, Destroyed, or Stolen*.

Section 12E—Environmental Commitment

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 12—FINANCE, MANPOWER, AND RESOURCES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 12E—Environmental Commitment	A	B	B	C	C

12.33. Environmental Responsibilities

The Air Force is a leader and devoted guardian of the environment. As trustee to over 8 million acres of natural habitat, the Air Force takes considerable measures to defend and enhance America's rich natural resources and cultural heritage. Over the last 20 years, the Air Force has followed a compliance-based approach to environmental management resulting in an unparalleled record of responsiveness to regulation, community interests, and ecological needs.

Air Force Smart Operations for the 21st Century is aimed at establishing an environment in which all Airmen are actively eliminating waste and continuously improving processes. DAFI 32-7001, *Environmental Management*, implements the environmental management system framework and provides guidance and procedures applicable to all DAF installations within the United States territories and foreign countries.

12.34. Environmental Management System

The DoW, as the nation's largest user of federal lands, consumers of energy, and operators of large industrial complexes, must strive to ensure efficient operations while reducing its environmental footprint. All Air Force commanders, supervisors, and process owners shall integrate environmental considerations into daily work activities and at all levels of decision-making for current or proposed actions that may adversely impact the environment. The environmental management system is a set of processes and practices that enable a reduction in environmental impact and an increase in operating efficiency.

Environmental Management System Priorities. Three priorities of the environmental management system are: compliance, risk reduction, and continuous improvement. Compliance will be maintained with all environmental legal obligations and regulatory guidelines. Risk reduction will be achieved through a standardized approach to protect Air Force assets, personnel, and material by effectively identifying and managing risks from environmental encroachment. Instilling a culture that encourages and supports continuous improvement will reduce environmental impacts and regulatory burden.

Environmental Management System Phases. The environmental management system is designed with four phases to help the Air Force at all levels maintain compliance with environmental goals and obligations as outlined in DoDI 4715.17, *Environmental Management Systems*.

Phase 1: Plan. The planning phase includes scope, environmental policy and commitment statement, environmental aspects and impacts, legal and other requirements, objectives and targets, and action plans. Effective planning allows the installation's leadership to focus resources on mitigating risks that present the greatest threat to mission capability.

Phase 2: Do. The doing phase includes an environmental risk reduction strategy for environmental aspects associated with the processes or activities that generate pollutants. Each facility shall identify opportunities to optimize selected business, operational, or industrial processes or activities in terms of pollutant reduction, lower energy use, reduction in the use of natural resources, water conservation, and improvements to health and safety.

Phase 3: Check. The checking phase includes environmental monitoring and measuring to increase leadership awareness of compliance issues, identify and analyze trends of non- conformance and non-compliance, identify areas for improvement, provide lessons learned to prevent similar non-

compliance at other installations, and to minimize or avoid environmental litigation risks.

Phase 4: Act. The acting phase includes the management review to assess the suitability, adequacy, and effectiveness of the management system.

12.35. Environmental Management System Guidance

Program areas identified and outlined in DAFI 32-7001 and other environmental AFIs include environmental protection initiatives aligned with DoW and Air Force policies and programs. Program areas include air quality; water supply; hazardous materials; hazardous waste; solid waste; toxic substances; petroleum, oil, and lubricants; storage tanks; pest management; cultural resources; natural resources; environmental planning; environmental restoration; environmental baseline surveys; and overseas compliance policy.

12.36. Environmental Compliance

The Air Force Civil Engineer Center (AFCEC) is responsible for managing the Air Force compliance, restoration, sustainability, and National Environmental Policy Act programs. AFCEC provides HAF, major commands, and installations with environmental compliance support, delivering the compliance programming and execution expertise, core knowledge and leadership required to ensure Air Force installations comply with regulatory programs related to air emissions, water quality, wastewater discharges, hazardous waste generation, and natural and cultural resource management. AFCEC also serves as the central point for collection and analysis of environmental data in various program areas. The AFCEC team includes subject matter experts and program managers in various fields and specialties related to environmental operations, including regulatory compliance, environmental restoration, hazardous waste management, pollution prevention, and environmental assessments.

Chapter 13
DEVELOPING ORGANIZATIONS

Section 13A—Strategic Thinking and Results Focus

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 13—DEVELOPING ORGANIZATIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 13A—Strategic Thinking and Results Focus	A	B	C	C	D

13.1. Managing the Work Environment

Organizational management is the process of organizing, planning, leading, and controlling resources within an entity with the overall aim of achieving established goals. Organizational management provides leaders the ability to make decisions and resolve issues effectively for the benefit of the organization and its employees.

While some enlisted members may think of strategic thinking as "above their pay grade," thinking strategically is important when establishing goals, and planning how to achieve them, within any unit or work center. Strategic thinking can be applied at any level, across an entire enterprise or on a specific project.

13.2. Strategic Thinking

Strategic Thinking refers to thinking on both a large and small scale, long- and short-term to identify and achieve desired goals.

When retired Air Force general officers were asked to think of the Airmen they had worked with during their career who most excelled at Strategic Thinking, they indicated that those Airmen excelled at:

Identifying best and worst-case scenarios for how a situation might be resolved

Considering how other stakeholders would be affected by proposed courses of action

Viewing issues from the perspective of more senior leadership ("work your boss's problems")

Identifying a realistic time horizon for achieving goals and building on small successes ("Thought BIG. Started small. Scaled fast.")

13.3. Strategic Thinking Mindset

Airmen at all levels should adopt a strategic thinking mindset as they approach issues within their organization. Strategy sets priorities, goals, objectives, and key performance indicators (metrics/measures) that are aligned from the lowest echelon to the highest, and ensures all Airmen are marching down the same Path, toward the same Target. When the current state of performance is not reaching the target level, continuous improvement methods such as Lean, Six Sigma, or Theory of Constraints, may be used to address identified issues. The three fundamental components of a strategic thinking mindset are:

Intellectual Flexibility. A willingness and proclivity to adjust one's understanding, opinions, or approach when conditions change, or new information is presented.

Flexibility is about bending, not breaking; we can adapt and adjust without abandoning long-term strategy and starting from scratch.

For example, imagine a request for members of your unit to receive critical training is denied for budgetary reasons. Rather than ignoring the need for training, or simply continuing attempts to get approval for the original request, you should consider other options. Perhaps just one of your Airmen could receive the training and then teach the rest of the unit? Maybe there are other units nearby whose members have received the training who would be available to teach your Airmen?

Intellectual Inclusiveness. Welcoming of information and opinion from a broad range of sources (individuals, groups, disciplines of study, etc.).

A broad, informed perspective often requires many voices to be involved in a discussion, and a willingness to consider new or seemingly unusual sources of information.

Look beyond your immediate organization. Make use of formal and informal networks and reach out to others with relevant expertise. Maybe you have peers from past assignments who have dealt with similar issues? Maybe you have contacts within the other Services, or former instructors or classmates who could share relevant information and expertise.

Intellectual Humility. Comfort level with being wrong or having an incomplete understanding, accompanied by the tendency to check oneself, examining issues as if one's understanding is wrong in some way.

Too often we have a bias in favor of maintaining old beliefs or assumptions and need to check our tendency to react defensively to constructive feedback. Don't assume you are the smartest person in the room on a given issue (or the only smart person within the room). Ask your subordinates for candid feedback on your proposed approach. Explicitly communicate your desire to understand and consider alternate perspectives before making a decision.

13.4. Strategic Thinking in Action

In practice, strategic thinking consists of four main activities: scanning, questioning, conceptualizing, and testing:

Scanning is the identification of emerging patterns in the environment. This consists of taking in, deconstructing, and synthesizing information from different sources, with the goal of applying this information to the future. Example scanning techniques could include seeking input from an expert panel and analyzing historical data to identify trends.

Questioning (asking questions of others and oneself) is needed to more fully understand an issue from different perspectives. This includes framing issues broadly, exploring problems rather than aiming to solve them immediately, and considering input from all stakeholders.

Conceptualizing potential options is needed to identify possibilities for future direction. This includes identifying a broad range of options (brainstorming), using various analytic tools and techniques to explore potential solutions, and rejecting options only after exploration.

Testing allows for informed speculation to anticipate the impact of a proposed action on organizational performance**.** For example, one might initially conduct a role play of how the proposed course of action would be communicated to stakeholders and how they are likely to respond. The proposed solution should be tested on a small scale (a pilot test), in order to evaluate its initial impact and to address any problems that arise in the initial implementation.

13.5. Results Focus

At the individual and team level, optimal performance requires setting goals to stay on track. But not all goals are alike. Goal setting is most likely to improve performance when goals are Specific, Measurable, Attainable, Relevant, and Time-bound (SMART).

S – Specific: Specific objectives/targets should answer who is involved, what is to be accomplished, where it is to be done, when it is to be done, which requirements and constraints exist, and why (purpose) the objective is being accomplished.

M – Measurable: Establish criteria for measuring progress toward and attainment of each objective/target/milestone until the desired objective is met.

A – Attainable: Ensure applicable resources are available and objectives/tasks (within acceptable levels of risk), are possible. It may also be helpful to use action-oriented statements rather than passive voice. **Note:** The term "Attainable" does not imply that goals should be easy to attain. Research has consistently found that setting difficult or challenging goals improves performance more than setting goals that are easy or only moderately difficult to meet.

R – Relevant: Link to the mission, vision, and goals and ensure they are meaningful and relevant to the user. Good objectives must be obtainable, yet purposeful.

T – Time-Bound: Provide date for completion. Targeted dates provide periodic and overall accountability.

While goal setting can improve both individual and group performance, interdependent work may require a focus on how individuals contribute to the group ("**group-centric" goals**). Goals that are strictly focused on maximizing individual results (**"ego-centric" goals**) may backfire when collaboration is needed.

For example, managers may set numeric goals for help desk technicians to resolve a certain number of help desk tickets each month. "Egocentric" goals for each individual employee to resolve a certain number of tickets may disincentivize support to other team members, such as training and coaching new team members. "Group-centric" goals for an entire work unit to resolve a certain number of tickets may be more likely to increase overall performance, by inherently incentivizing both processing tickets individually and providing support that will help other team members resolve tickets as well.

Section 13B—Resources and Organizational Structure

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 13—DEVELOPING ORGANIZATIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 13B—Resources and Organizational Structure	B	B	C	D	D

13.6. Resource Management

Improving performance requires both planning and execution. For organizational change to be effective, planning and execution generally must include redesign or coordination on the following five interrelated fronts.

Organization and People. Human resources are the key to future viability and organizational growth in a continuous learning environment. Although processes and other front factors may change, focus should remain on providing workers with appropriate knowledge, skills, experiences, and tools.

Technology. Technology is a crucial enabling factor that allows compression of cycles, lead time, distance, and broader access to information and knowledge assets. Technology also eliminates barriers between customers and suppliers.

Policies, Legislation, and Regulations. Changing existing policies, regulations, and legislation may be required for new processes.

Physical Infrastructure. Physical facilities, equipment, and tools should be designed to support and maximize changes in workflow, information technology, and human resources.

Process. The flow of work and information into and throughout the organization must be redesigned using standard continuous process improvement methodologies improvement methodologies.

13.7. Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities (DOTMLPF)

The acronym, DOTMLPF is used by the DoW to describe a thought process that considers a broad spectrum of elements or requirements to generate informed, conclusive solutions to problems, future requirements, strategic direction, and performance improvement. DOTMLPF is defined as a process that considers solutions involving any combination of these elements.

DOTMLPF serves as a valuable mnemonic for staff planners to consider for certain issues prior to undertaking new efforts. Because combatant commanders define requirements in consultation with the Office of the Secretary of War, they are able to consider gaps in the context of strategic direction for the U.S. Armed Forces and influence the direction of requirements earlier in the acquisition process. Here is an example of how DOTMLPF would be interpreted in the military context:

Doctrine: The way we fight (emphasizing maneuver warfare, combined air-ground campaigns).

Organization: How we organize the fight (divisions, air wings, task forces).

Training: How we prepare to fight tactically (basic military training, advanced individual training, unit training, joint exercises).

Materiel: All the ‘stuff’ necessary to equip the forces (weapons, spares) so we can operate effectively.

Leadership and Education: How we prepare leaders to lead the fight from squad leaders to four stars (professional development).

Personnel: Availability of qualified people for peacetime, wartime, and various contingency operations.

Facilities: Real property, installations, and industrial facilities (government owned ammunition production facilities) that support the forces.

13.8. Organizational Structure (Balancing Precision with Flexibility)

Organizational design should be determined based on the organization's overall mission and strategy, taking into consideration the environment, size, and pace of technology.

In determining how an organization should be structured, it is important to balance the need for **precision** (need to maintain order, decrease ambiguity, and ensure direction is followed) with the need for **flexibility** (potential need to adapt quickly and push innovation).

The pros and cons of various organizational structures are briefly described here.

Mechanistic (Bureaucratic) Structure. A mechanistic or bureaucratic organizational structure is vertically arranged; communication and decision-making begin at the top and then filter downward. In this type of organizational structure, there is very little involvement of low-level members in decision-making, employees work in teams based on task specialty, and there is a heavy reliance on rules. The mechanistic system lends itself well to an organization where strategy or goals are geared toward efficiency and tasks need to be accomplished quickly and accurately. A stable environment that requires little flexibility is often conducive to a mechanistic structure. Also, if the size of an organization is intermediate to large, more structure may be necessary. Unfortunately, organizations with a mechanistic structure may find that job satisfaction suffers because subordinates basically do as they are told with little to no contribution to how things are done.

Organic Structure. An organic organization has horizontal and vertical communication, allowing communication to occur up and down as well as across departments and among co-workers without bureaucratic lines. Cross-talk and opinions are encouraged among employees to allow more involvement in decision-making and contribution into how things are done. The flexibility involved in day-to-day operations facilitates technological advancements and allows employees to be more adaptable as changes arise. The organic organization's strategy is often geared toward innovativeness and creativity. The computer software industry is a good example of one that requires a creative design. The environment is unstable, with change being the norm rather than the exception. Organizations with organic structure are most often small to moderate, apply new technology through adaptation rather than compliance, and employ research and development that is creative rather than restrictive. The sharing of information and the participative environment increases worker satisfaction and often produces well-rounded decisions. Unfortunately, an organic structure may slow down the implementation process, lead to low efficiency, and reduce standards.

Diverse Structure. Because there are advantages and disadvantages of mechanistic and organic organizations, organizations with a diverse design incorporate both mechanistic and organic structures to accomplish the mission. The diverse design is used when the organization needs the rigid structure of the mechanistic organization in some areas and the flexibility of the organic organization in others. For example, administrative sections often have specific rules to follow when processing performance reports, decorations, and orders. For this purpose, a mechanistic system would be appropriate. In the same organization, a training section may be hindered by a rigid mechanistic system; therefore, an organic system would be more effective to allow for more frequent innovation in how training is delivered.

Matrix Structure. The matrix design is basically an organizational design or team within a mechanistic, organic, or diverse organization. A matrix design is usually best for addressing a

temporary need within an organization; therefore, it is short-lived, and the overall organizational structure remains intact. A matrix design brings workers from different sections or organizations together to serve a particular function. Within the matrix design, employees or team members have two bosses; the functional boss writes their performance report and schedules normal duty hours, and the project boss or team leader ensures the task at hand is accomplished appropriately. The strength of the matrix design lies in the pooling of expertise and resources; the weakness lies in the confusion of who is in charge.

Section 13C—Change and Problem Solving

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 13—DEVELOPING ORGANIZATIONS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 13C—Change and Problem Solving	B	C	C	D	D

13.9. Change Management

Change is inevitable. We know changes are taking place every day, all around us. Change is appropriate when there is a perceived gap between what the norms are and what they should be. Organizational change is not automatic. It is the deliberate adoption of a new idea or behavior by an organization and the establishment of new norms. These norms can involve technology, tasks, structure, and resources, including people. First, leaders must do their part to create an organizational climate conducive to change by explaining the limitations or shortfalls of the present process and the possibilities and benefits of the proposed change. Training to become a part of necessary change is available to problem solvers and practitioners of continuous process improvement, which all Airmen should strive to become. Airmen of all skills and jobs should possess a mindset of critical thinking and problem solving as their first duty. As an Airmen matures, their career path should include basic, fundamental, intermediate, and Master level education for change management and continuous process improvement. Next, leaders must facilitate the change itself by walking Airmen through the change, explaining the details, and answering questions. Finally, leaders should show appreciation for those who contribute to the change and help refocus those who do not. Tough-minded, realistic optimism is the best quality a leader can demonstrate when coping with change.

Resistance to Change. The first reaction to change is often perceived as resistance. An essential element for preventing or overcoming resistance to change is establishing a well thought out plan. Planning enables the change agent (the person advocating for or leading the organizational change) to build confidence, anticipate questions, develop courses of action, and address opposing perceptions. Five of the most common responses to change are briefly described here.

Distrust. Imposed change that significantly affects an organization will often be met with tough questions to ensure the change purpose and intent is clearly understood. Leaders who are not prepared to clarify or explain thought processes behind the change will not easily overcome employee doubt and will struggle to gain employee buy in.

Uncertainty. When faced with impending change, people may experience fear of the unknown or see the change as a threat to organizational stability and their job security. Employees may wonder if they will still have a job, if they will be able to do the new job, or if they will have to learn a new program or process.

Self-interest. People often consider the position they currently have or their role in the existing environment and question the direction and capabilities of those in positions of power after the change is implemented.

Different Perception/No Felt Need to Change. Even if you think people recognize the need for change, they may see the situation differently, particularly if the change has been dropped on them. Maintain an environment of open communication to build support for the change and reduce the amount of employees who inwardly resist it.

Over-Determination. Ironically, organizational structure may be a barrier to change. For example, a mechanistic structure that relies on strict procedure and lines of authority may be so rigid that it inhibits change and possibly damages professional relationships.

13.10. Reducing Perceived Resistance to Change

Successful change management depends on addressing causes of resistance and improving the change implementation process. There are several approaches leaders can take to implement change successfully.

Education and Communication. Open communication is necessary throughout the change process and helps reduce uncertainty. Educating people about the need for and expected results of a change should reduce resistance.

Participation and Involvement. Leaders reduce resistance by actively involving those affected in designing and implementing change. Involving people in the change process helps generate ownership and commitment to the change.

Facilitation and Support. Leaders should introduce the change to employees gradually and provide additional training, if needed. Reinforcement and encouragement help facilitate the power of high expectations throughout the organization.

Negotiation and Agreement. Leaders may choose to offer incentives to those who continue to resist the change. In difficult times, negotiated agreements can help focus and remind employees of the changes agreed upon as the change process progresses.

Coercion. Coercion is a forcing technique used to make employees accept change. Coercion can negatively affect attitudes and can potentially cause long-term negative consequences. Coerced compliance is not recommended and requires constant leadership oversight to ensure the change remains in effect.

13.11. Three-Stage Change Process

Although there are a wide range of various change processes, the change process model proposed by renowned social psychologist, Kurt Lewin, recommended leaders view change as a three-stage process: unfreezing, changing, and refreezing. In the three-stage change process, leaders (change agents) must analyze restraining or opposing forces and devise ways to reduce them to overcome resistance. At the same time, leaders must recognize and strengthen supporting forces, which are those forces pushing toward change. After analyzing the forces for and against change, and developing a strategy to deal with them, leaders can attend to the change itself.

Stage 1: Unfreezing. Once the need for change is recognized, the three-stage change process begins with unfreezing. Unfreezing is a deliberate management activity to prepare people for change by knowing and going where issues may exists. The most neglected, yet essential part of unfreezing is creating an environment where people feel the need for change. A key factor in unfreezing involves making people knowledgeable about the importance of a change and how it will affect their jobs or the overall organizational structure. By pointing out problems or challenges that currently exist in the organization, leaders are able to generate a need in the people who will feel the greatest effect of the change.

Stage 2: Changing. After unfreezing, the next stage in the three-stage change process is changing. The changing stage involves modifying technology, tasks, structure, or distribution of people. During the changing stage, the organization moves from the old state or the previous norms, to the new state by installing new equipment, restructuring work centers, or implementing procedures. In short, changing is anything that alters the previously accepted status quo. The change agent in this stage is essential.

Change needs to be monitored as it occurs by paying close attention to the people most affected by the change. Signs of implementing the change too early may include negative reactions from employees. In some instances, systems are not completely ready, and production may bog down. Be prepared to

receive and respond to feedback in any number of forms to ensure the change unfolds as successfully as possible. Being involved and available throughout the process will allow leaders to react quickly to issues as well as provide support to employees who are dealing with the issues of the change firsthand. Encouragement and involvement in the changing stage may be very similar to that applied during the unfreezing stage. **Note:** It is a leader's responsibility to be receptive to the needs of the organization and its employees. Readdressing unfreezing techniques is better than forcing a change that causes more problems than it resolves.

Stage 3: Refreezing. The third and final stage in the three-stage change process is refreezing. After implementing a change, it is time to lock in (or refreeze) the desired outcomes and the new norms so they become permanent. Actively encouraging and reinforcing the use of new techniques is a way of helping the new behavior stick. A critical step in refreezing is remaining engaged and evaluating results to determine if the change reached the desired effect or if the new process needs more support, instruction, training, or time. Positively reinforcing desired outcomes is crucial during the refreezing stage. Rewarding people when they do something in alignment with the change emphasizes the value of the new procedures or behaviors and helps freeze them into place. Highlighting successful change helps reduce the desire to return to the old way of doing things. In many cases, the change agent can call attention to the success of the change and show where it works while also being receptive to feedback and areas that may cause lingering issues or continued frustration. In this case, the change agent must evaluate results, reinforce the desired outcomes, and make constructive modifications, as needed.

13.12. Continuous Process Improvement (CPI)

The use of CPI increases operational capabilities while reducing associated costs by applying proven methodologies to all processes associated with fulfilling the DAF mission. CPI is a comprehensive philosophy of operations built around the concepts that there are always ways a process can be improved to better meet mission/customer requirements, organizations must constantly strive to make those improvements based on performance metrics that align to strategic objectives, and efficiencies should be replicated to the extent practical. CPI is a hallmark of highly successful organizations, is an Airmen Leadership Quality, is a both a commander's responsibility (AFI 1-2, *Commander's Responsibilities*), and is a major graded area in the Air Force Inspection System (AFI 90-201, *The Air Force Inspection System*), and a focal point within the Air Force Standards within Air Force Core Values 'Excellence in all we do' (AFI 1-1, *Air Force Standards*).

CPI Methodologies. Air Force CPI incorporates aspects of four major methodologies to assist with organizational change. A practical problem-solving method may simultaneously draw from more than one of these CPI processes.

Lean. Lean is a methodology focused on workflow, customer value, and eliminating process waste. Lean is unique from traditional process improvement strategies in that the primary focus is on eliminating non-value-added activities.

Six Sigma. Six sigma is a rigorous, data-driven methodology for process improvement focused on minimizing waste through identifying, controlling, and reducing process variation.

Business Process Reengineering. Business process reengineering is a comprehensive process requiring a change in the fundamental way business processes are performed. Business process reengineering identifies unnecessary activities and eliminates them wherever possible. Business Process Reengineering allows great opportunity to empower airmen to be innovative Airmen can strategically align and implement agile, innovative ideas into newly designed processes to give the DAF the competitive edge.

Theory of Constraints. Theory of constraints is a systematic approach to optimize resource utilization by identifying, exploiting, subordinating, elevating, and reassessing constraints (bottlenecks) in the process.

13.13. Practical Problem-Solving Method

At the core of Air Force CPI is the practical problem-solving method, a standardized and structured approach to problem solving used by global industry leaders and adopted by DoD. The practical problem-solving method, as shown in **Figure 13.1.**, is an eight-step process used to clarify problems, identify root causes, and develop appropriate countermeasures to achieve change. **Note:** The Osborn-Parnes convergent and divergent thinking techniques described in this handbook's chapter on Developing Ideas can be useful during many steps in this process.

Practical Problem Solving Method

Step 1	Clarify and validate the problem
Step 2	Break down the problem and identify performance gaps
Step 3	Set improvement target
Step 4	Determine root cause
Step 5	Develop countermeasures
Step 6	See countermeasures through
Step 7	Confirm results and process
Step 8	Standardize successful processes

Figure 13.1. Practical Problem Solving Method

Step 1: Clarify and Validate the Problem. The first step to effective problem-solving is to clearly understand the problem, often best accomplished by developing a problem statement. A well-defined problem statement uses data to identify where the problem is occurring, determine the impact of the problem, and compare performance against a standard with scope and direction. A problem statement does not assume a root cause, solution, or countermeasure, but should include visual tools to depict the current state. The who, what, when, where, and significance of the problem statement should be validated by data. This is done by collecting and analyzing data to validate the existence and magnitude of the problem. If data does not exist, the effort should be paused to collect and analyze the needed data before moving forward. This step incorporates the Mess Finding, Data Finding, and Problem Finding aspects of the Osborn-Parnes model.

Step 2: Break Down Problem and Identify Performance Gaps. Understanding what appropriate data is required and the ability to interpret that data is paramount to performance gap analysis. Step 2 effectively frames and supports the problem in Step 1. Once the problem statement has been identified and answers the who, what, when, where, and significance of the problem, further analyze the data in comparison to the expected outcome. The expected outcome is the objective from which to measure the gap between the current state and end state (the expected outcome) and highlight opportunities for improvements (also called the performance gap).

Step 3: Set Improvement Targets. Air Force leaders establish a vision of what an organization will strive to become (the ideal state). In Step 3, process owners or project managers set improvement targets based on expected outcomes and strategic goals and objectives. Targets help define the required performance levels to achieve the desired end state. Targets should be challenging but achievable.

Step 4: Determine Root Cause. Air Force leaders often find themselves addressing problems which have been solved many times when previous problem-solving efforts were directed at symptoms of a problem rather than root causes. Root cause analysis often involves applying a tradeoff between digging as deeply as possible as opposed to finding the deepest point within the team's sphere of influence. The correct root cause should be validated by using the same data used to define the problem in Step 1.

Step 5: Develop Countermeasures. Step 5 is where potential root causes are addressed with countermeasures. Consideration should be given to the most practical, efficient, and effective countermeasures. Valid countermeasures will close performance gaps and should move the organization closer to the ideal state. When developing countermeasures, strive for process improvement change that is sustainable and repeatable. At the end of Step 5, obtain a vector check to ensure strategic alignment with the desired outcome is still moving in the appropriate direction. Remember, the impact of a solution is a combination of the quality of the solution and the acceptance of the solution by people who implement it. Judiciously involving employees in the development of countermeasures generates buy-in and ownership of the solution and its success.

This step incorporates the Idea Finding, Solution Finding, and Acceptance Finding aspects of the Osborn-Parnes model. **Note:** Techniques discussed in this handbook's chapter on Developing Ideas can be particularly useful when developing countermeasures. Defer judgment and allow a period of time to let ideas flow freely (brainstorm potential countermeasures, even those that may seem odd or unusual) before evaluating and selecting a solution.

Step 6: See Countermeasures Through. Step 6 is seeing countermeasures through to execution and tracking detailed implementation plans for each countermeasure approved in Step 5. Reviews and progress checks should be updated regularly on all tasks until countermeasures have been implemented, or until deemed unnecessary.

Step 7: Confirm Results and Process. Step 7 compares the results of implemented countermeasures to the identified performance gaps, improvement objectives/targets, and the expected outcome. Sustainability and repeatability of the improved process should be verified. Results are measured by data and analyzed to confirm the project's intent. Processes should be monitored for performance relative to the baseline developed in Steps 1 and 2, relative to targets established in Step 3, and relative to the solution implementation. Illustrate confirmed results with appropriate data tools which link back to performance gaps and improvement targets. Incorrect root-cause determination is the most common mistake made during CI efforts. If targets are not met, it may be necessary to return to Step 4.

Step 8: Standardize Successful Processes. Step 8 is the most commonly neglected step of the entire practical problem-solving method; however, it is important to ensure the results of the efforts made in previous steps are codified. In Step 8, consider the answers to following three questions:

What is needed to standardize the improvements? Possible answers may include a submission to the Airmen Powered by Innovation Program or change requests for technical orders, instructions, manuals, materiel, and suppliers.

How should improvements and lessons learned be communicated? The wing process manager should be made aware of the success. Inputting information into the Air Force CPI portal, conducting key meetings, writing publications, utilizing public affairs, informing the chain of command, or populating data collection sites.

Were other opportunities or problems identified by the problem-solving model? This project may have identified additional problem-solving opportunities that should be recognized and addressed.

13.14. Levels of Problem Solving

Consistently applied, the Practical Problem Solving Method provides an excellent tool for making data-driven decisions with regard to management, process change, and the sharing of best practices, ensuring actions lead to the desired results with minimal waste. It also ensures the results are aligned with the needs of the organization. Three different levels of effort are available for accomplishing this method initiative. As a standardized template for solving problems and performing process improvement initiatives, the Practical Problem Solving Method is flexible enough to be effective at any of the following three levels.

Just Do It: Also called point improvement, the 'just do it' approach involves one person (or a small team) and can be accomplished in less than a day. Examples could be using torque wrenches instead of adjustable wrenches or routing paperwork electronically rather than through physical distribution channels.

Rapid Improvement Event: A rapid improvement event consists of a small team of individuals, usually subject matter experts, and can be accomplished in less than a week. It is designed to develop and implement countermeasures after appropriate project preparations have been made. Examples could be improving aircraft servicing cycle times or improving first-time pass yields on task management tool taskers.

Improvement Project: The 'improvement project' setting requires a large team and is conducted over a longer period of time. Examples could be shortening aircraft annual overhaul cycle time or writing software to track annual overhauls.

13.15. Project Management

Although there are many definitions of project management, for the purpose of this reading project management is defined as the process of leading, coordinating, planning, and controlling a diverse and complex set of processes and people in the pursuit of achieving an established objective. With this definition in mind, it is important to emphasize that a project is not a program; programs are ongoing. A project is temporary, based on an established objective that has a generalized time frame attached to it.

Project Management Steps. Project management uses a unique array of terminology to identify and communicate its principles and uses. Basic terminology is primarily found in the steps of project management and is explained below.

Define the Project Objective. Identify the objective or improvement to be achieved by the project. What is being satisfied by the project? What is the expected outcome?

Develop Solution Options. How many ways might you go about solving the problem? Of the available alternatives, which do you think will best solve the problem?

Plan the Project. Planning is nothing more than answering questions—what must be done, by whom, how, for how much, when, and so on.

Execute the Plan. People sometimes go to great lengths and effort to put together a plan, but then fail to follow it. Follow your plan.

Monitor and Control Progress. The project manager must monitor and control by being present and making appropriate decisions. This is where to determine whether or not the plan was sound and make adjustments. Are we on target? If not, what must be done? Should the plan be changed/modified? What else have we learned?

Close the Project. Once the objective has been achieved, there is still a final step that should be taken. Document and discuss lessons learned—what went well, what didn't, and what should be addressed.

13.16. Project Management Constraints

Constraints are numerous for all activities we endeavor, but constraint consideration is crucial for project management. Quality, time, and cost are among the main constraints most often realized in project management.

Quality. Quality refers to being in accordance with the requirement - the specifications.

Time. Time refers to the amount of time you have to complete the project.

Cost. Cost refers to your resource constraints, to include money, manpower, machinery, and materials.

One of the constraints (Quality, Time, or Cost) will be your driver for the project. The driving constraint for your project will have an impact on the other two constraints. Ensure you take this into consideration when making decisions about the project's objective and adjust the management of your project accordingly. It is incumbent upon a project manager to provide leadership and use good team-building techniques to establish a sound project objective and generate the solution options necessary to achieve those objectives.

13.17. Project Management Planning

Once options are developed, the most important and time-consuming aspect of project management must occur—planning the project. Planning a project involves activities that answer the questions who, what, when, where, and how. Techniques of special importance to use during planning are gathering important information, creating a work breakdown structure, and conducting a task analysis. Regardless of the method of planning used, the completion of the tasks in a sense of order and timeliness, made foreseeable through the task analysis, ensures project completion is more likely to succeed.

Work Breakdown Structure. A work breakdown structure is a technique based on dividing a project into sub-units or work packages. Since all the elements required to complete the project are identified in the work breakdown structure, the chances of neglecting or overlooking an essential step are minimized. A work breakdown structure is typically constructed with two or three levels of detail, although more levels are common, depending on the complexity of a project. Such a structure for your project will permit you and others who see the work breakdown structure to readily identify what needs to be done, spot omissions which might later affect the outcome of the project and make suggestions for improving and expanding the work breakdown structure. The amount of breakdown is an element the project manager and the project team must decide upon.

Task Analysis. Similar to the work breakdown structure, the amount of detail needed for a task analysis depends on the task involved and the desires of the project manager and project team. The more complex the project, the greater the importance of detailed task analysis. Information contained in the task analysis, which is not depicted in a work breakdown structure, includes task milestones, how the milestones can be measured, and resources or requirements. Project managers may delegate the task analysis for each task to the appropriate person. Once compiled, final decisions on task assignments and budgetary concerns can be addressed. The task analysis is what provides the crucial information for determining how the tasks of the project interrelate. It is imperative to establish the proper sequencing of tasks prior to beginning a project to ensure the efficiency of the project.

Chapter 14
DEVELOPING OTHERS

Section 14A—Teamwork

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14A—Teamwork	B	C	C	D	D

14.1. Team Building

Dynamic is a way of describing elements of a process or system; it is a term used to recognize constant change, activity, or progress. Dynamic can also be used to describe a force that stimulates change or progress. As Airmen, we must know and understand our leaders, peers, and subordinates. In team environments, we must know the right approaches to building effective teams and cultivating a healthy, dynamic team spirit. The spirit in which a team operates will influence every stage of team development and can ultimately determine whether goals are met. Healthy teams are high performing teams that most often have a foundation of trust, communication, and cooperation. While each is essential in building a healthy team spirit, trust is at the core of all healthy team interaction. Team members must feel comfortable with, and confident in, one another to be able to fully participate. Positive group member behavior is essential for a team to accomplish its goals. Team members usually take some time to form strong bonds for trust, communication, and cooperation. There are typically stages that teams experience before rising to the level of becoming highly functional, productive teams.

Trust. Effective teamwork requires a high degree of trust. Team members must share mutual confidence in the integrity and ability of teammates. They also need to feel comfortable enough to take risks, think outside the box, and share their thoughts and ideas without fear of being shut down or discounted. Freedom to communicate openly, honestly, and directly within the group is the hallmark of a trust-based team. Individuals must understand the importance of utilizing effective communication skills to develop the level of trust needed for the teams to grow.

> "Nothing reduces trust in a group faster than members saying one thing within the group and something else outside the group. When members are assertive enough to say what they need to say directly to the appropriate people and to refrain from talking behind each other's backs, trust is enhanced."
>
> Suzanne Zoglio
> Teams at Work

Creating trust among team members requires professional working relationships, professional behavior, and a desire to achieve established objectives. Dialogue and feedback must be exchanged between members in an open and sincere manner without fear of harsh criticism. Team members should respond to one another with understanding, receptivity to inputs, and information sharing. It's true…there's honesty and then there's brutal honesty. Feedback, critical thinking, and disagreements can be exchanged among team members without being brutally honest or offensive. Leaders can promote a trusting atmosphere by valuing individual differences and encouraging open and honest communication. Leaders empower their teams to solve problems innovatively through a shared sense of collaboration that is free of selfish goals and personal bias. Leaders should focus their efforts on setting the right tone for developing trusting relationships, communicating openly and honestly, knowing, and establishing a good rapport with team members, and discouraging cliques or divisions within the team. In other words, team leaders should set the example and lead by example.

Communication. Teams must communicate. Team members need to safely assert themselves and

share their ideas. Teams that don't allow honest, open sharing quickly lose their effectiveness. As a result, some team members may purposely withhold vital information or disengage from the team. This may cause confusion, frustration, and the inability to complete tasks within teams. While sharing information between team members is essential in producing effective, well thought out plans, leaders must be willing to share information with team members. When leaders hold on to information, they can create an inaccurate, incomplete, or totally wrong picture of the expected outcome to team members. Information sharing yields better results. Leaders can increase team success by giving members complete access to all necessary data, discouraging the discounting of ideas and feelings, and encouraging the practice of active listening and valuing individual differences.

Cooperation. Cooperation is critical if teams are to combine backgrounds, skills, and approaches to meet the challenges, customer requirements, and mission changes. Cooperation yields synergistic results and reduces the exerted effort it takes to reach a desired outcome. Leaders who encourage cooperation show team members that others have very important contributions to the goals of the team. Team members may also come to understand how dependent they are on one another in reaching mission objectives. Successful teams have few turf wars, little competitiveness, and an ability to forgive and forget. Cooperation breeds shared ownership for performance results, and achieving objectives increases team pride and team spirit. A sign that a team is not performing cohesively is when unhelpful competition exists among team members. This may be observed when some team members attempt to outshine others to gain extra attention or credibility. When a member of a team demonstrates "all-starring" behavior, they may be experiencing a power struggle. To reduce power-play behavior, leaders should reemphasize each team member's specific roles and responsibilities, which eliminates potential barriers to cooperation.

14.2. Stages of Team Building

The typical stages or team dynamics that groups or teams experience are normal and often inevitable. The four stages most often experienced by teams are: forming, storming, norming, and performing.

Forming. Forming is the initial period of uncertainty in which individuals try to determine their place on a team and establish or accept the procedures and rules of the team. When a team is forming, members cautiously explore the boundaries of acceptable group behavior in various ways. The forming stage is when the transition from individual to member status occurs and when a leader's guidance may be tested, both formally and informally.

Storming. During the storming stage, conflicts begin to arise as members tend to resist the influence of the team and rebel against accomplishing the task. Storming is probably the most difficult stage when some team members begin to realize the task is different and more difficult than they initially expected. Impatient about the lack of progress, but still too inexperienced to know much about decision-making or the scientific approach, members argue about just what actions the team should take. Team members may try to rely solely on their personal experience, thus avoiding the need for collaboration with other team members. Regardless of tensions, during the storming stage, team members are beginning to understand one another.

Norming. During the norming stage, team members establish cohesiveness and commitment, discovering new ways of working together and setting norms for appropriate behavior. During the norming stage, members reconcile competing loyalties and responsibilities and begin to accept the team, team ground rules (norms), their roles in the team, and the individuality of fellow members. Emotional conflict is reduced as competitive relationships become more cooperative. As the team begins to work out their differences, they focus more time and energy on the team objective.

Performing. In the performing stage, the team develops proficiency in achieving its goals and becomes

more flexible in its patterns of working together. By the performing stage, the team has settled its relationships and expectations and can begin diagnosing and solving problems and choosing and implementing changes. At last, team members have discovered and accepted each other's strengths and weaknesses and learned and embraced their roles. In the performing stage, the team can be considered to be an effective, cohesive, and productive unit.

14.3. Conflict Management

Conflict is inevitable in every organization and is often necessary to reach high levels of performance. Conflict involves differences between parties that result in interference or opposition. Such differences can cause positive change or can decrease productivity. Positive conflict results in addressing problems for a solution, greater understanding, and enhanced communication between individuals or groups. Conflict can be constructive when managed effectively. Conflict becomes destructive when it results in barriers to cooperation and communication, thus degrading morale and diverting attention from tasks. At times, managers tend to avoid conflict because of possible negative repercussions; however, managing conflict effectively benefits the organization by reducing ambiguity and stimulating productivity by constructively looking at alternatives.

14.4. Sources of Conflict

Conflict is defined as extended struggle or disagreement. This can lead to frustration of an important concern, whether real or perceived. Many factors may result in or increase the probability of conflict within an organization. These factors manifest themselves in combination with other factors, making it potentially difficult to identify the specific source of the conflict. Conflict often originates with one or more of the following situations.

Communication Factors. Communication often gets the blame for problems that occur in the workplace; however, the real crux of the problem is more likely to be miscommunication. For example, communication or even over-communication may occur within an organization, and when the communication is misinterpreted, inaccurate, or incomplete it can lead to frustration and stress. For personnel to perform at their very best, they need constructive, understandable, and accurate information.

Structural Factors. The larger the organization, the more people there will be to potentially cause and participate in conflict. Resources, whether scarce or under high demand, may generate conflict as parties posture to compete for the resources. The more people interact, the more noticeable their differences become. When dealing with line-staff distinctions, this can lead to disputes, partly because although people may attempt to participate, it does not necessarily mean their contributions are heard, valued, or accepted. Leaders should encourage employees to challenge the status quo, seek better ways of doing business, and continually improve processes. Also, rewards programs can potentially encourage and develop a healthy competition as long as the rewards aren't perceived as unfair, unjust, or biased in some way.

Personal Behavior Factors. Conflict can arise because of individual differences, such as goals and objectives, perceptions, values, and personalities. If we align our personal needs and values with the overall Air Force mission, we will be more aptly willing to change, set aside self-interests, listen to the ideas of others, and reduce conflict. Although not always easy, striving to align personal values with Air Force values can reduce conflict that arises based on differences that exist in the workplace. Differences can be perceived as threats, weaknesses, or stressors in the workplace. Focusing on range through strengths that contribute to the organization in different ways can help reduce criticism and avoid conflict. Addressing issues through a realistic or even positive perspective rather than being based on emotion will lead to fewer arguments and more professionally driven performance.

Personality conflicts and differences among employees will always exist, but the way we respond to them does not have to be unprofessional or disruptive to the organization.

14.5. Conflict Management Techniques

There are a few techniques that can be used to minimize the impact that workplace conflict can have on individuals and on the organization. When considering the degree of cooperation, and the degree of assertiveness of those involved, leaders can determine how to categorize conflict and how to best manage it. Cooperation refers to how willing a person or group is to satisfy the other's needs. Assertiveness refers to how active a person is in addressing the conflict. Using an approach addressed by Dr. Kenneth Thomas, author of Conflict and Negotiation Processes in Organizations, there are five major conflict management styles and categories, defined based on the levels of cooperation and assertiveness associated with any given situation.

Competing (Forcing). (High assertiveness and low cooperativeness). The competing (forcing) style attempts to overwhelm an opponent with formal authority, threats, or the use of power.

Collaborating. (High assertiveness and high cooperativeness). The collaborating style uses an attempt to satisfy the concerns of both sides through honest discussion. Creative approaches to conflict reduction, such as sharing resources, may actually lead to both parties being materially better off. For the collaborating style to be successful, trust and openness are required of all participants. Collaborating involves behavior that seeks a 'win' position for both groups.

Accommodating. (Low assertiveness and high cooperativeness). The accommodating style often simply consists of giving in to another person's wishes.

Avoiding. (Low assertiveness and low cooperativeness). The avoiding style appears to indicate a neutral position of participants which can often lead to 'things working themselves out,' but can also result in an escalation of a situation by allowing it to go unresolved.

Compromising. (Some assertiveness and some cooperativeness). The compromising style requires a willingness of both parties to change, adjust, or give something up. Compromising involves behavior that seeks to partially satisfy both parties' desires and resolves the conflict. **Note:** All situations are unique, depending on the individuals involved, the criticality of the issues, and the urgency of the situations. When considering each of the conflict management styles, consider the who, the stakes, and the situation to determine the best approach to take to resolve conflict.

The Air Force Negotiation Center (https://www.airuniversity.af.edu/AFNC/) has additional resources on negotiation and conflict management.

Section 14B—Develops People

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14B—Develops People	B	C	C	D	D

14.6. Leadership Responsibility

> "I believe we are all moldable clay, and leaders are grown, although it takes more than having the right character traits and personality to be grown into a leader."
>
> General Charles Q. Brown, Jr.
> Chairman, Joint Chiefs of Staff

Leadership is often indicated by a person's title or position of authority. But leadership is an ability we can all develop, cultivate, and expand upon. Merriam-Webster's dictionary defines the word lead as, "to guide on a way especially by going in advance" or "to direct on a course or in a direction." A military leader is considered to be, "a person who directs a military force or unit" or "one who has commanding authority or influence." Leadership, as a moral quality put into action through a command or leadership role, can serve to move mountains…or move people over, around, or through mountains, whichever is required.

Another way of looking at leading in the Air Force can be recognized as the art and science of accomplishing the Air Force mission by motivating, influencing, and directing Airmen. This highlights two central elements, the mission, objective, or task to be accomplished; and the Airmen who will accomplish it. The science of leadership being observed and studied refers to the methods and understanding of what leadership is. The art of leadership, being personal and subjective, refers to the demonstration and application of leading.

14.7. Leadership and Management

While leadership and management are separate topics in many respects, they go hand in hand in producing elements that promote mission success. Organizations need a strong balance of both.

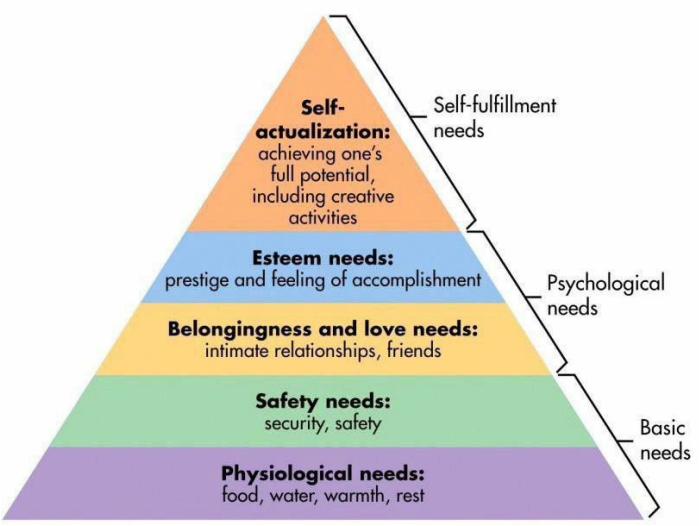
> "Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done."
>
> Warren G. Bennis, Ph.D.

A leader is a person who leads or commands a group, organization, or country. Terms often associated with leadership roles include flight leader, team leader, and squad leader. Warren G. Bennis, Founding Chair, The Leadership Institute, University of Southern California, labeled three primary behavioral leader characteristics as the abilities to motivate, develop, and inspire. Under this model, leaders motivate and inspire people to interact and understand one another as they move in the right direction by satisfying human needs for a sense of belonging (belongingness and love), recognition (esteem), self-esteem (esteem), and control over their lives (safety and security) which can lead to a sense of achievement (self-actualization). The model developed by Warren Bennis echoes Abraham Maslow's Hierarchy of Needs theory (**Figure 14.1.)** for motivation which outlines the road to self-actualization.

Abraham Maslow was a well-known psychologist who specialized in the theory of psychological health. He is most famous for his theory on the Hierarchy of Needs which outlines basic requirements that must be achieved before ultimately reaching self-actualization or fulfilling your highest potential. Based on Maslow's theory, in order to attempt success at one level, you must be successful in the previous. For example, if you are hungry or thirsty (physiological needs), you will not be able to focus on building relationships (belongingness) until you have food and water. This theory translates to the

work environment as the individuals who are concerned about keeping their job security will not be able to focus on striving for achievement, which will ultimately prevent them from reaching their full potential (self-actualization).

Figure 14.1. Maslow's Hierarchy of Needs



A manager is a person responsible for controlling or administering all or part of a company or organization. Terms often associated with managerial roles include career field managers, major command functional managers, program managers, and project managers. Bennis labeled three primary behavioral characteristics of managers as administrators, maintainers, and controllers. Under this model, managers focus on tasks a level of control to guide people in the right direction.

Generally, managers ensure the resources needed are readily available and effectively used. Leaders launch and steer the organization toward the pursuit of goals and strategies.

Managers are responsible for organizing projects, staffing positions with qualified individuals, communicating plans, delegating responsibilities, and devising systems to monitor implementation. Leaders support these actions by aligning personnel needs, wants, emotions, and aspirations with the task.

Good management brings a degree of order and consistency to key issues like readiness, availability, and sustainment. Good leaders lead people to accomplish the mission.

The best managers tend to become good leaders because they develop leadership abilities and skills through practicing good management techniques. Similarly, an effective leader will often be found to be a good manager.

14.8. Professional Associations

Private organizations develop professional skills and associations for individuals in many career fields and technical specialties. Membership in such associations may provide additional opportunities for leadership roles, public speaking, and mentoring, as well as broadening technical expertise. Many units have unofficial organizations, such as the squadron booster club and event planning committees. There are also organizations that tailor membership based on rank, such as the Junior Enlisted Airmen Council, 5/6 Council, Top III, and the Chiefs' Group. Taking an active role in these organizations is highly encouraged for personal and professional development.

Section 14C—Service Mindset

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14C—Service Mindset	B	C	C	D	D

14.9. The Leader as a Mentor

Mentoring is a process of helping each individual reach their maximum potential. Air Force leaders have an inherent obligation and responsibility to mentor future leaders. Through mentoring, senior leaders pass on their experience and wisdom to junior members as well as philosophy, traditions, shared values, quality, and lessons learned.

Commanders and supervisors must be positive role models and make themselves available to Airmen who seek career guidance, counsel, and mentorship. They must take an active role in their Airmen's professional development by continually challenging them to grow, develop, and improve. At a minimum, a supervisor's mentoring consists of a discussion of performance, potential, and professional development plans during performance feedback sessions. Conversations should address promotions, professional military education, advanced degree work, physical fitness, personal goals and expectations, professional qualities, future assignments, and long-range plans.

"We make a living by what we get, we make a life by what we give."

Winston Churchill

Mentoring is an ongoing process and perhaps the most powerful method leadership can use to shape the future. It helps prepare Airmen for the increased responsibilities they will assume as they progress in their careers. At all stages of career development individuals would benefit from the counsel of a mentor. Mentors are often appreciated more than they know.

14.10. The Air Force Mentoring Program

The Air Force mentoring program covers a wide range of areas, such as career guidance, professional development, leadership, Air Force history and heritage, airpower doctrine, strategic vision, and contributions to joint warfighting. But individuals must first focus on Air Force institutional needs. The Air Force must develop people skilled in the employment and support of airpower meeting national security needs.

Mentors must distinguish between individual goals, career aspirations, and realistic expectations. Each individual defines a successful career, goal, or life accomplishment differently. There are numerous paths to meet individual career and success goals. Although the immediate supervisor or rater is the primary mentor, coach, counselor, guide, or role model, Airmen may seek additional counseling and professional development advice from other sources or mentors as well. While there are several approaches mentors can take in the form of coach, counselor, advisor, and advocate, Air Force mentoring is governed by DAFMAN 36-2643, *Air Force Mentoring Program*.

14.11. The Mentoring Process

The mentoring model, M – E – N – T – O – R – I – N – G, demonstrates the concepts of effective mentoring. The elements of effective mentoring, described below, correspond to the letters in the word itself.

Model. An effective mentor, serving as a role model, understands that actions speak louder than words. The protégé constantly observes and learns from the mentor. The opportunity to see how the mentor deals with a variety of situations is an important part of the mentoring process.

Empathize. Mentoring requires the ability to empathize and show genuine compassion for protégés. Mentors who remember what it was like when they were new and inexperienced may be more effective in assisting others in their professional development. Empathy cultivates bonds between mentors and protégés and fosters the mutual commitment that exemplifies mentoring.

Nurture. Nurturing emphasizes a caring attitude. A mentor nurtures the protégé by investing time, patience, and effort. Mentors must make the time and effort to effectively mentor their protégés and provide the appropriate amounts of attention, training, feedback, and time for them to apply, internalize, and value what they have learned.

Teach. The skill of teaching may not come naturally to everyone, but knowledge and experience are valuable as mentors. Consider these five simple steps when teaching and training protégés: (1) organize the material into logical, systematic units of manageable size; (2) correct errors immediately; (3) frequently review previously covered material and relate the material to the current lesson; (4) include practical exercises to help the protégé exercise the newfound knowledge; and (5) evaluate protégé progress and provide detailed feedback.

Organize. Mentors must themselves be organized before trying to help others become organized. An organized mentor knows from the very beginning what he or she wants to achieve and focuses on this goal. The time and effort spent organizing thoughts and materials into a logical, sequential plan aimed at a precisely defined target pays big dividends in the form of improved learning and developmental experiences for the protégé.

Respond. Mentoring is a two-way communication process that requires mentors to actively listen to the protégé questions and provide useful and timely responses. Effective mentors must remain alert to recognize nonverbal behaviors and subtle communication cues that indicate the protégés' interest in certain areas. Mentors should be proactive, anticipate the needs, problems, and concerns of protégés, and address them immediately.

Inspire. More than a good role model, teacher, or ally, an effective mentor is an inspirational mentor. Inspirational mentors have a profound impact on protégés that encourages them to transform into a more improved being. Inspiration is a characteristic that distinguishes leaders from managers.

Network. A good mentor introduces and connects a protégé with others who can provide increased guidance, support, resources, and opportunities. Networking is a vital function that helps protégés establish themselves in their professional community through a solid network of friends, acquaintances, and associates.

Goal-Set. Sometimes people lack the experience to understand the importance of setting goals or the expertise to establish Specific, Measurable, Achievable, Realistic, and Time-bound goals. Mentors must help their protégés understand why goals are important; establish short- and long- term goals that are Specific, Measurable, Achievable, Realistic, and Time-bound; and be available to assist them in achieving their goals.

14.12. The Leader as a Counselor

Being involved in an Airman's development and growth is essential to a leader's influence and credibility. Leaders should seek to develop and improve counseling abilities to ensure effective counseling is provided to Airmen. Counseling can be conducted for a number of reasons, ranging from something as simple as discussing steps made toward achieving a goal, to something as complex as addressing a significant life changing event.

14.13. When to Counsel

The key to successful counseling is to conduct the counseling as close to the event as possible. Good leaders take advantage of naturally occurring events as opportunities for providing feedback. Leaders must be genuinely interested in Airmen and understand how involvement can help personally and professionally. Listening and providing assistance may greatly enhance an Airman's ability to deal with a situation. Professional growth counseling is often conducted while reviewing an Airman's duty performance during a certain period and setting standards for the next period, typically, but not only during performance feedback assessments. Leaders may conduct counseling for superior or substandard duty performance or behavior. Leaders may conduct crisis counseling to help an Airman through the initial shock after receiving negative news. Referral counseling may follow crisis counseling, which can help Airmen work through a personal situation and may serve as preventive counseling before a situation becomes a problem. Referral counseling often involves agencies, such as legal services, religious affairs, or an alcohol and drug counselor.

14.14. Approaches to Counseling

An effective leader approaches each Airman as an individual. Different people and different situations require different counseling approaches. Three approaches to counseling include nondirective, directive, and combined. The major difference between the approaches to counseling is the degree to which the Airman participates and interacts during a counseling session. **Figure 14.2.** summarizes the advantages and disadvantages of each approach.

Nondirective. The nondirective counseling approach is preferred for most counseling sessions. During the counseling session, the leader listens to the situation before helping the individual make decisions or giving advice. The leader encourages the Airman to explore and clarify important points to better understand the situation. During nondirective counseling, the leader should refrain from providing solutions or rendering opinions, instead, maintain focus on individual and organizational goals and objectives. Also, ensure the Airman's plan of action aligns with those goals and objectives.

Directive. The directive counseling approach works best to correct simple problems, make on-the-spot corrections, and correct specific aspects of duty performance. The leader using the directive style directs a course of action for the Airman. The directive approach is best when time is short, when the solution is clear, or if an Airman has limited problem-solving skills and needs guidance.

Combined. The combined counseling approach is a blend of both the directive and nondirective approaches, adjusting them to articulate what is best for the situation. With the combined approach, the leader emphasizes the Airman's planning and decision-making responsibilities by listening, offering options, helping analyze possible solutions, encouraging the Airman to decide which solution is best, and assisting with the development of a plan of action.

Approach	Advantages	Disadvantages
Nondirective	Encourages maturity Encourages open communication Develops personal responsibility	More time consuming Requires greatest counselor skills
Directive	The quickest method Good for people who need clear, concise direction Allows counselors to actively use their experience	Does not encourage Airmen to be part of the solution May treat symptoms, not problems May discourage Airmen from talking freely The counselor provides the solution, not the Airman
Combined	Moderately quick Encourages maturity Encourages open communication Allows counselors to actively use their experience	May take too much time for some situations

Figure 14.2. Counseling Approach Summary Chart

14.15. The Counseling Process

One of the most important things a leader can do when conducting a counseling session, regardless of purpose, is to ensure the intent is established and the environment is appropriate. Although the length of time required will vary, when possible, conduct counseling during the duty day, aim for the counseling session to last less than one hour, and be prepared to schedule a second session, if necessary. Both the leader and the Airman should clearly understand why, where, and when the counseling session will take place and be prepared to discuss main points, pertinent information, and plausible, obtainable goals. Finally, the environment should have minimal interruptions and be free from distractions to show respect for the Airman and the conversation.

Even when you have not prepared for formal counseling, you can follow the four basic components of a counseling session: state the purpose, discuss the issues, develop a plan of action, and record the plan. These steps can be as simple or as elaborate as the situation requires. Also, schedule any future meetings, at least tentatively, before closing the session. Appropriate measures to consider following the counseling may include a follow-up session, making referrals, informing the chain of command, and taking corrective measures.

14.16. The Leader as a Coach

Effective leaders often serve as coaches who must thoroughly understand the strengths, weaknesses, and professional goals of members of their teams. Leaders coach Airmen similar to the way athletic coaches improve their teams: by setting goals, developing and implementing plans of action, and providing oversight and motivation throughout the process.

14.17. Vision

Air Force leaders must have a collective vision - a vision that empowers, inspires, challenges, and motivates followers to the highest levels of commitment and a continuously improving environment. Airmen are responsible for conducting and maintaining the asymmetric advantages and capabilities the Air Force delivers in air and cyberspace. We need to ensure we are also driving efficiencies and improvements across the board. Therefore, we must use the right tools and techniques to address

problems, leverage opportunities for improvement, and employ our greatest resource - innovative, dedicated Airmen.

Vision is helping people believe they can accomplish goals in the anticipation of a better future as a result of their efforts. Inspiration is one way to convey vision. To better understand this concept, consider President John F. Kennedy's announcement in 1961 of the United States intention to put a man on the moon within the decade. Perhaps an impossible task by most standards, and yet it was achieved. The dramatic announcement and the infectious inspiration helped achieve the goal.

14.18. Implementing the Vision

While senior leadership has the authority and responsibility to change the system as a whole, leaders at lower levels direct supervisors and subordinates to seek and perform tasks more appropriate to the challenges of the new age. To do this, leaders must communicate the vision, bolster Airmen's courage and understanding, and solicit ideas and suggestions.

"A great leader's courage to fulfill his vision comes from passion, not position."

John C. Maxwell
The 21 Irrefutable Laws of Leadership

Every leader needs to establish an enduring vision. As technology and our environment continue to evolve, our vision and leadership style must keep pace. A vision that meets the organization's needs at the time of implementation, over time is likely to require re-vision, therefore the vision forming process should be continual. On the other hand, the vision should not be arbitrarily modified. If the vision works and is aligned with environmental and technological developments, the vision should be affirmed and supported.

The ability to form mental images of a possible outcome and translate these images into a reality through leadership and action is a unique feature of the human brain. A leader should constantly anticipate the influences, trends, and demands that affect the vision over the next month, year, and even decade. To be of realistic value, the vision must be logical, deductive, and plausible. Vision must be specific enough to provide real guidance to people, but unbounded enough to encourage initiative and demonstrate relevancy to a variety of conditions. Leaders with vision are compelled to overcome complacency and refuse to accept the norm of doing things as they have always been done.

Section 14D—Leadership

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14D—Leadership	B	C	C	D	D

14.19. Leadership Development

Leaders must effectively influence others, whether through expectation, delegation, or empowerment. Qualities that facilitate followership and ensure credibility and mutual respect with Airmen are also important. Three qualities that help leaders gain respect and credibility and have a positive influence on others are self-awareness, cultural awareness, and empathy.

Self-Awareness. Leaders must be fully aware of their own values, needs, and biases before counseling Airmen. Self-aware leaders are more likely to act consistently with their own values and actions and are less likely to project their own biases onto Airmen.

Cultural Awareness. Leaders need to be aware of the similarities and differences between individuals of different cultural backgrounds and how these factors may influence values, perspectives, and actions, especially if they generate concerns within the organization.

Empathy. Showing empathy is being understanding of and sensitive to another person's feelings, thoughts, and experiences to the point that you can almost feel or experience them yourself. Leaders with empathy put themselves in another's shoes and see a situation from their perspective. Understanding another's position can help the development of a plan of action—one that works.

14.20. Leadership Self-Evaluation

To successfully perform as a responsible leader, one must understand what is expected of them. The following is a list of questions that offer a perspective for what is expected of aspiring leaders in developing particular skills. Only the most honest responses will reveal one's definitive strengths and potential weaknesses. Pause and consider the importance of the following questions.

Do I have the courage to make tough decisions and stand by them?

Am I flexible when dealing with change?

Can I remain enthusiastic and cheerful when I am confronted with seemingly impossible tasks?

Am I willing to do my best with what seem to be inadequate means?

Can I inspire people to achieve outstanding results?

Am I willing to take reasonable risks to allow my Airmen to grow and become more productive?

Am I willing to let my Airmen be creative?

Does my manner invite communication?

Do I really listen and withhold judgment until I have all the facts?

Am I willing to accept my Airmen's failures as my own and recognize their successes as theirs?

Am I able to do many things at one time to manage a complex job?

Can I carry out orders as well as give them?

14.21. Leadership Milestones

Life in the military incorporates a perpetual requirement for continued development. Effective leaders must accept the responsibility of being both a master student and a master teacher by embracing the

role of both follower and leader. Setting high, attainable standards provides opportunities for continual growth, as well as guidance and feedback. Giving Airmen a goal and inspiration for developing and performing to their best ability is a leader's direct line to developing leaders of tomorrow. In business, successful corporations actively seek out people with leadership potential and expose them to career experiences designed to develop their skills. They also value a combination of maturity, experience, and untapped potential as a valuable asset to any organization.

Valuing Experience. Leaders foster professional growth by insisting their Airmen focus attention on the aspects of a situation, mission, or project they control, setting the stage for challenging, enlightening, and even adventurous experiences. As leaders progress and develop themselves, it is just as important to allow Airmen to do the same while growing a sense of confidence in their skills and abilities.

Fostering Growth. The role of the leader in fostering growth is to identify knowledge and improvement opportunities. This will ensure advancements are permanent and pervasive, not temporary, or limited. Leaders encourage the learning process by formally and publicly recognizing individual and unit successes, no matter how large or small.

Facing Challenges. Developing Airmen for leadership positions requires consistent exposure to challenges, with gradual increases in responsibility over time. Identifying people with leadership potential early in their careers and then determining the appropriate developmental challenges for them is the first step. Leaders must recognize the capabilities of each Airman in their unit or organization. Those capabilities include any skills, talents, or experiences the Airman may have that can contribute to current and future mission accomplishment.

Professional Development. Leaders must also diagnose the developmental needs of Airmen, then assist them with developmental needs that fulfill current or future jobs or roles and responsibilities. Professional development needs may include off-duty education, professional military education, specific skills training, professional development seminars, and communication skills development.

Personal Development. Personal developmental needs may include relationships, interpersonal skills, and off-duty education. Today's effective leaders had opportunities early in their careers that required them to lead, take risks, and learn from their successes and failures.

Dealing with Setbacks. To learn and improve, people need to be encouraged to try new things. Airmen count on the experience and understanding of strong leaders in dealing with setbacks. An Airman's dedication to improving their abilities is a valuable asset to an organization. Followers must remain optimistic, even in times of adversity.

Dealing with Change. Leaders must learn as much as possible about a change and its potential direct and indirect effects before dealing with the change process. Furthermore, they must learn how to deal with emotions often associated with change. The people supporting these processes must be motivated to meet the challenge and support the change that is being implemented. To achieve that, leaders must maintain a clear understanding of the present and a clear focus on the future.

14.22. Leadership Styles

There are no secrets or magic formulas for successful leadership. Leadership is a responsibility that requires an active role in engaging with individuals and teams to align their efforts with personal as well as organizational success. Although the best advice is to just be yourself, ambitious and aspiring leaders can always benefit from the wise words of others. In 1976, Pacific Air Forces Commander, General Louis L. Wilson, Jr., provided the timeless advice below.

Be Tough. Set your standards high and insist that your people measure up. Have the courage to correct

those who fail to do so. In the long run, your people will be happier. Almost certainly morale will be higher, your outfit better, and your people prouder.

Get Out from Behind Your Desk. See for yourself what is going on in your work center. Your people will see that you are interested in their problems, work conditions, and welfare. Many of your people problems will go away if you practice this point.

Search Out the Problems. If you think there are no problems in your organization, you may be wrong. Your job is to find them. Foster an environment that encourages people to bring problems to you that they are unable to solve for themselves.

Find the Critical Path to Success. Get personally involved in issues on a priority basis. Let your influence be felt on make-or-break issues in your organization. Avoid the activity trap—do not spend your valuable time on inconsequential or trivial matters. Weigh in where it counts.

Be Sensitive. Listen to your people. Communicate with them and be perceptive to their needs. Learn to recognize problems and seek out ideas. Be innovative. Recognize that effective communication involves shared perceptions. Do not be afraid to empathize when necessary.

Do Not Take Things for Granted. Do not assume things have been fixed—look for yourself. Furthermore, the probability is high that fixed problems will recur, so monitor your processes.

Do Not Alibi. Remember, you and your people will never be perfect. People will make mistakes, so do not be defensive about things that are wrong. Nothing is more disgusting than the individual who can do no wrong and has an alibi for anything and everything that goes awry.

Do Not Procrastinate. Do not put off hard decisions, they will not be any easier tomorrow. This does not mean you should make precipitous or unreasonable decisions just to be prompt; however, once you have arrived at a decision, get on with it.

Do Not Tolerate Incompetence. Once people demonstrate laziness, disinterest, or an inability to do the job, you must have the courage to terminate their assignments. You cannot afford to do less. When your people do good work, recognize, and encourage them. They will likely do even better.

Be Honest. You must create an atmosphere of trust and confidence. When talking to your people, be candid and insist that they do likewise. They set their behavior patterns based upon your example. Nothing is more disastrous than half-truths. Finally, be honest with yourself—do not gimmick reports and figures to make things look good on paper.

14.23. The Power of Leadership

The concept of power in the workforce has many positive aspects, and everyone can learn to harness different sources of individual power, particularly when in a leadership role. Taken from Ken Blanchard's Points of Power, Situational Self Leadership, developing one's own sources of power enables leaders to be less dependent on others, thus allowing them to take initiative and make greater contributions in their jobs. Although the concept of power sometimes brings to mind such associations as coercion, manipulation, and even corruption, this does not have to be the case when the right people are put in the right leadership positions. It is helpful to develop an understanding that "the sole advantage of power is the ability to do better." Thus, if you want to do more good for the people around you and for the organization, rather than rely on one aspect of power where you are strongest, take advantage of opportunities to apply various aspects of power in varying circumstances where most appropriate.

Position power. Position power is inherent in the authority of the position you have. Your position power may be indicated on your business card with a title printed on it that indicates you have the power to manage people or command resources.

Task power. Task power is power that stems from being good at a particular task and being able to help others with a process or procedure they may be responsible for.

Personal power. Personal power comes from your personal character attributes, such as strength of character, passion, inspiration, or a personal vision of the future. Personal power is further enhanced by the strength of your interpersonal skills, such as your ability to communicate with and persuade others.

Relationship power. Relationship power comes from association with others through friendship, familiarity with a colleague, cultivation of a relationship, preferential treatment, or reciprocity (trading favors). However, perceived favoritism can have negative effects in the organization.

Knowledge power. Knowledge power is about having expertise in an area, often through a special skill or group of skills. It is often evidenced by having certain degrees or certifications indicating special training. Knowledge power can generally be transferred within jobs or organizations.

14.24. Full Range Leadership Development

A full range of leadership behaviors is essential in today's complex world. Today's Air Force depends on highly effective Airmen with the flexibility and capability to operate throughout a spectrum of leadership styles. Full Range Leadership Development (FRLD) requires leadership to be viewed as a system made up of three core elements: the leader, the follower, and the situation. Success of FRLD relies not only on the leader's actions, but also an accurate understanding of the follower and the situation and requires today's leaders to be willing to engage in several ways.

Develop relationships with leadership, peers, and subordinates.

Take advantage of opportunities as they become available.

Efficiently use available resources.

Properly evaluate situations and the performance of followers.

Reward appropriately (and discipline accordingly).

Identify improvement areas in oneself, followers, and the workplace.

14.25. Full Range Leadership Development Model

The FRLD model includes leadership behaviors ranging from the passive laissez- faire behavior, to active transformational leadership behavior. Developing leadership behaviors begins by understanding each of them and knowing when or when not to apply them. In addition, possessing flexibility and capability to implement the appropriate leadership style successfully is critical to leading others.

Laissez-Faire. Laissez-faire leaders view the development and needs of their subordinates as someone else's concern. They tend to abandon their responsibilities and remain indifferent toward important issues. They are hesitant to make decisions and may be absent from their place of work, which negatively affects relationships with peers and subordinates.

Management by Exception-Passive. Management by exception-passive is an "if it's not broke, don't fix it" leadership style. Here, leaders elect to sit back, observe, and wait for things to go wrong before taking action. They intervene only when policies or rules are broken, or goals are not met. Management by exception-passive is a little more effective than laissez-faire, but only because subordinates know that leadership will hold them accountable if they fail to meet standards of performance or comply with policies and procedures.

Management by Exception-Active. Management by exception-active is a leadership style that aims to keep personnel and processes in control by monitoring and governing subordinates through forced

compliance with rules, regulations, and expectations for meeting performance standards. Management by exception-active exists in a structured system with detailed instructions, careful observation, and very active supervision. Furthermore, this leadership behavior reduces organizational uncertainties, avoids unnecessary risks, and ensures important goals are being achieved. This transactional leadership behavior reduces the temptation for employees to avoid their duties or act unethically and aids members in meeting defined performance objectives. But the leader has to be careful not to go too far and be perceived as a dictator.

Contingent Rewards. Contingent rewards is a transactional leadership style that involves the constructive transaction between leaders and followers. These transactions are contracts or agreements where the leader sets goals, identifies ways for the subordinate to reach these goals, and supports the follower along the way. The follower is then required to perform their assigned tasks to a specified performance level. When the follower achieves the leader's expectations, the leader reinforces the positive behavior by providing a reward. In other words, the reward is contingent upon the follower performing assigned tasks to expectations.

Transformational Leadership. Transformational leadership is a style of leadership that is defined by the application of offering followers a vision and inspiring their mission. This type of leadership inspires followers to exceed their goals and promotes positive, meaningful changes through intrinsic motivation and encourages others to act because they want to. To motivate intrinsically, a transformational leader must consider ways to get others to embrace ideas, strategies, and initiatives. There are four components of transformational leadership: individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation.

Individualized Consideration (Nurturing). Individualized consideration is where leaders treat their followers as individuals with different needs, abilities, and aspirations and not just as a part of a group of subordinates. They empathize with and support each follower while maintaining healthy communication. Using individualized consideration, leaders 'nurture' followers by acting as mentor or coach.

Intellectual Stimulation (Thinking). Intellectual stimulation is the degree to which leaders value their subordinates' rationality and intellect by seeking different perspectives and considering opposing points of view. Using intellectual stimulation, leaders stimulate and encourage creativity in their followers, encourage followers to be independent thinkers, and are not afraid to take risks and solicit ideas from their followers.

Inspirational Motivation (Charming). Inspirational motivation is when leaders develop and articulate visions that paint an optimistic and enthusiastic picture of the future that is appealing and inspiring to followers. These visions elevate performance expectations and inspire followers to put forth extra effort to achieve the leader's vision.

Idealized Influence (Influencing). Transformational leaders are charismatic and act as positive role models who "walk the walk." They exhibit high levels of moral behavior, virtues, and character strengths, as well as a strong work ethic. They represent the organization's values, beliefs, and purpose in both words and actions and, if necessary, set aside personal interests for the sake of the group.

14.26. Leadership Attributes

Leading by Example. Leadership is modeling and setting the example for others - in word and action. Effective leaders lead rather than drive people. They make fair and firm decisions that are in the best interest of good order, discipline, and successful accomplishment of the mission. While no one expects a leader to be perfect, a leader cannot demand the best from others if he or she cannot demonstrate that

they are willing and able to do the same. Through positive behavior, leaders live by their values and become good role models. They reinforce their credibility when they do not dwell on the personal effort they have put forth.

Involvement. A leader's success is reflected in the efficiency, productivity, morale, and enthusiasm demonstrated by the followers, and a leader's involvement is essential to maximizing worker performance and success of the mission. Leaders become a positive influence when they are actively involved in their Airmen's careers and lives.

Learning from Failure. Leadership is about risks and rewards, and effective leaders realize that failure is one of the greatest learning tools an organization has for achieving success. With every risk there is the potential for failure; however, these are the moments which shed light on the faults within an organization. Effective leaders realize that learning from failure empowers change and inspires efforts to improve. Therefore, leaders never fear failure.

Transparency. Direction, decisions, and actions are rarely challenged if the leader's intentions are transparent. Transparency is accomplished by integrating regular communication, shared decision-making, mutual consensus, and healthy debate. Airmen should know the reason decisions are made and how decisions will impact them and the organization.

Flexibility. Leaders who are flexible listen to other points of view, bend when necessary, and are not afraid to change course if things are not going well. Flexibility is an especially valued leadership trait during times of change.

Resilience. Leaders at every level within an organization constantly face challenges, changes, and criticisms. Resilient leaders must possess a combination of compassion and grit to persevere during times of uncertainty, deviation, turmoil, and conflict.

Accountability. Promoting accountability in the workplace includes establishing clear roles and responsibilities, cultivating a sense of pride and ownership among the members within the organization, providing regular feedback to subordinates, leading with integrity, and setting a positive example. Accountability does not focus on the discipline and punishment associated with being unaccountable; but rather, concentrates on creating and sustaining a continuously learning and always improving organization.

Positive Attitude. Leaders must demonstrate the attitude they want emulated by their followers. Positive enthusiasm is contagious and can deliver energy to all aspects of organizational operations. Encouraging Airmen, as well as oneself, is a powerful motivator. Effective leaders constantly embrace positive goals and display a positive attitude.

Values. The degree to which the values of trust, loyalty, and integrity are present in leaders of an organization directly relates to the organization's effectiveness. Leadership is the capacity to generate and sustain organizational values, with consistency and reliability. Establishing values must include a willingness to remove people who do not align themselves with organizational values.

Competence. Competence is developed with training, education, and experience. The skills and abilities of a leader enable them to competently lead others to achieve the mission.

Character. Character is who a leader is as a person with regard to personality. Character is developed over time and through effort and ambition. For character to be effective, it must be coupled with competence. While competence and character are individually considered valuable leadership traits, a combination of both is needed for individuals to be great leaders.

Charisma. Charisma is an energy that is emitted by leaders to inspire Airmen to perform a task or objective when aspects of a mission are not intrinsically motivating or compelling. While charisma

can be effective at enhancing morale, its use should not be contrary to authority or undermine commander intent.

Compassion. Compassion is the sympathy and concern for the misfortunes of others. Compassion promotes healthy, open, and honest communication, and provides the stimulus for Airmen to discuss and deal with personal issues.

Courage. Courageous leaders must demonstrate both moral and physical courage in combat and in high-risk situations, as well as in day-to-day life. Leadership requires the courage to address sub-standard performance or unacceptable behavior, welcome new ideas, do what is ethically right when others prefer to do otherwise, and be honest. Acts of courage inspire others to maintain composure in stressful situations, providing the stimulus and encouragement to endure hardships.

Credibility. Credibility is the quality of being trusted and believed in. Credible leaders must exercise and demonstrate humility, show commitment to the organization and mission, and optimize operations by tapping into the unique strengths of each team member. Occasionally, leaders must be willing to work alongside their followers to get the job done. Credibility may take years to earn through persistent, consistent, and patient leadership and can easily be lost with one thoughtless action, decision, or behavior. Successful leaders earn credibility through leading by example and taking responsibility. A crucial element of a leader's credibility is taking responsibility not only for their individual actions, but also for those of the Airmen. AFH 36-2647, *Competency Modeling*, includes attachments on developing self, developing others, developing ideas, and developing organizations.

Section 14E—Talent Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 14—DEVELOPING OTHERS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 14E—Talent Management	B	C	C	D	D

14.27. Organizational Culture and Climate

Every unit, business, or organization has a personality, temperament, and unique environment. Organizational culture is a way of describing an organizational environment. Dynamics within an organization are often driven by the way individuals behave based on perceptions of the organizational culture. This inherent system of cultural expectations and learned behaviors can greatly affect how well organizations perform. Leaders can be particularly effective in aligning the environment with employee needs when they understand the organization's culture and climate.

14.28. Strengthening the Force Through Talent Management

Our work environment today is more dynamic than ever. Effective talent management is a military necessity. The Air Force team is comprised of military personnel, civilians, and contractors. Air Force capabilities and warfighting skills are enhanced by the unique skills, perspectives, and experiences of its personnel. At its core, talent management ensures the collective strengths, viewpoints, and capabilities of the team are leveraged to transcend individual contributions. Air Force personnel who work in an environment focused on managing and developing talent learn to maximize individual strengths and combine abilities for the good of the mission.

Our ability to attract, develop, and retain a larger, highly skilled pool of applicants for service with the Air Force—both military and civilian—is a critical factor that will shape the future of our force. Talent management is about strengthening our team and ensuring long-term viability to support our mission.

14.29. Fostering Effective Leadership and Collaboration

A skilled leader works effectively with individuals of all backgrounds, experiences, and perspectives. To build a strong and cohesive team, it is essential to recognize the unique contributions of each person and avoid reliance on stereotypes. Stereotypes based on factors such as age, experience, or perspective can undermine an organization's effectiveness by overlooking individual strengths and contributions. These assumptions not only hinder organizational success but also diminish the potential of individuals who could otherwise play a vital role in achieving the mission. A professional and collaborative workplace thrives when it values the unique abilities of its team members and eliminates barriers to success.

Customized Leadership Style. The challenge is to incorporate everyone's talents into a cohesive and optimal workforce. We must recognize that people are vital to an organization's success. Leaders can find themselves dealing with a workforce ranging from 18-year-olds to those with 30 or more years of experience. Consequently, we need to understand the motivations and interests of this diverse workforce. What sparks interest and passion in one person does not necessarily ignite the next person. Effective leaders take time to recognize what excites others, leverage their talents, and cultivate a work culture that recognizes and appreciates differing perspectives and approaches to solving problems. The Air Force attracts people from every aspect of society, culture, and social status, none of which are under a supervisor's direct control. Although supervisors cannot change someone's inherent characteristics, they can change how they lead people as a cohesive team. Foremost, leaders must create a hospitable climate that promotes respect. This will reduce dysfunctional tension and increase team productivity.

Establish Common Ground. The first step in leading an organization is to form a common ground or

a shared set of assumptions to form the framework within which to communicate. The common ground is the organization itself - the vision, goals, rules, regulations, processes, and procedures that govern what the unit does to achieve mission requirements. Clear guidelines improve communication, reduce confusion, provide purpose, and define desired outcomes. A team must have a clear sense of direction to prevent mass confusion with everyone going in different directions.

Everyone's experience and background should be valued as a unique resource. A variety of experiences and perspectives enables teams to approach challenges in new and creative ways, fostering innovative solutions and effective problem-solving. Effectively managing the qualities of a workforce can lead to higher productivity, improved performance, greater creativity, and reduced stress. Strengthening the bonds within a team while respecting individual contributions is key to building a cohesive and successful organization.

Research consistently shows that teams with a mix of perspectives and experiences are more innovative than those with similar viewpoints, as they approach opportunities for improvement from multiple angles. Effective leadership involves recognizing differences that enhance the quality of a product or service. Ultimately, productivity and success stem from mutual respect and collaboration.

14.30. Contemporary Motivation

Contemporary motivation is a simple, three-phased approach to motivation. This approach states that people can be in one of three levels of commitment to the organization: the membership level (at the lowest end), the performance level, or the involvement level (highest level). A person's level of commitment determines how motivated he or she is to accomplish the mission. The more committed a person is to the organization, the more involved he or she will most likely be. Supervisors can help ensure the proper rewards are provided so individuals can move to, or remain in, a higher commitment level.

14.31. Organizational Norms

Similar to recognizing employee commitment levels and organizational culture, organizational norms can affect employee motivation and behaviors. Understanding that norms exist can help leaders address and determine how to adjust organizational norms that can, in turn, align employee's motivations on a behavioral level. Positive norms support the organization's goals and objectives and foster behavior directed toward achieving those goals. Norms that support hard work, loyalty, quality, and concern for customer satisfaction are examples of positive norms. Negative norms have just the opposite effect. They promote behavior that works to prevent the organization from achieving its objectives. Negative norms are those that sanction criticism of the company, theft, absenteeism, and low levels of productivity.

Employee Motivation and Organizational Norms. To be effective, operational managers, leaders, and supervisors must learn to instill positive norms to properly motivate Airmen. If a military member's behavior does not support positive organizational norms, the supervisor needs to determine the underlying reasons. The individual's behavior could be a result of unmet needs, a result of discipline problems, or both. Areas that affect the dynamic culture between employee motivation and organizational norms are covered here.

Organizational and Personal Pride. Organizational and personal pride norms are associated with an individual's feelings of identification and sense of pride regarding the organization. Positive norms lead individuals to see the organization as their own. Negative norms are reflected in a "we" vs. "they" attitude toward the organization and its goals. Often friendly competition among military organizations can help units become better at their missions and exhibit greater morale and motivation in a positive way. However, if competition hampers the mission and leads to reduced morale and motivation,

competition would be considered to be a negative norm.

Teamwork and Communication. Teamwork and communication norms are reflected in the visible behaviors where individuals work together and cooperate with one another. Positive norms promote sharing of information and working together to achieve common goals. Negative norms foster individuality, secrecy, and the belief that success is achieved by an attitude of "every man for himself."

Leadership and Supervision. Leadership and supervision norms can enhance or hinder organization contribution and productivity. Positive norms result in supervisors assuming the role of subordinate helpers, trainers, and developers. Negative norms cause supervisors to assume more active roles, like constantly policing and monitoring Airmen.

Profitability and Cost Effectiveness. Profitability and cost effectiveness norms determine behaviors with respect to profit and cost consciousness. Positive norms encourage people to save money and reduce costs. Negative norms foster a lack of concern for bottom line performance. The saying, "it's good enough for government work," is a negative norm that our Air Force cannot accept.

Customer Relations. Customer relations norms result in individual behavior that affects the manner in which a customer is served. Positive norms are directed toward maximizing customer satisfaction. Negative norms lead to viewing the customer as an obstacle to be avoided. Each organization must cultivate a culture that helps develop positive customer relations to ensure our nation can meet any challenge in the most effective manner.

Innovativeness and Creativity. Innovativeness and creativity norms determine, to a large degree, whether original and creative behaviors are supported and encouraged. Positive norms lead to the stimulation of new ideas and positive change. Negative norms support the status quo and discourage experimentation. In today's environment, we all must encourage everyone to bring innovativeness and creativity to the table to meet the dynamic threats that terrorism has brought to our shores.

Training and Development. Training and development norms are essential throughout our careers as we grow and cultivate future leaders of our Air Force. Positive norms in this group encourage training and view development as essential to the ongoing operation. Negative norms treat development as a nonessential aspect of the operation. Airmen are constantly training to become better equipped and prepared.

Chapter 15
DEVELOPING SELF

Section 15A—Accountability and Self-Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15A—Accountability and Self-Management	B	C	C	D	D

15.1. Accountability

Accountability is defined as demonstrating reliability, honesty, and taking responsibility for the behaviors of self and team. Accountability is at the core of what it means to be an Airman. In surveys of Air Force members, accountability has been consistently rated as the most important foundational competency for success in a Air Force career.

Accountability requires leading by example, admitting mistakes, and doing the right thing even when it is unpopular or difficult. Accountable Airmen embody the Air Force Core Values of Integrity First, Service Before Self, and Excellence in All We Do—and take personal responsibility even when faced with the most challenging situations.

You may not always recognize the important role your actions (or inaction) can play in a situation. Taking personal responsibility requires:

Understanding the **significance** and potential irreversibility of failing to act

Recognizing your competence and ability to take the steps that are needed in a given situation (**self-efficacy**)

Acting out of a sense of personal control (**autonomy**)

For example, imagine you are working in a nuclear facility. You find out that one of your friends, a nuclear weapons specialist, has been cheating on his exams to maintain weapons system certification. Do you report him? What if your supervisor tells you to ignore the issue?

Imagine you are working as a military training instructor. You observe one of your peers pushing his trainees too hard, yelling obscenities at them when they make mistakes, and forcing them to train more hours than is authorized. Will you say something? What if your immediate leadership is pressuring your peer to work his trainees more hours in order to meet training goals?

Significance. In each of these situations, try to understand the significance of the situation by thinking about the bigger picture.

What if the same way **you** responded to your co-worker in these situations was the way other people in the Air Force were responding in similar situations?

That is, what would happen if not just one, but when some supervisors push their Airman or Guardian too hard, to the point of physical injury? What would happen if not just one, but many, nuclear weapons specialists didn't have sufficient expertise to repair key equipment or correctly follow emergency procedures?

What does the way you would respond to these situations say about who you are as a person?

Are you someone who does not adhere to standards or allow others to do the same? Are you someone who looks the other way when there are potential risks to security? Are you someone who fails to advocate for the least experienced and most at-risk Airmen among us?

Self-Efficacy. Self-efficacy is a person's belief in their ability to address a situation, based on the skills

they have and the circumstances they face. Recognize your own personal strengths and think about how you can bring your skills to bear on a situation.

For example, you can use your communication skills (reflection, active listening, and recognition of non-verbal cues) and influence your peers by appealing to reason or shared values. You can demonstrate perseverance and persist in addressing an issue with others. You can take initiative and try to help peers see situations as opportunities to learn. Try to make use of your unique strengths and talents—maybe you can teach your peer (the nuclear weapons specialist) better study techniques to help him learn the material needed to pass his weapons system exams; maybe you can show your co-worker a better teaching technique or coach him on how to exercise self-control and patience when correcting Airmen or Guardians. Have confidence in yourself and your abilities to address challenging situations.

Autonomy. Ultimately you are your own person. You make your own decisions on your actions or inactions. You have the freedom to choose how to respond to a situation. Even if so-called "leaders" or "friends" try to pressure you otherwise, you can act to support the greater good.

15.2. Perseverance

As Airmen, we understand that "Excellence in All We Do" entails striving for continual self-improvement. But too often the way we think about our abilities may hold us back.

Psychologists distinguish two mindsets regarding ability and other personal qualities. **Fixed mindset** refers to the belief that a person's intelligence and other personal qualities are mostly permanent; that you are a certain kind of person, and there is not much that can be done to really change that. In contrast, **growth mindset** refers to the belief in the capacity to fundamentally improve and significantly change the kind of person you are. Growth mindset entails a recognition that past mistakes or failures don't define who you are or who you can become.

People with a **fixed mindset** are likely to give up easily when things get hard. They are constantly trying to prove themselves (prove their intelligence, prove their natural talent) and if they don't excel at first, may believe there is not much that can be done to change that. They tend to be overly sensitive about being wrong or making mistakes because they think their (initial) failures reflect a lack of ability that can't be changed. They may view exerting effort as evidence of inability.

People with a **growth mindset** are likely to persist when learning new things and persevere on even the most difficult tasks. They put in effort and focus on improving, recognizing that challenges are needed in order to develop and grow. They don't get defensive about mistakes, failure, or negative feedback, and don't feel threatened by the success of others, because they don't view an initial lack of ability as permanent.

If you are someone who holds a fixed mindset, you can begin to change your perspective and become more perseverant:

1. Remind yourself of the differences between the fixed and growth mindsets every day. Remember that when people with a growth mindset set goals they:

Persist in the face of setbacks

Embrace challenges (actively seek out difficult tasks as an opportunity to learn)

Value effort as the path to mastery

Seek feedback and learn from criticism

Find lessons and inspiration in the success of others

2. Ask yourself, “What are the opportunities for learning and growth today?” then form a plan and begin to act on it.

3. As you encounter inevitable obstacles and setbacks, form a new plan to continue learning.

4. When you succeed, don’t forget to ask yourself: “What do I have to do to maintain and continue the growth?”

15.3. Self-Control

Airmen should recognize the need to exhibit self-control as part of the Air Force Core Values of Integrity First and Service Before Self.

Self-control refers to a person’s ability to override or restrain their inner responses or impulses. This includes keeping emotions under control in difficult situations, handling temptations and avoiding inappropriate behavior (e.g., controlling one’s urges to overeat or smoke, or restraining a tendency to yell or curse when angry). Understanding both the limitations of one’s self-control and one’s ability to strengthen it may be important to consistently demonstrate self-control when needed.

Self-Control is Limited. Like a muscle, our self-control is limited and gets depleted with heavy use. Controlling strong urges is a heavy lift, and we can expend only so much effort before our efforts begin to fail.

As a result, changing the situation to reduce temptation is more likely to prevent inappropriate behavior than expending effort to try to internally control urges. For example, if you love potato chips and have a tendency to overeat, it will be more effective to keep chips out of the house altogether (“out of sight, out of mind”) than to try to “will” yourself to eat just one. Some self- control may be needed to pass up the chip aisle at the grocery store, but far stronger self-control would be needed to avoid eating an open bag of chips that has been sitting in front of you for hours at home.

The same principle applies to avoiding inappropriate behavior when angry or upset. Removing yourself from situations that are likely to cause you to become angry (avoiding potential “triggers”) will be more likely to prevent outbursts than simply exerting effort internally to try to control anger in difficult situations.

Self-Control Can Become Stronger. Like a muscle, self-control can be made stronger with practice. Regularly practicing small acts of self-control, interspersed with rest, can strengthen self- control over time. Further, improving self-control in one domain (e.g., controlling urges to overeat) has been shown to improve self-control in other domains as well (e.g., controlling other impulses, such as the tendency to curse or yell when angry).

Studies have found that even two weeks of deliberate, daily practice to inhibit an urge or behavior can meaningfully improve impulse control:

Set a target goal requiring self-control (e.g., avoiding sweets and desserts, holding a handgrip for as long as possible, despite physical discomfort)

Keep a daily record of how much effort and self-control you exert (e.g., declined cookie when offered one that smelled delicious; held the handgrip for X minutes), and reflect on how practicing could improve self-control.

While some people naturally tend to have more self-control than others, with practice, even people with initially poor self-control can get better at exercising restraint and avoiding temptations.

15.4. Resilience

How is it that some people seem to "bounce back" from negative experiences so quickly, while others tend to get caught in a rut, seemingly unable to recover and move on? While external factors such as support, relationships, and spirituality all impact resilience, our resilience can also be affected by how we think about stressful situations.

Positive reappraisal refers to the process of re-construing (re-interpreting) stressful events as non-threatening, meaningful, and even contributing to personal growth. This cognitive strategy can help us prepare for stressful events (by embracing challenge), and better cope with past events (by viewing them as opportunities for learning/growth).

Embracing Challenge. Imagine the following situation:

You receive last-minute notice that you will need to give a presentation to an audience of high- ranking members. The stakes are high, and your ability (or inability) to convince the audience will have major consequences on your career.

For most people, this can be a stressful situation. But studies have shown that our ability to manage potentially stressful events like this can be affected by how we frame the situation. Specifically, when we view a situation in terms of threat (e.g., focusing on task difficulty and how other people will evaluate us), our heart rate, pulse, and blood pressure increase, and it takes us longer to calm down afterwards.

When we instead frame the same situation in terms of challenge, we tend to recover faster (heart rate, pulse, and blood pressure return to normal more quickly after the event). For example, before going into a stressful situation, you might tell yourself (or one of your Airmen):

"Even though this is a difficult task, it is a challenge that can be met and overcome. I have overcome other challenges in the past, and if I try hard to do my best, I can meet this challenge as well."

When framed this way in terms of challenge, people report experiencing less anxiety about the task, and demonstrate faster recovery.

Viewing Negative Events as Opportunities for Growth.

Sometimes negative events happen to everyone—your presentation went poorly and you received a poor performance evaluation. Or you experienced adversity outside of work-- you got divorced, were in an accident, experienced unforeseen financial hardship, etc.

Experts recommend reflecting on the problems and challenges we have faced. Try to make sense of the circumstances and ask yourself:

Is there something you could learn from this situation?

Can you envision something good coming out of dealing with this problem?

How could the event change your life in a positive way?

How could you find benefit in this situation in the long-term?

Some examples of cognitive reappraisal to learn or grow from otherwise negative events:

Someone who has a heart attack might view the event as a "wake up call" and chance to modify their lifestyle and begin to change their diet.

Someone whose spouse becomes seriously ill might view the need for caregiving as deepening their relationship and level of intimacy.

Someone who has been abused might view their survival as evidence of their strength, and they

might decide to dedicate their life to helping others make similar recoveries.

Importantly, there is often the opportunity to learn from even more mundane stressful events. For example, having been treated rudely by a supervisor, one might learn how to relate more effectively with one's own subordinates in the future (i.e., having understanding of what type of supervisory behavior to avoid).

Rather than a wishful denial of reality, cognitive reappraisal allows us to actively find meaning in adversity so that we can flexibly grow and adapt longer term.

Section 15B—Military Communication

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15B—Military Communication	B	C	C	D	D

15.5. Communication as a Foundational Competency

Communication (oral, written, and nonverbal) is critical throughout a Air Force career. Recognized as a foundational competency, the Air Force has defined effective communication to include diverse skills such as:

Presenting complex information articulately and concisely

Tailoring communication to address concerns of the audience

Voicing differing opinions on contentious issues without triggering a defensive response

Attending to non-verbal cues, and communicating with sensitivity to others' needs

This chapter addresses communication in its many forms within the Air Force, from high-level strategic communication to routine meetings and email writing. While some communication formats described in this chapter are specific to the military, many of the communication principles described later in this chapter will serve members well even when transitioning to civilian careers.

15.6. Strategic Communication

Airmen must ensure audiences know and understand what the Air Force needs, where we are going, and how we can be positioned for success. Because communication can be broken into three parts: the sender, the message, and the audience, we must be aware of and responsible for how we communicate, including the way our communication is perceived by others. Strategic communication is viewed as an emerging and extremely important concept, resulting in strategic communication being designated as a special area of emphasis.

Strategic Communication: Defined. The DoW broadly defines strategic communication as a process of purposefully using communication for the intent of advancing national interests and objectives through synchronized integration of information with other elements of national power. Communication synchronization entails focused efforts to create, strengthen, or preserve conditions favorable for the advancement of national interests, policies, and objectives by understanding and engaging key audiences through the use of coordinated actions. In other words, strategic communication is implemented by aligning actions, words, and images with the purpose of obtaining a specific objective or objectives. Leaders use strategic messaging to advocate the unique functions and distinct capabilities of airpower to project national influence and respond to national defense requirements.

15.7. Enterprise Perspective

Having an enterprise perspective in strategic communication empowers Air Force leaders to inform and appropriately influence key audiences by synchronizing and integrating communication efforts to deliver truthful, timely, accurate, and credible information, analysis, and opinion. Truth is the foundation of all public communications, both in terms of credibility and capability. Timely and agile dissemination of information is essential to achieving desired effects. Without appropriate information dissemination, strategic communication cannot maximize value or potential. It must be conducted at the time, level, and manner for which it is intended.

Our Air Force Story. Effectively communicating who we are as Airmen underwrites our ability to be successful in all areas of engagement. Air Force leaders want every Airman to be a communicator

or spokesperson for the Air Force, and through the enterprise perspective, be able to tell their Air Force story. All Airmen need to know how to integrate their personal Air Force story and experience into a message that adds credibility to DAF, DoD, and national strategic communication.

15.8. Public Affairs

An important aspect of communication is speaking in public forums and recognizing the need for strategic communication alignment; this involves communication synchronization. As stated in AFI 1-1, the purpose of Public Affairs (PA) operations is to communicate timely, accurate, and useful information about Air Force activities to DoW, the Air Force, as well as domestic and international audiences. The PA representative is the commander's principal spokesperson and advisor, and a member of the personal staff. PA advises the commander on the implications of command decisions, actions, and operations on foreign and domestic public perceptions. PA plans, executes, and evaluates activities and events to support overall operational success. The PA representative must have the resources to provide information, including visual information, to the staff, public, media, and subordinate units in near real time. PA should be involved in planning, decision-making, training, equipping, and executing operations as well as integrating PA activities into all levels of command. Additional information regarding public affairs can be found in AFI 35-101, *Public Affairs Operations*, 20 November 2020. **Note:** Although briefly covered in standards of conduct and enforcing standards, propriety, and perception, it is important to mention that any activity not in alignment with good order, discipline, and national security may intentionally or unintentionally generate a negative perception of the Air Force. Commanders have the authority and responsibility to address situations that could be perceived negatively, while also being mindful of preserving the service member's right of expression within these interests. More specific information on permitted and prohibited activities can be found in DAFI 51-508, *Political Activities, Free Speech and Freedom of Assembly*.

15.9. Social Media

Airmen interact with individuals via face-to-face, telephone, written letter, e-mail, text messages, social networking services, and social media. Social networking includes weblogs, message boards, video sharing, and services, such as YouTube, Facebook, Twitter, Instagram, and Snapchat, used by individuals and communities to stay in touch.

Appropriate Posts. Individuals are responsible for what they say, share, or post on social networking services. Offensive and inappropriate communication must be avoided. Also, Airmen who provide commentary and opinions on internet blogs may not place comments on those blog sites which reasonably can be anticipated or are intended to degrade morale, good order, and discipline of any members or units in the U.S. Armed Forces; are service-discrediting; or would degrade the trust and confidence of the public. Additionally, it is important to recognize that social network "friends" and "followers" may potentially constitute relationships that could affect background investigations and periodic reinvestigations associated with security clearances. Additional information regarding social media can be found in: AFH 33-337, *The Tongue and Quill*, and AFI 35-101, *Public Affairs Operations*.

Operations Security. Operations security is vital to the accomplishment of the Air Force mission. The use of social media and other forums that allow communication with large numbers of people brings with it the increased risk of magnifying operational security lapses. Classified, controlled unclassified information, and other official DoW information and documents are prohibited from being posted on social networking services or transmitted via non-DoW e-mail accounts without proper authority.

15.10. Military References for Communicating

The *DoD Dictionary of Military and Associated Terms* supplements English-language

dictionaries and standardizes terminology used within the DoW, other federal agencies, and among the United States and its allies. It is a compilation of definitions, abbreviations, and acronyms applicable to the DoW and its components, often used as a primary source for official correspondence and planning documents.

The Air University Style and Author Guide (AU-1) provides guidance on writing, editing, and publishing matters related to official publications for the Air University. Also, AU-1 is a valuable reference for grammar, mechanics, and documentation of sources for those with an interest in military acronyms, ranks, and specialized military terms.

The U.S. Government Printing Office Style Manual is the approved reference for all forms and styles of government printing. Essentially, the style manual is a standardization reference designed to achieve uniformity in word and type, aimed toward economy of word use.

The Tongue and Quill is not an all-inclusive reference, but provides valuable, detailed information on most presentations and papers produced in professional military education courses.

References, such as the Modern Language Association (MLA) Style Guide, the Chicago Manual of Style, and the American Psychological Association (APA) Style Guide, are widely recognized in the civilian sector and organizations following college and university writing standards. They provide useful information when conducting research or developing written products.

15.11. Military Phonetic Alphabet

All branches of the U.S. Government and military departments use the International Civil Aviation Organization alphabet for radio communication. This phonetic alphabet was adopted by the U.S. Armed Forces in 1956 and is currently used by North Atlantic Treaty Organization countries and civil aviation around the world. **Table 15.1.** shows the letters, code words, and pronunciation.

A	Alpha	AL fah
B	Bravo	BRAH voh
C	Charlie	CHAR lee
D	Delta	DEL tah
E	Echo	EKK oh
F	Foxtrot	FOKS trot
G	Golf	Golf
H	Hotel	HO tell
I	India	IN dee ah
J	Juliet	JEW lee ett
K	Kilo	KEY loh
L	Lima	LEE mah
M	Mike	Mike
N	November	NOH vem ber
O	Oscar	OSS car
P	Papa	PAH pah
Q	Quebec	Keh BECK
R	Romeo	ROW me oh
S	Sierra	See AIR ah
T	Tango	TANG go
U	Uniform	YOU nee form
V	Victor	VIK ter
W	Whiskey	WISS key
X	X-ray	EKS ray
Y	Yankee	YANG kee
Z	Zulu	ZOO loo

Table 15.1. Military Phonetic Alphabet

15.12. Organizational Communication

Organizational communication refers to the strategic sharing of information, both internally and externally, within and across the organizational industry. Leaders must exhibit solid organizational communication skills to accomplish organization- and mission-related goals. Creating a culture of communication and maintaining relevance empowers people to own the organizational communication message at every level. According to Caldwell, Stroud, and Menning, in Fostering a Culture of Engagement, to be effective, an organizational culture must be proactive, innovative, adaptive, leader driven, and sustainable.

Proactive. To be proactive means to seize the initiative and be agile in communicating the message. The capacity to be proactive enables leaders to get out front and communicate their perspectives and experiences on important topics.

Innovative. To be innovative means to exercise ingenuity in seeking new effective ways of communicating. Relying on more than raw creative thinking, innovation requires an understanding of the characteristics and capabilities of information sharing and the pace of change.

Adaptive. Adaptive, modern communication capabilities thrive in a fast-evolving, instantaneous, and interconnected information environment that presents challenges to rigid and inflexible organizations. The key to success in this environment is adjusting to changing circumstances on the run.

Leader Driven. Air Force leaders must confront modern media realities by fostering a culture of engagement in their subordinates and commands. Leaders set the command climate by making themselves available for communication, especially during times of crisis.

Sustainable. Leadership is essential to instilling focus and function for the culture of engagement. Sustainability requires dedicated resources and manpower to build enduring capabilities to enable a culture of engagement.

Section 15C—Preparing to Communicate

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15C—Preparing to Communicate	B	B	C	D	D

15.13. Communicating Intent

Like many things, good communication requires preparation. Preparation is the most important aspect, and sometimes the time best spent, with regard to good communication. By being prepared, speakers show audiences that they value their time as well as the topic of interest. Being prepared enhances a speaker's confidence as well as their credibility when communicating a message. Confidence will be a great factor in successful delivery of the message, along with additional aspects covered here for establishing strong spoken communication skills.

Success as a military leader requires the ability to think critically and creatively. It is also crucial to be able to communicate intentions and decisions to others. The ability to communicate clearly— to write, speak, and actively listen—greatly impacts the capacity to inform, teach, motivate, mentor, and lead others. Communicating intent and ideas so others understand the message and act on it is one of the primary qualities of leadership.

15.14. Principles of Effective Communication

Communication requires a combination of the appropriate quality and quantity of information sharing. While communication can be broken into three parts: the sender, the message, and the audience, for communication to be successful the audience must not only receive the message, but they must interpret the message the way the sender intended. This section addresses five core principles of communication: focused, organized, clear, understanding, and supported (FOCUS).

Focused. Being focused means understanding what the issue is, considering all aspects of the issue, and not straying from the issue. Address the issue, the whole issue, and nothing but the issue.

Organized. Good organization means presenting information in a logical, systematic manner. When information is not well organized, audiences may become confused, impatient, or inattentive. Even if you are providing useful, relevant information, the importance of your message may be lost to the audience if it is disorganized.

Clear. Communicate with clarity and make each word count. Clear communication occurs when the sender is able to properly articulate and formulate the message to the audience. To communicate clearly, be sure to understand the proper pronunciation of words and how to assemble and punctuate sentences. Also, clear communication often requires getting to the point.

Understanding. Understand your audience and its expectations. Understanding the audience's current knowledge, views, and level of interest regarding a topic helps when sharing ideas with others. Understanding expectations of format and length of response, due date, level of formality, and any staffing requirements helps when responding to a request for information.

Supported. Be sure to support your communication with information that substantiates your position but does not bring the audience to question your message. Nothing cripples a clearly written, properly punctuated paper quicker than implied data or a distorted argument. Support and logic should be used to build credibility and trust with your audience.

15.15. Seven Steps for Effective Communication

As indicated in AFH 33-337, the seven steps for effective communication are fundamental to good speaking and writing skills. The first four steps lay the groundwork for the drafting process of effective

communication, steps five through seven are where the communication takes the form of a well-prepared message. The seven steps for effective communication and a brief explanation of what they entail are provided here.

1. Analyze Purpose and Audience. Be clear on your purpose and know and understand your audience when preparing to communicate your message. This is often accomplished by determining what your message is and why you are communicating it to your audience. In this step you will want to ask yourself, is your purpose for communicating to direct, inform, persuade, or inspire. Once you know your intent, you can design your message around your purpose statement or the intent you have in mind.

2. Research Your Topic. Be resourceful and informed when preparing to communicate your message. There may be experts in your workplace who you can talk to for insights and advice on researching your topic. Also, information is at our fingertips, so consider what you know and what you don't know and gather data that is pertinent and relevant to your topic. AFH 33-337, Chapter 4, provides a comprehensive list of online sources, websites, and databases that will prove to be very helpful in gathering information for your topic. You may find it valuable to save many of the links as favorites in your web browser for quick access.

3. Support Your Ideas. Be sure to strengthen your communication by providing information that will support your message. There are a number of ways you can develop a strong message in your communication. It is essential to choose the methods that best enhance your credibility and portray your argument as valid and reliable. Depending on your message and your audience, you may choose to reinforce your position on an issue through evidence using definitions, examples, testimony, or statistics. Focus your approach using trustworthy, accurate, precise, relevant, and sufficient evidence that will support your ideas and gain the trust of your audience.

4. Organize and Outline. Be organized and purposeful in your approach to communicating your message. There are several ways to organize information; you will want to choose the one that allows your message to reach the audience in the best manner possible. There are several patterns available in AFH 33-337, Chapter 6. The pattern you choose will depend greatly on whether your intent is to direct, inform, persuade, or inspire. You may find that your topic is best presented chronologically, using an approach that covers pertinent information in a time-ordered sequence. Or you may decide that a sequential approach is most appropriate that presents your information in a step-by-step manner.

5. Draft. Be willing to get your thoughts into a draft product. Your draft is just the beginning of formulating your communication into an organized, outlined, purposeful manner. It will not be perfect. As long as you follow the basic structure of having an introduction, body, and conclusion, you will have a template to work with while you sharpen your message, develop your thoughts, and clarify your approach. Keep in mind the structure of your communication and consider including key aspects, such as reaching your audience, following format, and ensuring your message flows with transitions between main points or main ideas. Your efforts will never be a waste of time as long as you remember that your draft is the essential step toward creating your final product. AFH 33-337, Chapter 7, provides several suggestions and examples of how to develop a draft of your message using recommended structure, verbiage, and phrases.

6. Edit. Following the first five steps of the effective communication process will set you up for success, but it will not guarantee a perfect product, and you should not expect your draft to be. That is what steps six and seven are for. Have your draft written early enough to give yourself time to take a break before looking it over through an editing lens. This will allow you to edit with fresh eyes. Think about what you would like to accomplish with your work and keep that in mind as you look over your draft. Consider how it may look or sound to the audience as you edit your work. Whether your

communication is written or spoken, you may find value in reading your work out loud to catch areas for improvement that wouldn't have been readily identifiable otherwise. As you review, look for three main aspects of your draft product: 1) review for the big picture, main purpose, length, and flow of ideas; 2) review for paragraph structure, clarity, organization of material, and supporting ideas; then 3) review sentences, phrases, words, grammar, and consider how the audience will perceive or receive the message.

7. Fight for Feedback and Get Approval. Be receptive to feedback from others. Now that you've done your best at formulating your message, it's time to seek feedback. Even the best communicators can overlook key aspects of their messages. In this step, allow your pride in authorship to be set aside and seek pride in other's willingness to review and provide feedback on your work. Communicate up front with your reviewers what your strengths and weaknesses are and let them know why you selected them to provide feedback to you. To best utilize time, express what areas you most likely need feedback on. This will help reviewers know where to focus their efforts and it will enable them to be most helpful to you when providing feedback.

15.16. Job Interview Preparation

Before committing yourself to the effort required of applying and interviewing for a job, you need to understand the experience or skills required for the job and whether or not you possess those experiences or skills. One of the first steps in preparing for a job interview is carefully studying the job advertisement or position description so you understand the particular knowledge, skills, and abilities required. Once you have successfully aligned your knowledge, skills, and abilities to the job, then gather all required information and documentation for the application process.

Applying for the Job. When applying for special duty, seeking employment, or simply gathering pertinent information to successfully build a resume or application package in the future, there are different employer expectations you will want to be familiar with. In many cases, you may need to submit an application package with various documents, such as recent performance reports, personnel documents, a resume, a job application, a curriculum vitae, a biography, letters of recommendation, a cover letter, and in some cases, college transcripts. Any of these documents submitted for a job application should be tailored to highlight your particular knowledge, skills, and abilities related to the position for which you are applying.

Interviewing for the Job. Many Air Force positions require a job interview. Knowing how to prepare for and conduct yourself during an interview can go a long way toward helping you get selected for a special duty or other career broadening position in the Air Force, not to mention being hired in the civilian sector. Prior to the interview, put yourself in the mindset that everything the interviewer sees or hears from you is part of the interview. The interview begins the moment you pick up the phone or enter the property of the organization. Think about how you will be perceived, how you will enter the conversation, how you will ask and answer questions, and anything else you think will occur before, during, or after the interview. If you are having a phone interview, ensure you will be in an environment where you can solely focus on the interview.

It is a good idea to research the mission and history of the hiring organization before the interview. The more you know about the organization, the better you will be at convincing potential employers that you care about the organization, as well as the job you're seeking. Information you can often find about the organization in advance might include who the commander and senior enlisted members of the organization are, how large the organization is, and what the mission and vision statements are. Interviewers expect candidates to ask intelligent, thoughtful questions concerning the organization and the nature of the work. The nature and quality of your questions will reveal your interest in the organization and the position you're seeking. When the interviewer asks if you have any questions or

concerns about the job or the organization, be prepared with at least one or two things you'd like to talk about.

If you submitted an application package prior to the interview, there is a strong possibility that you will be asked questions about the information you provided. Review all of the documents you submitted, keep the documents nearby during the interview, and be prepared to highlight examples of your skills or experiences relating to the strengths you can contribute to the job. Examples of areas to concentrate on are problem-solving skills, thoughts on organizational transformation, team-building skills, support for the organization's priorities, your leadership philosophy, your ability to adapt and work in fast-paced environments, and decision-making abilities. Also, be able to answer the following questions:

Why should I hire you? How soon can you report?

How will this change affect your family?

What do you see as one of your biggest challenges with a job like this? Where do you see yourself in two to three years?

Are there any issues to prevent you from accepting or performing in this position?

Purpose of Interviews. All job interviews are designed with one goal in mind - to find the right person for the right job. Employers may have to interview several individuals for a position, so keep your goal in mind and let the interviewer see what skills and experiences you can bring to the job. Also, not only are you interviewing for a job; you are interviewing the prospective employer to see if the job is right for you. Be sure you understand the conditions of the job and ask for clarification during the interview, if needed. It is important to determine whether you truly are interested in committing the next few years to the potential job or assignment. As the interview draws to a close, before the interview is over, take a brief opportunity to provide one or two main points that you want the interviewer to remember about you. In other words, have your walk-away points in mind so you end the interview on a positive note and reemphasize your interest in the position.

Post-interview Actions. In some cases, it may be appropriate to follow up after an interview. A day or two after the interview you may choose to send a short thank-you note to the organization with which you interviewed to express your gratitude for the opportunity to interview for the job, restate your interest in the position, highlight any particularly noteworthy points, or address anything you wish to further clarify.

15.17. Meetings

Deciding how to communicate a message is important. If you have a message that can be sent clearly and accurately via e-mail, that is one of the quickest forms of sending a message. If you need to send a message that requires an immediate response or might need clarification or elaboration that could be lost in translation through e-mail, discussing the issue over the phone may be the best approach to take. If your message needs to involve multiple people or requires dialogue (sometimes on a recurring basis), you may need to have a face-to-face conversation.

Meetings can be used to share information, solve problems, plan, brainstorm, or motivate. Whatever their purpose, you need to know some basics about conducting an effective meeting. A way to determine whether a meeting is the most appropriate method of communicating a message is to consider if you want to address a group about information, advice, concerns, problem solving, or decision-making. Meetings allow for cross-talk to discuss these types of issues, whether within an organization or with outside agencies.

Once you have decided that a meeting is the most appropriate method of communicating the message or issue, the next steps are to define the purpose of the meeting, decide who should be invited to

participate or be a part of the conversation, decide where and when the meeting should occur, plan for capturing (recording) meeting information, send out an agenda so attendees can be prepared to discuss pertinent topics, and be flexible based on availability of attendees, information, or other considerations. Running the meeting requires that a few simple rules be followed, but not to the extent that the meetings are rigid, predictable, and non-productive. As long as you start and stay on time, follow the agenda, understand group dynamics, and follow up with well formatted meeting minutes, your meeting will have a good foundation for success.

Section 15D—Written Communication

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15D—Written Communication	B	C	C	D	D

15.18. Writing Platforms

The Air Force has adopted common, basic formats of written communication for official and personal correspondence and memorandums. Understanding the purpose of these formats will best serve your superiors, yourself, and your subordinates in using the proper format for the intended purpose. AFH 33-337 outlines detailed instructions for written communication, while various organizations may have adopted internally preferred styles as well. One key aspect for choosing the appropriate format to use for written communication is consistency in your approach. Attention to detail, proper format, and pertinent information will ensure written communication serves as a professional representation of your organization.

15.19. Official Memorandum

Official memorandums are used to communicate throughout the DoW and other federal agencies. In addition, official memorandums are used to conduct official business outside the government with vendors or contractors when the personal letter is not appropriate. Memorandums may be addressed to specific officials, single offices, multiple offices, multiple offices IN TURN, or to DISTRIBUTION lists. Detailed information pertaining to the heading, text, and closing sections of the official memorandum, as well as additional information, attachments, and examples, are provided in AFH 33-337, Chapter 14.

15.20. Personal Letter

Use the personal letter when communication needs a personal touch or when warmth or sincerity is preferred. The personal letter may be used to write to an individual on a private matter, such as for praise, condolence, or sponsorship. Keep the personal letter brief, preferably no longer than one page, and avoid using acronyms. Specific information pertaining to the heading, text, and closing sections of the personal letter, as well as forms of address, ranks, abbreviations, additional information, and examples, are provided in AFH 33-337, Chapter 15.

15.21. Air Force Papers

The Air Force uses written products (papers) in many forms for everyday staff work to serve a variety of functions. The types of Air Force papers include the point paper, talking paper, bullet background paper, background paper, position paper, and the staff study. Be sure that the type of format used is appropriate for the task. Samples, explanations, and examples of Air Force papers are provided in AFH 33-337, Chapters 16.

Point Paper. The point paper is used when addressing a single issue that can be covered within a single page using bullets or phrases that require minimal data. The function of a point paper is to provide a memory jogger, a minimal text outline of a single issue, and to quickly inform others, often extemporaneously (with little or no-notice). It can be used to give the same short message many times, or to cue a speaker to a recite something from memory.

Talking Paper. The talking paper is slightly more detailed than the point paper. It is used when addressing a single issue that can be covered within a single page using bullets or phrases that provide key reference data. The function of a talking paper is to provide notes for a presenter or speaker used as an outline or narrative for a single issue to inform others during planned/scheduled oral presentations. It is used as a quick reference on key points, facts, or positions, such as frequently asked questions,

and can stand alone for basic understanding of an issue.

Bullet Background Paper. The bullet background paper is used when addressing a single issue or several related issues that can be covered within a single page or multi-page format using bullet statements providing the background of a program, policy, problem, or procedure. Bullet background papers are developed using concise chronology of a program, policy, or problem, and can be used to explain or provide details regarding an attached talking paper.

Background Paper. The background paper is used when addressing a single issue or several related issues using a multi-page format including full sentences, details, and numbered paragraphs. It is often used as a multi-purpose staff communication instrument to express ideas or describe conditions that require a particular staff action. Background papers are developed using the detailed chronology of a program, policy, or problem, and can condense and summarize complex issues by providing background research for oral presentations or staff discussions. The background paper provides a means of informing decision-makers with important details.

Position Paper. The position paper is used when addressing a single issue or several related issues using a multi-page format including full sentences, details, and numbered paragraphs. It is often used when working with proposals for a new program, policy, procedure, or plan. Position papers are used to circulate a proposal to generate interest, evaluate a proposal, or advocate a position on a proposal to decision-makers.

15.22. Staff Study

The staff study is used when addressing a single issue or several related issues using a multi-page research paper including a detailed discussion with a conclusion and applicable recommendations. The purpose of the staff study is to analyze a problem, draw conclusions, and make recommendations. Format will vary for staff studies depending on the need or complexity of information required. Staff studies are used to assist decision-makers and leaders in initiating research, to inform and recommend change, and as a problem-solving thought process in written form. **Note:** Not all organizations routinely use the staff study, but it is an accepted format for a problem-solution report for both the Air Force and Joint Staff. The value of using a staff study as a thought process often outweighs the particular format used to communicate findings. Understanding and applying the essential elements of problem analysis via a staff study will enable better application of any staff communication.

15.23. The Staff Package

The staff package is a writing format commonly used in the Air Force for routing or coordinating correspondence through a staffing process. A widely recognized aspect of the staff package is the AF Form 1768, *Staff Summary Sheet*. The staff summary sheet, known as the “SSS,” the “Triple-S,” or the “e-SSS,” is the cover page (the first page) of a staff package. It provides a condensed summary of the purpose, background, discussion, view of others (when applicable), recommendation, signature blocks, and overall contents of the staff package.

Section 15E—Spoken Communication

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15E—Spoken Communication	B	B	C	C	D

15.24. Speaking Platforms

Verbal communication includes everyday interactions with coworkers, communicating up and down the chain of command, and sometimes speaking to audiences. Being aware of various verbal communication platforms can help ensure the message being communicated is delivered and received as intended.

15.25. Delivery Formats

Your approach to delivery of the spoken message is usually affected by several factors, including the time you have to prepare and the nature of the message. Three common delivery formats are impromptu, prepared, and manuscript.

Impromptu. Impromptu speaking is when we respond during a meeting or "take the floor" at a conference. Speakers may do this when they have to speak publicly without warning or with only a few moments' notice. To do impromptu speaking well requires a great amount of self- confidence, mastery of the subject, and the ability to "think on your feet." A superb impromptu speaker has achieved the highest level in verbal communications.

Prepared. Prepared speaking or briefing refers to those times when we have ample opportunity to prepare. This does not mean the person writes a script and memorizes it, but prepared delivery does require a thorough outline with careful planning and practicing. The specific words and phrases used at the time of delivery; however, are spontaneous and sound very natural.

Manuscript. A manuscript briefing is the delivery format that requires every word spoken to be absolutely perfect. The disadvantage of a manuscript briefing is that people demonstrate a tendency to lack spontaneity, lack eye contact, and they stand behind the lectern with their script. These mannerisms may have a tendency of losing the audience's attention.

15.26. Types of Speaking

Typically, the types of speaking used in the Air Force include the briefing, the teaching lecture, and the formal speech.

Briefing. The major purpose of a briefing is to inform listeners about a mission, operation, or concept. Some briefings direct or enable listeners to perform a procedure or carry out instructions. Other briefings advocate, persuade, or support a certain solution and lead the audience to accept the briefing. Every good briefing has the qualities of accuracy, brevity, and clarity. Accuracy and clarity characterize all good speaking, but brevity distinguishes the briefing from other types of speaking. A briefer must be brief and to the point and should anticipate some of the questions that may arise. If a briefer cannot answer a question, he or she should not attempt an off-the-cuff answer. Instead, he or she should request an opportunity to research the question and follow-up with an answer at a later time.

Teaching Lecture. The teaching lecture is the method of instruction most often used in the Air Force. As the name implies, the primary purpose of a teaching lecture is to teach an audience about a given subject. Teaching lectures are either formal or informal. Formal lectures are generally one- way with no verbal participation by the audience. Informal lectures are usually presented to smaller audiences and allow for verbal interaction.

Formal Speech. A formal speech generally has one of three basic purposes: to inform, persuade, or entertain. The informative speech is a narration concerning a specific topic, but it does not involve a sustained effort to teach. Orientation talks and presentations at commander's call are examples of informative speeches. The persuasive speech is designed to move an audience to believe in or take action on a topic, such as recruiting speeches to high school graduating classes. Entertaining speeches often include humor and wit to entertain listeners, such as a speech to entertain at a dining-out.

15.27. Basic Communication Tips

Beginning any communication with basic communication tips in mind and being mindful of others when speaking and listening will enhance communication skills in any environment. Some basic military communication tips that can be used in any setting are provided here.

Rank. Differences in military rank can be a barrier (real or perceived) to communication in the Air Force. Many of us instinctively communicate differently with those senior in rank than we do with those with those who are junior in rank. We must constantly strive to be candid, direct, and respectful with everyone we communicate with.

Jargon. Do not overestimate the knowledge and expertise of others when it comes to jargon. Be careful with excessive use of career-field specific jargon and acronyms, but feel free to use jargon when appropriate. As the speaker, it is your responsibility to ensure your communication is understandable.

Tone. Tone is not just what you say, but how you say it. Use of tone can be valuable when enhancing a message, but it can be difficult to portray in written communication. Speakers use gestures, voice, and movements to communicate; writers do not. Emojis ☺ do not have a place in written formal communication. Recognize the limitations of expressing tone through written communication and pay close attention to how the message may be perceived.

Courtesy. The first rule of communicating courteously is being polite. Forego anger, criticism, and sarcasm, and strive to be reasonable and persuasive. Be patient and tactful, regardless of the challenges of delivering a message. If you have to, push back from the computer, take a deep breath, slowly count to 10, then review your message to ensure it is professional and courteous.

Make it Personal. When appropriate, use pronouns, such as we, us, and our, to create rapport and keep your audience involved. Using pronouns also keeps your message from being monotonous, dry, and abstract. Use I, me, and my sparingly, and be aware of how the use of you can be perceived in some situations.

Formal. "Good morning, Sir." versus informal "Hey" or "What's up?" is always the more professional approach to greeting or addressing someone. While in today's Air Force much communication among peers will be informal, it is essential to recognize, particularly during events and ceremonies, when formal, professional communication is appropriate.

Be Positive. Cultivate a positive message and give praise where praise is due. Rather than focusing on problem areas, optimism can encourage acceptance of a message. Also, encourage and be receptive to criticism in the form of helpful questions, suggestions, requests, recommendations, or information. Audiences often sense and appreciate sincerity and honesty.

15.28. Communication Delivery

An effective voice drives home ideas; however, communication experts believe over half of the

meaning of any message may be communicated nonverbally. Several suggestions for effective verbal and nonverbal communication are provided here.

Rate. There is no correct speed for every speech. However, consider that people can listen four to five times faster than the normal spoken rate of 120 words a minute. So, if you speak too slowly, you may lose the interest of an audience who is processing information much faster than you are delivering it. Also, consider speaking at a faster rate to indicate excitement or sudden action, or at a slower rate to hint at a calm or more serious message.

Volume. Volume is a verbal technique that can be used to give emphasis to your speech. Consider speaking louder or softer to emphasize a point—a softer level or lower volume is often the more effective way to achieve emphasis. Depending on the type of room, it may be necessary to talk louder in front of a large crowd to ensure everyone in the room can hear the message. When possible, use a portable microphone, particularly in large auditoriums. If the audience must strain to hear you, they will eventually tune you out from exhaustion, but the front row will not want to feel like they are being yelled at the entire time either.

Pitch. Pitch is the use of higher or lower notes in voice range. Using variety in speech pitch helps to avoid monotone delivery and capture the listener's attention. Starting with a voice range that is comfortable for you and then adjusting pitch for emphasis may help make communication more interesting. You can use a downward (high to low) inflection in a sentence for an air of certainty and an upward (low to high) inflection for an air of uncertainty.

Pause. Pause gives a speaker time to catch their breath and the audience time to absorb ideas. Short pauses usually divide points within a sentence, while long pauses note the ends of sentences. Longer pauses can be used for breaks between main points or transitions between an introduction, body, and conclusion. Another use for the pause is to 'pause for effect' or to set off an important point worthy of short reflection. Sometimes a pause may seem long to the speaker, but allow time for a true (one Mississippi, two Mississippi, three…) pause for emphasis.

Articulation and Pronunciation. Articulation and pronunciation reflect mastery of the spoken English language. Articulation is the art of expressing words distinctly. Pronunciation is the ability to say words correctly. Unfortunately, and unfairly, people may consider word pronunciation or mispronunciation as a reflection of your message. Listen to yourself, better yet, if possible, ask someone to listen to you for practice, and make sure your words are distinct, understandable, and appropriate to your audience.

Length. In our military environment, you must be able to relay your thoughts and ideas succinctly. A key rule in verbal communication is to keep it short and sweet. Know what you want to say and say it with your purpose and the audience in mind.

Eye Contact. Eye contact is one of the most important factors in nonverbal communication. Eye contact lets listeners know the speaker is interested in them, allows the speaker to receive nonverbal feedback from the audience, and enhances the credibility of the speaker.

Gestures. Gestures are the purposeful use of the hands, arms, shoulders, and head to reinforce what is being said. Effective gestures are natural and should not be distracting to the audience. Purposeful, effective body movement can be described as free, yet deliberate movement.

15.29. Overcoming Anxiety

Public speaking is often one of the biggest self-induced fears we experience in the workplace. Some

individuals appear to be immune to stage fright, while others are paralyzed with fear prior to stepping onto a stage, up to a podium, or speaking from any platform. Most Airmen are exposed to public speaking opportunities in academic environments. Additional speaking opportunities can help individuals begin to feel more comfortable in the spotlight, such as small, localized events (awards ceremonies and commander's calls) where the audience is familiar. To prepare for these events, a draft script may be available to practice with. Having a wingman as a supporter and a 'fan' in the audience can be a big confidence booster while developing public speaking skills.

Having anxiety about public speaking can hinder the ability to get a message across successfully; however, appearing too relaxed on stage may give the impression that the speaker is not fully committed to the presentation or to the audience. To overcome anxiety, try to think of it this way, most often those in the audience are really just glad it's not them up there on the stage. And for you, you're on your way to becoming a more confident, competent public speaker by accepting the opportunity for personal and professional growth.

Whether you are engaging in public speaking for the first time or if you have been on the stage several times before, here are some simple steps to remember to ensure your message is received clearly and as intended.

Know the material, the script, or topic to be covered at the event.

Analyze your audience to reduce your fear of the unknown.

Envision yourself having a successful experience in front of the audience.

Practice using a recording device, video camera, full-length mirror, or an audience of your peers.

Be prepared to allow yourself to mentally feel confident about the experience.

Present a professional image to build self-confidence and credibility with the audience.

Smile, your audience wants you to succeed. Chances are your audience won't know how nervous you are if you don't mention it.

Take a short walk right before you go on stage to help release nervous energy.

When it comes time for the event, it's time to deliver. Focus your attention on the purpose of the event, not on yourself. Connect with your audience.

When possible, encourage audience interaction, such as head nods or reassuring affirmations.

15.30. Common Nonverbal Quirks

While seeking opportunities to sharpen public speaking skills, practice to eliminate some of the crutches or habits that speakers sometimes fall into. Tips on overcoming nervous habits are included here to help public speakers become consciously aware of them and work to overcome them before stepping into the spotlight.

Life Raft. The life raft is a term used when a speaker seeks the safety and security of a podium as though his or life depends upon it. Sometimes standing at the podium is necessary when using a stationary microphone, a script, or notes. While this is an acceptable place for a speaker to stand, when possible, try to venture away from the podium to connect better with the audience.

Awkward Hands. Awkward hands are typically more of a feeling the speaker has than it is an observation of the audience. Simply allowing hands to hang naturally may feel awkward, but it's perfectly natural from the audience's perspective. Practice allowing your hands to hang naturally, and it'll eventually begin to feel natural.

Caged Tiger. The caged tiger is a term used when a speaker paces across a stage from one side to the other without stopping. Using the width of a stage to connect with an audience is a good idea, just be sure not to pace back and forth to where the audience feels like they're watching a tennis match. Relax and settle into a natural rhythm of using the stage purposefully.

Rocker. Rockers are caged tigers on the road to recovery. Rockers have settled their nervous energy somewhat, but still have not become completely comfortable with standing still and simply talking. As you practice, make a conscious effort not to fall into the habit of rocking on your heels or swaying side to side. Much like allowing your hands to hang naturally at your side, with practice you will become more comfortable simply standing confidently and addressing an audience.

Too Cool. Some speakers overcompensate for a fear of speaking by trying to look extremely comfortable. It is a good idea to appear relaxed, but not at the expense of appearing unengaged or disinterested in speaking to your audience. You may have conquered your nerves, but keep in mind that you want to reach your audience and keep their attention.

15.31. Effective Listening

Gaining a better understanding of the listening process begins with understanding the difference between hearing and listening. Hearing occurs when ears pick up sounds being transmitted by a speaker or another source. Listening, on the other hand, involves hearing, while also paying attention to and giving consideration to what is heard. In other words, listening involves thinking about and making sense of the message. Effective, active listening involves engaging verbally and nonverbally in the listening process to appropriately respond, comprehend, evaluate, and remember a message. Effective listening helps build trust and mutual respect. Leaders with good listening skills often make better decisions.

Informative Listening. In informative listening, the listener's primary concern is to understand information exactly as transmitted. Successful (effective) listening occurs when the listener understands the message exactly as the sender intended. Suggestions for improving informative listening are to keep an open mind and set aside bias, listen as if you had to teach it, take notes to help recall the main points, ask questions to clarify or confirm your understanding of the message, and maximize the use of the time by mentally repeating the message and absorbing the information in a way that makes the information more pertinent and applicable to you.

Critical Listening. Critical listening is usually thought of as the sum of informative listening and critical thinking because the listener is actively analyzing and evaluating the message the speaker is sending. Critical listening is appropriate when seeking input to a decision, evaluating work or a subordinate's capabilities, or conducting research. Suggestions for improving critical listening are to listen as if you had to grade it, take notes to help recall the main points, ask questions to evaluate the intellectual content of the message, and maximize the use of the time by first understanding the message and then evaluating the information.

Empathic Listening. Empathic listening is often useful when communication is emotional or when the relationship between speaker and listener is just as important as the message. Use this type of listening as somewhat of a prerequisite to informational or critical listening. Empathic listening is often appropriate during mentoring and counseling sessions and is very helpful when communicating with family members.

Section 15F—Electronic Messaging

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 15— DEVELOPING SELF	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 15F—Electronic Messaging	B	C	C	C	D

15.32. E-mail Etiquette

E-mail is defined as the electronic transmission of information over computer-based messaging systems. Technological advancements have increased opportunities for more timely, efficient, and effective communications, resulting in the explosive growth of e-mail use throughout the Air Force. To uphold a commitment to secure messaging, the Air Force has established guidelines to be used by all Air Force members.

Rule 1: Be Clear and Concise. Make sure the subject line communicates your purpose. Be specific and avoid ambiguous titles. Lead with the most important information. If the goal is to answer a question, then reiterate the question at the top of the page. Use topic sentences if the e- mail has multiple paragraphs. Be brief and to the point. Use bold, italic, or color when necessary to emphasize key points. Choose readable fonts, 12 point or larger when possible.

Rule 2: Watch Your Tone. Be polite. Think of the message as a personal conversation. Be careful with humor, irony, and sarcasm. Electronic postings are perceived much more harshly than they are intended, mainly because the receiver cannot see the sender's body language, hear the tone of voice, or observe any other nonverbal cues that could help interpret the intent of the communication. Do not write using all CAPITAL letters—this is the e-mail equivalent of shouting and is considered rude. Keep the e-mail clean and professional. E-mail is easily forwarded. Harassing, intimidating, abusive, or offensive material is unacceptable.

Rule 3: Be Selective About What Message You Send. Do not discuss controversial, sensitive, classified, personal, Privacy Act, or controlled unclassified information that requires special handling. Remember operations security, even unclassified information, when brought together with other information, can create problems when in the wrong hands. Do not create or forward junk mail, do not create or send chain letters, and do not use e-mail for personal ads.

Rule 4: Be Selective About Who Gets Your Message. Reply to specific addressees to give those not interested a break, in other words, only use "reply all" sparingly. Get permission before using large mail groups. Double-check the address before mailing, especially when selecting from a global list where many people have similar last names.

Rule 5: Check Your Attachments and Support Material. Ensure all information is provided as intended in your message to keep from having to send a follow-up e-mail. Before sending, ensure you have attached the attachments; this is a very common mistake. When applicable, cite all quotes, references, and sources, as required under copyright and license agreements.

Rule 6: Keep Your E-mail Under Control. Lock or sign off the computer when you leave your workstation. If possible, create mailing lists to save time. Read and delete files daily. Create an organized directory on your hard drive to keep mailbox files at a minimum. Ensure record copies are properly identified and stored in an approved filing system. Acknowledge important or sensitive messages with a courtesy reply to sender. When away from your e-mail for an extended period of time, consider setting up an "auto reply" message.

15.33. Government Communication Systems

Government-provided messaging systems are for official use and limited authorized personal use only. All government communications systems are subject to monitoring, interception, search, and seizure

for all authorized purposes. Individuals must understand that they may be held responsible for the content of their electronic messages and must ensure that messages adhere to acceptable use of internet-based capabilities. Individuals are responsible for maintaining sent and received information according to Air Force records management directives. Electronic messages may be subject to requests under the Freedom of Information Act, litigation, and court orders. Be sure to adhere to local policy when sending electronic messages to mail distribution lists. Do not auto- forward electronic messages from the .mil domain to a commercial internet service provider and do not indiscriminately release electronic messaging addresses to the public.

Identity Management. A vital element for messaging security is the implementation of public key infrastructure and common access cards for identity management. Public key infrastructure allows for the authentication of the sender identity using a digital signature and the encryption/decryption of the message. Users of DoW electronic messaging are directed to follow current guidance for the use of public key infrastructure to sign and encrypt e- mail.

Organizational Messaging Service (OMS). Provides a range of assured services to the customer community, which includes the Military Services, Department of Defense (DoD) agencies, Combatant Commands, non-DoD U.S. government agencies, and the Intelligence Community (IC). These services include the ability to exchange official information between military organizations and to support interoperability with allied nations, non-DoD activities, and the IC operating in both the strategic/fixed-base and tactical/deployed environments. Automated Message Handling System is a messaging system that provides Organizational Messaging Service users with an interface for receiving and originating organizational messages.

Air Force Organizational Messaging. Organization simple mail transfer protocol mailboxes may be used for all organizational messaging requirements, including support of CCMD responsibilities.

Privacy Act Information. The Privacy Act of 1974 requires agencies to provide safeguards to ensure the security and confidentiality of records and to protect individuals against an invasion of personal privacy. Exercise caution before transmitting personal information over e-mail to ensure the message is adequately safeguarded. When information is sensitive and personal, e-mail is not the proper way for transmitting this information. When sending personal information over e-mail within the DoW, ensure there is an official need, and all addressees are authorized to receive personal information under the Privacy Act. “Controlled unclassified information” is added to the beginning of the subject line, followed by the subject. The following statement is applied at the beginning of the e-mail: “This e-mail contains CONTROLLED UNCLASSIFIED INFORMATION (CUI) which must be protected under the Freedom of Information Act (5 USC § 552) and/or the Privacy Act of 1974. Unauthorized disclosure or misuse of this PERSONAL INFORMATION may result in disciplinary action, criminal and/or civil penalties. Further distribution is prohibited without the approval of the author of this message unless the recipient has a need-to-know in the performance of official duties. If you have received this message in error, please notify the sender and delete all copies of this message.” Do not indiscriminately apply this statement to e-mails. Use only in situations when you are actually transmitting personal information.

15.34. The Internet

Use of the web or web-based technologies is a technique for obtaining and disseminating information worldwide. The web or internet provides the capability of quickly and efficiently disseminating information to, and accessing information from, a variety of governmental and nongovernmental sources. Web content must be managed in compliance with all information management policies and procedures.

Use of Internet Resources by Government Employees. The internet provides an indispensable source for information from a variety of governmental and non-governmental sources. The Air Force’s goal, within acceptable risk levels, is to provide maximum accessibility to internet resources for

personnel requiring access for official business.

Inappropriate Use. Using the internet for other than official or authorized purposes may result in adverse administrative or disciplinary action. The following uses are specifically prohibited.

Use of federal government communications systems for unauthorized personal use.

Uses that would adversely reflect on the DoW or the Air Force, such as chain letters, unofficial soliciting, or selling except on authorized internet-based capabilities established for such use.

Unauthorized storing, processing, displaying, sending, or otherwise transmitting prohibited content: pornography, sexually explicit or sexually oriented material, nudity, hate speech or ridicule of others on the basis of protected class (e.g., race, creed, religion, color, age, sex, disability, national origin), gambling, illegal weapons, militancy/extremist activities, terrorist activities, use for personal gain, and any other content or activities that are illegal or inappropriate.

Storing or processing classified information on any system not approved for classified processing.

Using copyrighted material in violation of the rights of the owner of the copyrights. Consult with the servicing Staff Judge Advocate for fair use advice.

Unauthorized use of the account or identity of another person or organization.

Viewing, changing, damaging, deleting, or blocking access to another user's files or communications without appropriate authorization or permission.

Attempting to circumvent or defeat security or modifying security systems without prior authorization or permission (such as for legitimate system testing or security research).

Obtaining, installing, copying, storing, or using software in violation of the appropriate vendor's license agreement.

Permitting an unauthorized individual access to a government-owned or government-operated system.

Modifying or altering the network operating system or system configuration without first obtaining written permission from the administrator of that system.

Copying and posting Controlled Unclassified Information, critical information, and/or personally identifiable information on DoW owned, operated, or controlled publicly accessible sites or on commercial internet-based capabilities.

Downloading and installing freeware/shareware or any other software product without designated accrediting authority approval.

Malicious Logic Protection. Protect information systems from malicious logic (virus, worm, Trojan horse) attacks by applying a mix of human and technological preventative measures. Scan approved removable media devices for viruses before and after use if scans are not automated. Report any suspected information system abnormalities (antivirus errors, virus alerts, unexpected file size increases, unexpected disk access, strange activity by applications) immediately to the organizational information assurance officer.

Operations Security and the Internet. When accessing internet-based capabilities using federal government resources in an authorized personal or unofficial capacity, individuals shall comply with operations security guidance as stated in AFI 10-701*, Operations Security (OPSEC)*, and shall not represent the policies or official position of the Air Force or the DoW.

Chapter 16

DEVELOPING IDEAS

Section 16A—What We Know

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 16—DEVELOPING IDEAS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 16A—What We Know	B	B	C	C	D

16.1. Knowledge is Power

For more than 70 years, Americans have asked Airmen to be the sentinels of air and cyberspace for the nation, delivering unmatched capabilities and support to the Joint Force in defending our homeland, owning the high ground, and projecting power with our allies. In every mission, in every domain, and in every location, Airmen are essential to our nation's success. America's Air Force, while transforming into a smaller, leaner, and more capable force, continues to fight the war on terrorism and prepares to face new threats and conflicts of the future. To remain dominant, we must maintain our airpower advantages over potential adversaries. We must embrace change and facilitate a culture that embodies courage and innovation.

16.2. Advancing DAF Priorities

It is our agile and innovative Airmen and Guardians who power the DAF. Everything Airmen and Guardians do should advance or augment DAF priorities. The priorities will help ensure our Air and Space Force remains lethal and ready when the nation calls:

Build the USSF,

Modernize the Air and Space Force we need,

Grow strong leaders and resilient families,

Strengthen our allies and partners.

16.3. Chief of Staff, Air Force Professional Reading Program

In 1996, General Fogleman created the Chief of Staff, Air Force Professional Reading Program to develop a common frame of reference among Air Force members—officers, enlisted, and civilians—to help each become better, more effective advocates of airpower. The Chief of Staff, Air Force Professional Reading Program can help launch a career-long reading habit or supplement previous reading materials. Topics, although the majority detail airpower from its genesis to recent times, include insight into Air Force history, analysis of ongoing conflicts and their relevancy to the future, organizational and leadership success stories, and lessons learned from recent conflicts. These sources provide great examples of leadership to illustrate qualities Airmen should emulate.

The reading list is particularly relevant as civilian men and women take on more responsibility in these times of global terrorism and international conflict. Each Chief of Staff of the Air Force has subsequently enhanced and continued the program with current and relevant material for the force. The program currently includes books, films, documentaries, briefings, presentations, publications, journals, and other online resources. The professional reading list and a brief summary of new selections can be found on the AF Portal (https://www.my.af.mil/) and the CSAF Leadership Library (https://www.af.mil/About-Us/CSAF-Leadership-Library/).

16.4. Guardian and Airmen Innovation Network

Guardian and Airmen Innovation Network (GAIN) Program is the DAF innovation program that solicits suggestions and ideas from Airmen and Guardians which contribute to the effectiveness, efficiency, enterprise

replication, cost savings/avoidance, and other improvement of operations or programs related to the Air and Space Forces.

Section 16B—Cognitive Processes

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 16—DEVELOPING IDEAS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 16B—Cognitive Processes	B	B	C	C	D

16.5. Cognitive Bias

In thinking about problems or challenges, we are influenced by a number of factors that shape how we interpret information, weigh its relevance, and ultimately decide upon a course of action or inaction as the situation dictates. Cognitive biases are common ways of thinking that can cause individuals to make irrational decisions in some circumstances.

Cognitive bias in our decision process results in several 'traps' decision-makers need to guard against. Some common types of cognitive bias are briefly described here.

Overconfidence bias. Humans are overconfident in their own judgments, often unreasonably so.

Sunk-cost effect. The sunk-cost effect is the tendency to escalate commitment to a course of action where there has already been a substantial investment or resources in time, money, or personnel, despite poor performance.

Availability bias. Availability bias is the tendency to place too much emphasis on the most immediate examples to come to mind (e.g., vivid, unusual, or emotionally charged examples).

Confirmation bias. Confirmation bias, the most prevalent bias. It refers to our tendency to gather and use information that confirms our existing views while downplaying or avoiding information that challenges our working hypothesis.

Anchoring bias. Anchoring bias is the unconscious tendency to allow an extreme reference point to distort our estimates, even when that initial reference point is completely arbitrary. In a negotiation, this bias can work in favor of the side that stakes out the initial reference point—both sides tend to use the initial position as a reference point for the solution.

Illusory bias. Illusory bias is the tendency to jump to conclusions about the relationship between two variables when in fact no relationship (correlation) exists.

Hindsight bias. Hindsight bias is the tendency to judge past events as easily predictable when in fact they were not easily foreseen. This bias limits our ability to learn from past mistakes and may affect how leaders evaluate subordinate decision-making.

Egocentrism. Egocentrism is when we attribute more credit to ourselves for group or collaborative outcome than an outside party that made significant contributions to the end result.

16.6. Mental Frames

Each of us uses mental frameworks and shortcuts to simplify our understanding of a complex world. The use of frameworks helps us process information quickly and efficiently. Frames consist of our assumptions about how things are related and how they work. This effect is particularly noticeable when framing a challenge as either a risk or an opportunity. Research shows that the human mind naturally estimates the expected return associated with a risky situation. Leaders of any organization or decision-making team must be careful about imposing mental frames on themselves and their teams where critical thinking is needed.

Prospect Theory. Prospect theory is commonly recognized as the act of framing a situation as a potential gain that causes decision-makers to act differently than when framing the same situation as a potential loss. Prospect theory helps explain our tendency to escalate commitment based on sunk costs

instead of making rational evaluations. Based on sunk cost arguments, leaders often take on more risk, committing additional resources to avoid losses even when the chances of success are low. Gamblers placing bets even when they are experiencing a losing streak is an example of prospect theory in that the 'chances' of winning seem greater with each chance taken.

Change. Another implication of framing is how organizations react when faced with changes in the operating environment or mission tasking. At the organizational level, threats to our comfortable framework of assumptions are often met with rigid resistance, while changes we see as opportunities are met with flexibility and adaptability. As human beings, Airmen are subject to the initial frameworks we establish when confronting change. For good or bad, these frameworks act to limit the information we take in, our willingness to fairly and unbiasedly assess information, and ultimately restrict the solution sets we create. Consciously avoid an inherent tendency to view change as threatening. Intentionally framing change as an opportunity may allow others to freely exercise the habits of mind necessary to make well informed decisions.

Analogies. Analogies are often powerful decision-making tools. Great innovative breakthroughs can sometimes occur when analogies from one field or domain are applied to another. Reasoning by analogy occurs when we assess a situation and match it to similar experiences we have previously encountered. At the conscious level, analogies can be used to save time and provide clues about courses of action and implications for a decision-making process. However, without deliberate consideration, analogies may lead us to focus on similarities between events and downplay important differences. When allowing analogy in decision-making, effort should be made to clearly separate fact from assumption. The act of questioning assumptions in any decision- making process is, at its heart, how we apply the habits of mind necessary for good critical thought.

Intuition. Intuition can complement a decision-maker when used in conjunction with the evaluation of a whole series of alternatives and not solely based on objective analysis. A strength of using intuition is that it is based on matching patterns from previous experiences to cues picked up in the current environment. Based on recognition of patterns, decision-makers may select a course of action as if reading a script instead of truly exploring options. Having decided on an initial preferred course of action, senior leaders often mentally play out a solution, and if it seems feasible, they go with it. **Note:** Proper use of combined intuitive judgment along with formal analysis may be an effective decision-making technique. Formal analysis can check intuition, while intuition is useful in validating and testing assumptions that underlie analysis. As Airmen, recognizing the value of intuition is just as critical as guarding against a lack of analysis in the decision-making process.

16.7. Critical Thinking in Groups

Conventional wisdom holds that groups make better decisions than individuals because they draw from their talent and experience. However, Airmen must be conscious of how group decisions are made and create teams capable of applying critical thought to problems in group settings. Airmen engaged in group decision-making must consciously structure the process to encourage critical thinking to prevent momentum from simply leading the group toward conformity. There are a few things to consider when using groups for decision-making.

Who should be involved in the decision process?

In what sort of environment should the decision take place?

How will the participants communicate?

How will the leader control the decision process?

Wisdom of Groups. While keeping in mind that groupthink does exist, consider establishing groups

for decision-making made up of members that represent many different disciplines, perspectives, and areas of expertise. Have the group discussions in a decentralized location, be able to effectively aggregate all the individual judgments, and seek group members who are independent, meaning not subordinate to one another.

Hindrances to Groups. Behaviors that are contradictory to working in groups, such as withholding information for personal reasons or filtering information to accommodate a personal bias, should not be tolerated. Another behavior that should not be allowed is selectively presenting information up the chain of command to inadvertently affect the group's efforts. In addition to this, leaders who are in positions to make decisions based on the recommendations of a group should be aware of how the group was set up and how well it operated to have an understanding of what the decision was, as well as the dynamics of how the decision was made.

Decision-Making Teams. When creating or observing qualities of good teams, look for individuals who are able to sway others in the crowd. Seek out and encourage individuals who are able to contribute and speak up when in a group dynamic. Group members who demonstrate independence and the ability to overcome hierarchical stigmas will often prove to be strong team members. Another quality for group members is one that encourages honest, candid analysis and contributions from others, even when not in complete alignment with their own. The most successful groups will consist of a good balance of individuals who do not dominate discussions, but also do not constantly remain in the background.

16.8. Groupthink

Groupthink is a common decision trap and one of the major causes of flawed decision-making in groups. Groupthink occurs when tremendous pressures within the team demand conformity and express a strong desire for unanimity at the expense of true critical thinking. Causes of groupthink can stem from strong personalities or influences that overpower or hinder others from being equal contributors to the group, or they can stem from individuals choosing not to speak up in a group so they may be allowed to participate without taking risks or exposing themselves to adverse opinions from others in the group. Whatever the reason for groupthink, it puts the entire group at a disadvantage and should be addressed quickly to get the group back on track toward achieving its purpose for convening.

Symptoms of Groupthink. To prevent groupthink, Airmen must be aware of the symptoms. Common indicators of groupthink include: the group demonstrating a feeling of being invulnerable or egocentric, there is a tendency to rationalize away disconfirming data and warning signs of ineffective judgment or critical thinking, the group concludes topics with a feeling of unanimity regarding particular views, individuals are pressured when they present dissenting views, and group members regress in their desire or ability to contribute to the group.

Reducing Groupthink. If groupthink is present, outside consultation may be required to get the group on the right track. In other cases, Airmen can work to minimize structural barriers to candid dialogue and reduce groupthink tendencies within their organization. Some ways to reduce groupthink include: defining roles within decision-making teams by giving responsibility to members for aspects of the analysis process and holding them accountable for representing these perspectives within the group, reducing status difference and rating chain conflicts between team members that might hinder candid dialogue, and inviting healthy disagreement during the analysis process to encourage candid dialogue.

16.9. Influence of Dissenting Airmen

What should you do if you are part of a group, and you are concerned the group will make a bad

decision? It may seem obvious, but it is important that you speak up during the group's discussions.

Groups tend to make better decisions when exposed to an opposing view because group members become more likely to see the situation from different angles and reexamine premises.

When making yes/no decisions (e.g., guilty/not-guilty verdict on a jury), groups typically make decisions that the majority of group members would have recommended if asked independently and anonymously. For example, 85% of the time the majority position on a jury's first ballot will end up being the group's final decision.

However, in most decision-making contexts, there are many possible alternatives, and even a single opposing view can encourage groups to consider a broader range of possible options. For example, imagine only two civilian candidates applied for a job. The question posed to the group may have originally been framed as "Should we hire Candidate A or Candidate B?" While it may seem like there are only two options (you support Candidate B, while others support Candidate A), there are probably other alternatives. For example, could the position be re-advertised to encourage more people to apply? Could one of the candidates be detailed to the position so the group can re-evaluate based on initial performance before making a final decision? Could the position be filled by a military member rather than a civilian?

Even a single opposing view can foster divergent thinking (generation of a range of possible alternatives). So even if a group does not ultimately adopt your specific position (i.e., hire Candidate B), group members will be more likely to think of other possible alternatives that they may not have otherwise considered or shared. As a result, good group decisions become more likely.

16.10. Critical Judgment

Professor Andrew J. DuBrin, Doctor of Industrial/Organizational Psychology, stated that a high performance team demands sincere and tactful criticism among members. In the Air Force, it is imperative that feedback is welcomed and encouraged among team members, as well as from a broad spectrum of sources. Receiving information is a way of giving consideration to new, different, and often better ways of performing. The willingness to accept and show appreciation for constructive criticism increases self-awareness and improves team effectiveness. By encouraging and considering critical feedback, teams can redirect focus and energy to correct problems quickly rather than allowing them to intensify. For feedback or criticism to be productive, the collective purpose for the feedback must be for all parties involved to ultimately have the same expected outcome – to improve a process or procedure that positively contributes to the mission. **Note:** Despite the possibility that feedback can be negative, it can positively contribute to the mission if it is delivered without being shrouded in bias, hidden agendas, or unhealthy competition. Honesty is important; however, brutal honesty can be offensive. Giving constructive criticism requires a focus on fixing or improving upon a problem, not focusing on problems for personal or oppositional gain.

16.11. Addressing Conflict Positively

Disagreement between participants in any decision-making process is necessary to stimulate inquiry and analysis. The challenge for leaders is to create constructive conflict while retaining the teamwork and relationships necessary for future decision events. In the decision-making process, debate focused on the issues and ideas at hand (cognitive conflict) is constructive. On the other hand, emotional and personal outbursts (affective conflict) are not. A key aspect of managing the decision process is to stimulate cognitive conflict to advocate positions and analysis—debating concepts, but not attacking the person representing them. Airmen in leadership positions should clearly establish ground rules for interaction during deliberations and require participants to respect each other's cognitive and analytical styles.

16.12. Indecision

Indecision is not solely a problem with leaders, organizational cultures, or complex topics. Indecision often occurs as a result of combinations of all three. The aspect of organizational cultures can be addressed by recognizing patterns of behavior that manifest dysfunction within the decision-making process. Three harmful organizational cultures are briefly described here.

The Culture of No. Organizations with a culture of no have established a decision-making process where lone dissenters are able to issue non-concurs within the planning process, effectively blocking overall organizational goals because they conflict with internal sub-organizational interests. This culture can arise in organizations where meetings focus on dissections of proposals instead of true debate and analysis. Leaders who reward subordinates based on their ability to dissect other's ideas without providing alternative courses of action enable and promote a culture of no. In a culture of no, dissenters tear down or block proposals and ideas rather than critique a proposal with the intent of strengthening it.

The Culture of Yes. Organizations with a culture of yes have established an environment where dissenters tend to stay silent. This silence becomes a tacit endorsement of the proposal without the benefit of analysis and debate. In this form of organizational culture, once a decision is made, subordinates later express disagreement to distance themselves from a decision or to undermine the implementation of the plan. Airmen operating in this type of culture must understand that silence does not mean assent and watch for those not contributing to the discussion. Overcoming this cultural tendency requires leaders to bring constructive conflict within the decision process to the surface and analyze concerns and alternative interpretations of evidence.

The Culture of Maybe. Under the culture of maybe, decision-makers work to gather as much information as possible, which often results in 'analysis paralysis.' Under analysis paralysis, decision-makers constantly delay action because they think more information and analysis will clarify their choice. This culture tends to develop in organizations facing highly ambiguous situations or in organizations where competing sections/leaders practice conflict avoidance as opposed to open analysis and debate. In these organizations, decision-makers must balance the benefit of gaining more information against the diminishing returns they provide, as opposed to initiating action. While leaders are seldom able to accurately calculate the cost versus benefit of waiting for additional clarity, intuitive judgment serves as a cut-off for unnecessary delay.

16.13. Decision-Making Outcomes

Procedural Justice. The process by which a decision is made significantly influences implementation and follow-through of the solution. The key aspect to the outcome of a critical decision is consensus among the team responsible for enactment. In many cases, consensus does not mean unanimity; consensus is a commitment to, and shared understanding of, the desired outcome.

Procedural Fairness. Airmen must work to make sure a decision process is fair and legitimate. Even when participants agree with the chosen course of action, if they do not see the process as legitimate, they are often disenchanted with the outcome. Procedural fairness provides support to decision-makers, especially when they are making unpopular decisions. Fair processes help build consensus, but more importantly, aid in implementation because participants feel that all perspectives have been considered and analyzed. If decision-makers are subjective in their analysis, participants lose faith in the decision process, making it difficult to support the outcome. Providing participants with time and venues to express their positions and a transparent system of weighing different perspectives is important. When final decisions are made, the fairness of the process is what allows Airmen to rally around the designated way ahead with confidence that the decision-maker considered all aspects before finalizing which course of action to pursue. **Note:** From an application standpoint, some leaders

seek consensus as a means of empowering their people; however, the adage that "a camel is a horse built by consensus" is not so farfetched. Great leaders do not seek consensus—they build it.

Procedural Legitimacy. Procedural legitimacy in decision-making occurs when the decision process is perceived to be in line with an organization's socially accepted norms and desired behaviors. To create an organizational culture of decision legitimacy, leaders should provide a process roadmap at the beginning of the decision process, reinforce, and demonstrate an open mindset, engage in, and encourage active listening, separate advocacy from analysis, explain the decision rationale once made, express appreciation for everyone's participation, and express how alternative inputs contributed to the process.

16.14. Accidents, Deviance, and Consequences

Within the Air Force, like any other organization, decisions made in highly complex, tightly integrated environments may have unanticipated consequences. If Airmen are unaware of, or have failed to think through decisions, catastrophic failure can result. With the understanding of the role all Airmen play in using the habits of mind for critical thinking, the following sections examine perspectives on decision-making failure.

Normal Accident Theory – Structural Perspective. The normal accident theory rests upon the assumption that in any highly complex high-risk organizational structure, decision failures are unavoidable. High-risk systems are systems classified by their complexity and the coupling of multiple processes occurring in conjunction with one another. Systems that are interactively complex and tightly coupled are particularly vulnerable to catastrophic failure stemming from mistakes made by decision-makers, often small mistakes, which go unrecognized or uncorrected.

In coupled (interdependent) systems, tight interactions based on poor decisions can magnify normal accidents into system-wide failure. In simple linear processes, such as an assembly line, failure has a visible impact on the next process, but is identifiable and limited. When interactions are nonlinear and affect a variety of other systems, the failure of one component has unanticipated effects on many subsystems. If the subsystems are tightly coupled (highly interdependent) a failure quickly causes changes in multiple systems nearly simultaneously, making it hard for leaders to diagnose the symptoms and determine the extent of the failure. Because Airmen project power globally, anticipation of the impact from even minor deviations from procedure or instruction, is extremely challenging.

Normalized Deviance Theory – Behavioral Perspective. The normalized deviance theory is the gradual acceptance of unexpected events and risks as a normal behavior in the operating environment, including the acceptance of lower standards. This practice of producing shortcuts or variations to normal procedures eventually becomes normalized to the point where the deviance is no longer noticed. Deviations become accepted as new norms and are no longer assessed using the habits of mind necessary to identify causes and find solutions. As organizational members become accustomed to the reoccurrence of seemingly minor but unpredicted anomalies, they become less concerned with the potential catastrophic effects of more severe failures of the same system.

A classic case of normalized deviance is the example of the Challenger space shuttle disaster. In this case, the erosion of O-rings was not within acceptable tolerances. However, after its occurrence, several times with no catastrophic result, the members of the organization accepted their erosion as a normal and acceptable event, despite deviation from their engineering standards. In this case National Aeronautics and Space Administration, as an organization, was working hard to make space flight feel routine. The organization's culture, combined with cognitive bias and external pressures, led to the normalization of a potentially catastrophic failure.

Airmen must be aware of the type of organization they operate within and understand its complex

interactions. We should guard against substandard procedures by continuously questioning the way we do business, consciously identifying the "close-calls" and deviances from normal operations and ensuring deviations from standards are analyzed as part of the decision-making process to gain an understanding of how to improve programs and implement new decisions.

Practical Drift. Within large organizations, sub-unit leaders at all levels make decisions to maximize efficiency. They establish localized rules and procedures that comply with the overall intent of the organization. Over time, these procedures become accepted practice. Similar to normalizing deviance, this practice causes organizational norms to drift. Often, this drift is unproblematic; however, under ambiguous conditions in complex interactive environments, divergence may lead to altered expectations and poor information flow (resulting in catastrophic cross-system failure).

Airmen must be aware of how their decisions at the local level tie in with overall organizational goals, standards, and expectations. Leaders must use their awareness of organizational goals and standards to monitor practical drift in their areas of responsibility, recognize disciplined initiative, and maintain standards consistent with outside expectations. Airmen in positions of responsibility must work to temper practical drift and create a culture where critical thinking is applied to ambiguous threats. This goal can be accomplished by developing processes for identifying and analyzing small problems and failures and treating them as potential indicators of larger problems. Effective techniques include empowerment of front-line workers and flattening hierarchies to reduce information filtering. Leaders can further minimize the problems associated with practical drift, by:

Creating and encouraging transparency in organizational structures and systems to identify local practical drift and understanding the "why" behind local standards.

Avoiding 'Band-Aid®' approaches to small problems by fixing the root cause across the system, as well as creating a climate of candid dialogue to review and revisit standards and seek problems.

Monitoring seams where information is handed off between units and organizations.

Conducting careful after-action reviews focused on process improvement.

Ambiguity. The challenge for Airmen of all ranks is that ambiguous threats do not trigger organizational responses. The failure to apply critical thinking to ambiguous threats means the recovery window between the emergence of the threat and its occurrence as a catastrophic failure may narrow. Airmen at all levels must be aware that ambiguous threats may go unaddressed due to information filters caused by structural complexity and inter-organizational power dynamics.

Section 16C—Informed Decision-Making

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 16—DEVELOPING IDEAS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 16C—Informed Decision-Making	B	B	C	C	D

16.15. Learning is Power

Effective Airmanship requires good decision-making. From Airman Basic to General, the decisions each of us make every day impact the delivery of airpower. The habits of mind necessary for becoming a critical thinker are developed over time. Each of us must work every day to make good decisions by consciously applying the intellectual analysis necessary to account for complexities. The process of decision-making is as important as the information analyzed. The habitual application of critical thinking methods to the gathering and analysis of information helps reduce our unconscious and natural tendency to accept an available option as satisfactory without actually exploring all feasible options before making a decision.

16.16. Digital Literacy (Information Literacy)

Decision makers must be informed and capable of distinguishing information relevant to the decision at hand.

Fortunately, the internet has made more information available than ever before. This allows for immediate access to information from a wide variety of sources and provides the potential for real-time updates as conditions change. However, because internet information is not regulated for quality and accuracy, it is particularly important to critically evaluate sources and consider the potential for inaccuracy or misinformation.

To become a critical consumer and internet user, a common best practice is to apply the "CRAAP test," which is a list of questions to evaluate potential information. The CRAAP acronym stands for Currency, Relevance, Authority, Accuracy, and Purpose:

Currency (timeliness): When was the information published or last updated? Have newer articles been published on the topic? Does your topic require recent information, or will older sources work as well?

Relevance (importance of the information for your needs): Does the information answer your question? Who is the intended audience? Is the information at an appropriate level (i.e., not too simple, or overly technical for your needs)?

Authority (source of the information): Who is the publisher or sponsor? What are the author's credentials or organizational affiliations? Is the author qualified to write on the topic?

Accuracy (reliability, truthfulness, and correctness of content): Is the information supported by evidence? Was the information reviewed by editors or subject experts before it was published? Can you verify any of the information in other sources?

Purpose (the reason the information exists): Is the information intended to inform or teach? Or is it intended to sell, entertain, or persuade? Does the point of view appear objective and impartial? Are there political, ideological, cultural, religious, institutional, or personal biases?

In general, aim to rely on sources that have strong incentives to present accurate information. There may be little consequence to the writer of a blog or message board post if they get facts wrong. For-profit companies may purposely mislead in order to present their company and products positively. However, information in newspaper articles or scientific papers is normally reliable; errors in these forums can seriously damage the author's reputation.

16.17. Analytical Thinking

Informed decision making requires more than gathering and evaluating facts. It requires analytical thinking to systematically break information apart, compare different aspects of a problem, and organize information to address complex, multidimensional issues.

As a first step, exercise healthy skepticism and consider several potential causes of what you observe. One can often avoid errors in analytical reasoning by recognizing a few basic principles:

Limitations of Small Sample Sizes. Judgments based on a large number of observations (large number of people, events, etc.) are more likely to be accurate than judgments based on a small number of observations.

Example: Imagine you decided to get a college degree as part of your personal growth. You have a program in mind, but there are so many educational institutions to choose from. You have narrowed your choice to University A or University B. You have several friends that attend each school. Your friends at University A all really like the school; your friends at University B are very dissatisfied with their school. However, when you visit University B you have a good experience and like the students and professor that you met with. In contrast, during your visit to University A, you get the brush-off from the professor you tried to speak with and didn't "click" with the students you met.

Which school should you attend? Many people will say you should attend University B because you personally had a positive experience ("go with your gut"). While that's not necessarily wrong, it is important to fully recognize the limited duration of your visit (How much of the school did you see? How many different classes did you sit in on? How many students, professors, etc. did you interact with?). In comparison, your friends at University B will have had much more extensive opportunities to interact with many others at the school over a longer time period.

Take the time to base your decisions on a larger number of observations when possible. Impressions based on a few days, or a few people will usually not be as accurate as judgments or data based on a larger number of observations.

Correlation Doesn't Imply Causality. It is important to consider how different factors are interrelated, and whether changing (increasing or decreasing) one factor may impact others. Even when two factors are clearly related, do not immediately assume that one factor is causing the other.

To make firm conclusions, ensure that you are making fair comparisons. While the real world does not lend itself to carefully designed double-blind randomized clinical trials (the "gold standard" for scientific research), it is important to apply the concept of the **control group** when making judgments. Before scientists determine that a pill causes a certain health outcome, they compare outcomes for those who have taken the pill to outcomes for those who have not. Before concluding that the pill caused the difference in outcomes, they ask an important question: Are the two groups otherwise (mostly) the same?

For example, imagine that a base offered XYZ supplements for free to all RegAF members. Members who took the free supplements improved their physical fitness test scores after taking the supplements, while there was no change in the physical fitness test scores of others.

Before you conclude that XYZ supplements cause improved physical fitness, ask some questions. Consider whether the people who took XYZ supplements differed in important ways from those who didn't. Maybe there was a **self-selection** bias: members who exercised more or ate healthier foods (i.e., were more motivated to improve their fitness) were more likely to choose to take Vitamin XYZ. Or maybe Vitamin XYZ takers were younger than non-takers, or less likely than non-takers to have pre-existing health conditions.

The more similar the two groups, the more reasonable it would be to conclude that XYZ supplements cause improved physical fitness. Deciding to take XYZ supplements may or may not be a good idea.

Before you make that decision though, consider whether you're making a fair comparison.

16.18. Creative Thinking and Creative Problem Solving

Creative problem solving involves two distinct components: **Divergent Thinking** and **Convergent Thinking**. Divergent Thinking is defined as the ability to generate multiple varied solutions to a given problem. Brainstorming is a divergent thinking task. Convergent Thinking, in contrast, is a process that seeks out the correct or best possible solution (from identified possibilities).

With formal education and training, we tend to improve in Convergent Thinking skills, but we tend not to improve (may even worsen) on Divergent Thinking. Yet both processes are important for effective problem solving.

The **Osborn-Parnes model** is one recommended problem solving approach that incorporates Divergent and Convergent Thinking. Central to this approach is the principle of **deferred judgment.** This principle requires that we allow a period of time to let ideas flow freely (apply Divergent Thinking) without internal or external evaluation. Only after we have identified many possible ideas, should we evaluate them (apply Convergent Thinking).

The model consists of the following stages: each stage involves successive Divergent and Convergent Thinking tasks (in each stage, letting ideas flow freely before applying judgment):

1. Mess Finding. Identify the problem that you want to address. What do you want to change? Summarize the problem as a "How to…" statement (e.g., "How to reduce the number of Airmen calling in sick")

2. Data Finding. Seek out all relevant facts that apply to the situation. Ask the five Ws:

Who is involved?

What is involved? What are some examples of the problem?

When does it or will it happen?

Where does it or will it happen?

Why does it happen?

Then try to identify what additional facts about the situation are lacking and where you might search for them. Get the facts.

3. Problem Finding. Describe what you want to accomplish in more specific terms.

Ask yourself: "In What Ways Might We…" (IWWMW) address the situation. Brainstorm many problem statements. What you initially thought you wanted to accomplish might reflect another concern, desire, or need.

After reflection, select the problem statement(s) that captures the most important or underlying problem (e.g., "Decrease the spread of COVID-19 in the squadron").

4. Idea Finding. Identify as many potential solutions to the problem as possible.

Thinking of many ideas (even far-out, odd, or unusual ideas) is critical. Write all the ideas down. It is often helpful to set a numeric goal (e.g., 50-75 ideas) before you discuss or review the ideas.

If time permits, incubate (sleep on it, let your mind wander) to generate additional ideas. Positive mood and rest facilitate brainstorming.

In a group setting, it can sometimes help to have members offer ideas anonymously. Extrinsic motivations (e.g., to impress others with great ideas) can undermine divergent thinking. Anonymity may help group members feel safe to put forward ideas that go beyond the tried-and-true.

Only after you have allowed time to generate many ideas should you begin to evaluate them and narrow the list (e.g., to select 6-8 ideas that seem to have the greatest potential).

5. Solution Finding. Use a list of selected criteria to choose the best solution.

First create a preliminary list of criteria that should be used to evaluate your ideas (e.g., time, cost, feasibility, safety, impact on morale)

Identify which criteria are most critical and assign a weight to the importance of each criteria (e.g., using a 1-10 scale, where 10 is most important). Then use a decision matrix, **Table 16.1**, to rate each idea (each potential solution) on each of the criteria:

	Criteria 1	Criteria 2	Criteria 3
Idea 1			
Idea 2			
Idea 3			

Table 16.1. Decision Matrix Example

Multiply the ratings by the weight assigned to each of the criteria. Idea(s) that are evaluated most favorably on the highest weighted criteria should be the preferred solution(s).

6. Acceptance Finding. Attempt to gain acceptance for the solution, develop a plan of action, and implement the solution (follow through).

16.19. Decision-Making Model

There are a wide range of decision-making models available for leaders, whether in the military or corporate structure. One decision-making model that has been adopted by the military is the Vroom-Yetton-Jago Decision-Making Model, used for deciding how to decide. According to this model, there are five primary levels of decision-making, each requiring a different level of involvement or complexity for the decision-making process. The following is a brief description of each of the five levels of decision-making and some pros and cons associated with each level.

Level I: Decide and Announce. In this level, leaders make the decision and announce or present it to the group or organization. This approach can allow leaders to make and implement decisions quickly, but to avoid possible indifference or lack of motivation. In this approach, the leader controls the decision and the situation. Leaders should explain rationale as to why the decision was made unilaterally. Cons associated with this approach are that leaders may not take the time to consider all the necessary information. By not including others in the decision-making process, leaders may alienate members of the group or organization unnecessarily.

Level II: Gather Input from Individuals and Decide. In this level, leaders gather input from selected individuals, or the group individually and then make the decision. This approach can allow leaders to consult with recognized experts to gather additional information to make a more informed decision

but does not require a meeting with the entire group. Cons associated with this approach are that others in the group may wonder why the leader did not consult with them. They may perceive the leader as playing favorites, which could result in some resistance from the group or organization when it comes time to implement the decision.

Level III: Gather Input from the Group and Decide. In this level, leaders gather input from the group and then make a decision. This approach of including the group in gathering the data enhances the chance for synergy and better-informed decision-making. Cons associated with this approach are that if a leader makes a decision different from what the group suggests, the group may feel that their inputs or suggestions were not valued or appreciated. The group may feel that the decision-making process was predetermined by the leader and that the interaction was a façade, which will likely result in members of the group undermining implementation or being unwilling to participate in future decisions. Also, this approach does take more time for the leader to make the decision.

Level IV: Facilitate Consensus. In this level, leaders present issues or problems to the group and facilitate the decision-making process within the group. If the group is unable to reach consensus, the leader has the option to make the decision. This approach of allowing the group to generate possible decision options enhances buy-in and ownership of members of the group, educates members of the group, and allows for quicker implementation as more people are knowledgeable about the decision process and what needs to be done. This approach helps build and sustain trust and respect between group members. Cons associated with this approach are that it takes more time. Also, there is the possibility that the decision could be one that is adequate, but not optimal due to the nature of groups arriving at a compromise to reach an agreement and the leader needing to accept the decision or facilitate further decision analysis.

Level V: Delegate with Constraints. In this level, leaders delegate the problem to the group and authorize the group to make the decision within specified boundaries. Leaders do not abandon the group but facilitate support and resources to enable the group's success in making a decision. This approach is good for building team leadership skills and allows ownership of the decision by the group. It also frees the leader to focus on other issues. Cons associated with this approach are that it takes more time, it may lead to a decision not viewed by the leader as optimal, and the team may not have the skills to reach a quality decision, resulting in disharmony among the group rather than pride in ownership over the decision. Note that the Osborn-Parnes process can be applied regardless of who provides input or makes the final decision. For example, leaders can apply the Osborn-Parnes process to reach a decision independently (Level I: Decide and Announce). They can involve others in Idea Finding only (Level I or II: Gather Input and Decide). Or they can encourage others to apply the Osborn-Parnes process (Level IV or V: Facilitate Consensus or Delegate with Constraints).

Section 16D—What We Don't Know

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 16—DEVELOPING IDEAS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 16D—What We Don't Know	B	B	C	C	D

16.20. Expansion

Innovation, technological edge, advanced skills training, future capabilities… How do we ensure we are prepared for the future? Clarifying what we do know and what we don't know is one place to start. Here are a few statements that emphasize our need to stay on the cutting edge.

Fifth-generation aircraft are critical to penetrate adversaries' existing air defenses, but other nations continue to invest in advanced air defense systems.

Adversaries are fast followers of American technology, constantly narrowing the gap and looking for ways to surpass or defeat American innovation.

Even adversaries who can't compete with American airpower in the sky challenge our air superiority by using ground-based systems and technology.

Maintaining air superiority into the future requires consistent investment in technology and research today.

As adversary technology narrows the gap, highly trained American Airmen provide the advantage.

Training against rigorous and realistic threats is vital to prepare Airmen to react within seconds during real world operations.

The lack of budget stability and predictability makes it difficult for the Air Force to modernize training technology and facilities and ensure our pilots maintain an edge over adversaries.

16.21. Empowerment

Today's leader has the almost impossible task of keeping up with ever-changing technology. Today's junior members have knowledge, skills, and abilities that open unlimited opportunities to maximize work center effectiveness. Leaders must encourage Airmen to develop their capabilities and foster their willingness to improve organizational effectiveness. Empowered followership, like motivation, requires a joint effort between leaders and the individuals they lead. This effort must be continuously promoted. The mission is best served when the leader helps followers develop their own initiatives, encourages them to use their own judgment, and allows them to grow. As a result of promoting empowered followership, creativity and innovativeness improve dramatically.

Empowerment is a force that energizes people and provides responsibility, ownership, and control over the work they perform. Delegation is not empowerment; however, effective empowerment does require good delegation. Assigning tasks and allowing the freedom and authority to creatively accomplish those tasks is the essence of empowerment. Empowerment allows workers to become stakeholders in the organization's vision. Once committed to the vision, members participate in shaping and fashioning a shared vision. This synergistically developed vision motivates people to focus on what the future holds, not simply because they must, but because they want to.

The military is traditionally an authoritarian organization. The need for rapid decision-making and crisis response normally necessitates a traditional hierarchical framework; however, complex hierarchical frameworks do not always result in rapid decisions. Furthermore, the continual transformation of leader-follower roles is heralding an environment that allows both leaders and followers to more effectively realize organizational goals and objectives.

Historically, truly great leaders of the past never directly told their people how to do their jobs; rather, they explained what needed to be done and established a playing field that allowed their people to achieve success on their own. Consequently, the follower's success became a success for the leader and the organization. When leaders solicit input, they discover the knowledge, interest, and parameters of support. Empowerment enhances organizational performance by promoting contributions from every member of the organization. Trust is the cornerstone of the mutually dependent relationship shared by leaders and followers; therefore, leaders must be flexible and patient in introducing empowerment. By delegating decisions to those closest to the issues and by allowing Airmen flexibility in how they implement the vision the leader successfully allows others to take ownership and experience pride in achieving the vision. Recognition is a key factor in perpetuating improvements. Hence, an important facet of empowerment is the appropriate recognition of contributions Airmen make to maximizing mission success.

16.22. Empowered Airmen Culture

The Air Force aims to build a culture where we identify Airmen's needs, champion their solutions, eliminate roadblocks, push back detractors, and celebrate the innovative mindset. The Airmen of today are already well-versed in innovative technologies and will propel us into the Air Force of tomorrow by integrating data-centric processes at the core of our operations. Machine learning and new technologies will lead us to a new age of human-to-machine teaming by putting Airmen 'on' the loop instead of 'in' the loop. The Air Force will automate where appropriate to free Airmen to do human things while letting machines do machine things.

Maintaining our ability to adapt and innovate quickly is the greatest challenge we face in the future. Employing agility and empowerment, we are charged with a no-fail mission of providing effective Global Vigilance, Global Reach, and Global Power—today, tomorrow, and into the future. In modern war, no other nation has achieved such an asymmetric advantage. If the past two decades have taught us anything, it is that the demand for airpower is growing. The Air Force will seek to increase innovation, and research where we need to maintain a competitive advantage.

Rapid change is the new norm, and it is a major vulnerability to those unable to adapt; however, it can become an advantage to the agile who are able to swiftly develop and field solutions to problems. The answers to our most complex security issues will be delivered by harnessing the power of innovators and entrepreneurs within the Air Force, across our country, and throughout the world. We must drive innovation to secure our future.

16.23. Collaboration Fosters Innovation

Airmen at all levels participate in decision-making. The habits of mind necessary to assure we apply critical thought are something we must consciously foster. Our highly educated force brings to the table a wide variety of views, experiences, and abilities; providing the Air Force a deep pool of talent from which to draw ideas. By using the techniques of good decision-making and fostering the development of habits of mind, we tap into that rich pool of talent.

When time allows, we must consciously create processes to think through decisions using critical analysis of all factors, ensuring we focus on doing what is best for the nation and the Air Force. This effort to create habits of mind pays off when we must make decisions quickly and under great pressure. During these times we naturally apply the decision-making processes we use every day.

The Air Force leverages many channels to empower our Airmen and industry partners to submit ideas as part of our overarching culture of innovation. Collaboration can facilitate ideas and often align efforts toward innovative concepts and technologies. Partnerships with outside groups, including traditional and non-traditional industry partners and academia, bring new ideas to the innovation

process. While the Air Force is leveraging new and existing technologies to provide rapid and affordable solutions, it is investing in game-changing technologies, such as autonomous systems, unmanned systems, hypersonic, directed energy, nanotechnology, and stimulating new thinking about future ways of warfighting and battlefield success.

Chapter 17

EMERGENCY MANAGEMENT AND CHEMICAL BIOLOGICAL RADIOLOGICAL & NUCLEAR DEFENSE PROGRAMS

Section 17A—Emergency Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEMENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17A—Emergency Management	B	B	C	C	D

17.1. DAF Emergency Management (EM) Program

Global all-hazard/threat effects to DAF personnel and operating locations will continue to create substantial risk to tactical, operational, and strategic DAF operational capabilities in support of Combatant Command missions. Challenges to mission accomplishment may take on many forms, to include natural and man-made disasters, human-caused unintentional, and human-caused intentional terrorism and adversarial nation state attacks. The DAF EM Program was developed to ensure the readiness of our forces to save lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability in an all-hazards threat environments at DAF installations worldwide.

17.2. DAF EM Program Mission

The primary mission of the DAF EM Program is to prevent, protect, prepare for, respond to, and recover from all hazards/threats that pose the greatest risk to lives, key resources, facilities, infrastructure, and operational missions. The ancillary mission supports homeland defense and provides support to civil and host nation authorities; antiterrorism programs; and the countering weapons of mass destruction enterprise. The DAF EM Program accomplishes these missions through the seven pillars of EM preparedness: Risk Management, Planning Framework, Common Core Capabilities, Capability Evaluation and Validation, Program Management Reviews, Capability Investment Strategy, and Adaptation via Information. Brief definitions of the EM Program mission areas are provided here:

Prevention. Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

Protection. Protection includes a menu of physical and passive defense protective measures for application along the hazard/threat incident/attack even horizon (i.e., evacuation, sheltering, dispersal, hardening, etc.).

Response. Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

Recovery. The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Mitigation. Activities designed to reduce or eliminate risks to persons or property or to lessen the

actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident.

DAF EM Program Structure. The DAF EM Program accounts for DAF warfighting operation contributions within the global operating model to 1) defend the homeland; 2) strengthen alliances and partnerships with preparedness, response, and recover efforts; and 3) support joint force blunt and surge operations. This consists of personnel and organizations aligned in various roles which generate interoperability to and through 1) operational levels; 2) planning and risk management; 3) incident command and coordination; and 4) command and control (C2). The DAF EM Program is comprised of specific organizational offices and responders known as the Disaster Response Force (DRF) that respond to disasters/incidents and manage and conduct response operations. These specific offices and their responsibilities are briefly described here and in further detail in DAFI 10-2501, *Emergency Management Program*.

Emergency Communications Center (ECC). The ECC is an installation function that provides 24 hours a day, seven days a week operation and incorporates the core functions of fire and emergency services (F&ES), security forces, and medical dispatch. ECCs provide emergency communications, alarm, sensor, and video monitoring, incident or event communications support, tactical channel assignments, emergency notification, responder reach back capability, and notification of an emergency to the medical treatment facilities.

Incident Commander (IC). The IC is responsible for all incidental activities, including developing strategies and tactics and ordering and releasing resources. The IC has overall authority and responsibility for conducting and managing incident operations at the incident site.

First Responders. First responders include F&ES, medical, security forces, and other personnel who immediately engage in activities to save lives, stabilize the incident, and prevent further property damage.

Emergency Responders. Emergency responders are the response elements of a DRF that are dispatched at the request of the IC to expand capabilities and perform support functions. Emergency responders include but are not limited to the follow-on elements of EM, Chemical, Biological, Radiological, Nuclear (CBRN) defense specialists, Explosive Ordnance Disposal (EOD) personnel, physicians, nurses, medical treatment providers, and mortuary affairs personnel.

Specialized and Support Teams. Teams are formed from the existing installation and unit personnel to support emergency response and/or recovery operations. Examples include damage assessment, search and recovery, aircraft crash damaged or disabled recovery, spill response, hydrazine response team, emergency family assistance, disaster mental health, medical response teams, contingency contracting, bioenvironmental engineering, and others.

Control Centers. Control centers are activated during the EOC activation and provide expertise and resource support to the EOC director and serve as the C2 node for all installation units tasked in the Installation Emergency Management Plan with emergency response and recovery support activities.

Emergency Operations Center (EOC). The EOC is the installation's critical function to address imminent or realized threats/hazards and coordinate support to the incident command, on-scene personnel, and/or other EOCs.

Command Post. The Command Post is a full-time, 24/7 C2 node, directly responsible to commander(s) and serves as the focal point of operations, including the receipt and dissemination of orders, information, and requests necessary for the C2 of assigned forces and operations.

Wing Operations Center (WOC). Formerly known as the Crisis Action Team, The WOC will assume all responsibilities as the top echelon of installation mission continuation and sustainment. The

WOC includes senior officers and senior enlisted leaders across the A-Staff and supporting units. Members of joint, civilian partners, and/or host nation partners may also be present. The WOC supports the installation commander by assessing the situation, determining mission priorities, and directing subordinate units. Note: The WOC intends to focus on mission continuation and sustainment and not the management of the incident which is the responsibility of the IC and EOC director.

Natural Disasters. These types of disasters are non-routine events that occur and cause severe damage that may require assistance. This includes hurricanes/typhoons, tornadoes, storms, high-water, high winds, tidal waves, tsunamis, earthquakes, volcanic eruptions, landslides, mudslides, snowstorms, fires, floods, explosions, and droughts.

Technological Hazards. These are man-made events caused by a malfunction in a technological structure or human error in controlling the technology. Technological disasters can be as serious as a natural disaster and can cause loss of life or injury, property damage, social and economic disruptions, or environmental degradation. They can happen with little to no warning. Examples include hazardous materials release and nuclear power plant failures.

Man-Made Hazards. This is an event that is non-routine and exceeds the capacity of the affected area to respond to in a way that saves lives, preserves property, and maintains the affected region's social, ecological, economic, and political stability. These disasters include technological hazards, such as hazardous material releases and spills, acts of terrorism, active shooters, and nuclear accidents. Other examples include crime, arson, civil disorder, war, biological/chemical threat, cyber-attacks, pollution, fires, and transportation accidents.

17.3. Expect the Unexpected

Natural disasters, man-made hazards, and technological hazards can create emergency conditions in a wide variety, magnitude, scope, urgency, and degree of damage and destruction. Disasters or incidents resulting from a threat or hazard can occur at any time with little or no advance warning. These incidents can be local or widespread, predictable, or unpredictable. Emergency plans help prepare for and mitigate the impact of these threats on an installation, personnel, and the mission.

17.4. Installation Emergency Plans

Installations must develop plans for the hazards likely to affect their areas based on appropriate response, mitigation, and recovery procedures. Installation emergency management plans provide comprehensive guidance for emergency responses to various incidents. Information on these types of hazards is provided here.

Section 17B—Chemical, Biological, Radiological, Nuclear (CBRN) Defense

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEMENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17B—CBRN Defense	B	B	C	C	D

17.5. CBRN Defense Program

The U.S. is competing with states armed with a suite of CBRN capabilities; the People's Republic of China (PRC) and Russia; while the Democratic People's Republic of Korea (DPRK), Iran, and violent extremist organizations remain persistent. This, coupled with changed international security environment, increases the risk that a peer military armed with weapons of mass destruction (WMD) could confront the U.S. and its allies and partners. Global CBRN effects to DAF personnel will continue to create substantial risk to DAF strategic, operational, and tactical capabilities in support of combatant command missions. The CBRN Defense Program ensures the DAF is organized, trained, and equipped to prevent, protect against, prepare for, mitigate, respond to, and recover from adversarial use of CBRN weapons/materials to effectively preserve force survivability and mission continuation throughout the enterprise.

17.6. CBRN Defense Program Mission

Organize, train, and equip forces to minimize the impact of adversary use of CBRN on air, space, and cyberspace operations. CBRN defense is foundational to DAF global operations. The structure and functioning will account for DAF warfighting operational contributions within the global operating model to 1) defend the homeland, 2) build partnership capacity through contact, and 3) support joint force blunt and surge operations.

The CBRN Defense Program relies heavily on intelligence. More information regarding the joint intelligence preparation process may be found in DAFI 10-2503, *CBRN Defense Program.* Brief definitions of the CBRN Defense Program mission areas are provided here:

CBRN Hazards. CBRN hazards are CBRN materials that regardless of origin (e.g., naturally occurring or engineered) represent an actual or potential danger to humans, animals, plants, or the environment. They include toxic industrial materials (TIMs), chemical and biological agents, biological pathogens that result in disease, radioactive materials, pharmaceutical-based agents, and nuclear hazards.

CBRN Incident. A CBRN incident involves the release or potential release of CBRN hazards. This can occur through the deliberate use of CBRN weapons, as a secondary effect of military action, or through accidents involving TIMs.

CBRN Defense. CBRN defense is the employment of aircrew CBRN (ACBRN), medical CBRN, and non-medical/non-aircrew CBRN defense capabilities that counter the entire range of CBRN hazards. DAF commanders will employ CBRN defense capabilities in support of the Joint Force Commander objectives to reduce or negate vulnerabilities and minimize the effects of CBRN contamination.

CBRN Response. CBRN response refers to the activities to attribute responsibility for a CBRN event, minimize CBRN effects, sustain operations, and support follow on actions. DAF commanders will employ personnel that perform inherently CBRN responsibilities to respond to and recover from CBRN incidents/hazards.

CBRN Contested Operating Environment. Includes present CBRN threats/hazards and their potential effects on operations at operating locations.

Chemical Agents. A chemical substance that is intended for use in military operations to kill, seriously injure, or incapacitate mainly through its physiological effects. Chemical agents, categorized according to their physiological effects, include lung damaging agents (choking), blister agents, blood agents, incapacitating agents, and nerve agents. Chemical agents can be delivered through a variety of means, such as tactical ballistic missiles, bombs, artillery, grenades, mines, and spray attacks. Due to their persistent nature, nerve and blister agents pose as a primary threat to air bases.

Biological Agents. A microorganism (or a toxin derived from it) that causes disease in personnel, plants, animals or causes the deterioration of materiel. Biological agents include viruses, bacteria, fungi, and toxins cultured from living organisms. These agents may be found as liquid droplets, aerosols, or dry powders, and can be adapted and disseminated through any of these forms as adversarial weapons. Symptoms of biological attacks may not be experienced immediately after contact. Each agent has a different exposure (incubation) period before infection.

Radiological and Nuclear. Radiation is a broad term that applies to a wide range of phenomena. Light (infrared to ultraviolet), radiofrequency emissions, and microwaves are all forms of radiation known as nonionizing radiation. In general, nonionizing radiation produces heat when it interacts with the body. In contrast, ionizing radiation has sufficient energy to produce ions when it interacts with matter (including the human body). Radiation causes harmful effects as it alters or destroys cell processes and structures essential for the normal functioning of cells. Adversaries may disseminate radioactive materials across an area without a nuclear detonation. However, adversaries may also disseminate radioactive materials by detonating nuclear weapons at various altitudes to include subsurface, surface, airburst, or high altitude. The primary concerns of a nuclear detonation include blast/shock, thermal radiation (heat), ionizing radiation, and ballistic debris for surface and shallow subsurface bursts. Nuclear blasts may also pose an electromagnetic pulse hazard that can cause widespread communications or electrical problems. **Toxic Industrial Chemical.** A chemical developed or manufactured for use in industrial operations or research by industry, government, or academia that poses a hazard.

Toxic Industrial Material. A generic term for toxic, chemical, biological, or radioactive substances in solid, liquid, aerosolized, or gaseous form that may be used, or stored for use, for industrial, commercial, medical, military, or domestic purposes. Most toxic industrial materials present a vapor (inhalation) hazard and may also reduce the oxygen concentration below that required to support life. In the event of a toxic industrial material incident, the most important action is to immediately evacuate to an area outside the hazard's path, if feasible. It is important to be aware that the protective mask, ensemble, and military standard collective protection filters are not designed to provide protection from toxic industrial materials. If evacuation is impractical, implement shelter-in-place procedures

Contamination. 1) The deposit and/or absorption of radioactive material or biological or chemical agents on and by structures, areas, personnel, or objects. 2) Food and/or water made unfit for consumption by humans or animals because of the presence of environmental chemicals, radioactive elements, bacteria, or organisms. 3) The by-product of the growth of bacteria or organisms in decomposing material (including food substances) or waste in food or waters.

Decontamination. The process of making a person, object, or area safe by absorbing, destroying, neutralizing, making harmless, or removing chemical, biological, or radioactive agents. Generally, joint forces perform only those decontamination actions required to protect lives and all the continuation of the mission. The commander decides whether decontamination is required to restore combat power and, if so, what level of decontamination is required. Ther are four levels of decontamination:

Immediate. Immediate decontamination minimizes casualties and limits the spread or transfer

of contamination.

Operational. Operational decontamination sustains operations by reducing the contact hazard, limiting the spread of contamination, and eliminating or reducing the duration that MOPP equipment must be used.

Thorough. Thorough decontamination reduces contamination to the lowest detectable level using tactical-level capabilities. The intent of thorough decontamination is to reduce or eliminate the level of MOPP. This is accomplished only when operations and resources permit.

Clearance. Clearance decontamination provides decontamination to a level that allows unrestricted transportation, maintenance, employment, and disposal.

Section 17C—Preparedness and Protection

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEMENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17C—Preparedness and Protection	B	B	C	C	D

17.7. Preparedness and Protection Procedures

DAF installations must take actions to protect, prepare for, respond to, recover from, and mitigate the effects of an attack or incident to ensure we can conduct prompt, sustained, and decisive operations in a contested environment. Countering Weapons of Mass Destruction and CBRN threats requires extraordinary preparedness. Established and conducting preparedness actions effectively and efficiently will increase the protection of mission critical resources and force survivability. Actions should be considered mission critical and given a high priority when the threat of an enemy attack is high. Installations will establish multiple actions to counter these attacks during the preparedness phase, often dependent on the intelligence, the installation's threat probabilities, and recommendations provided by subject matter experts. DAF personnel should understand the importance of knowing an installation's preparedness actions well before an attack.

17.8. DAF Warning and Notification Signals

Emergency Notification Signals. Every DAF installation must have a rapid and effective system to quickly disseminate emergency notifications and information such as watches, warning, evacuation routes, and protective actions. When a disaster or incident affecting the installation is imminent or in-progress, personnel must respond to directions communicated over mass warning and notification systems or other communication channels, whether visual or audible. Personnel should be familiar with the installation's warning and notification systems and are highly encouraged to enroll in mobile device notifications to ensure prompt, informed, and ready responses to local emergencies.

Attack Warning Signals. These signals are used to notify personnel of warnings or impending attacks. The warnings may be communicated through mass notification and warning systems, display of alarm condition flags, or through other communication channels. Attack warning signals are used to posture installations for attacks, warn of attacks in progress, initiate post attack recover actions, and return the installation to normal state of readiness. **Note:** attack warning signal variations may be used in some geographical regions. Personnel will be notified of these variations before departure of home station and/or upon arrival into the region.

Three to Five Minute Steady Tone. The three-to-five-minute steady tone indicates a disaster or incident is imminent or in progress. Individual actions are to be alert, take cover or evacuate to safety, follow instructions, and account for personnel.

Three to Five Minute Wavering Tone. The three-to-five-minute wavering tone indicates an attack or hostile act is imminent or in progress. Individual actions are to be alert, execute security measures, follow instructions, and account for personnel.

Lockdown, Lockdown, Lockdown. The announcement "lockdown, lockdown, lockdown" indicates an active shooter incident is in progress. Individual actions are to remain calm and implement lockdown procedures.

Shelter-in-Place. The announcement indicates a natural disaster warning or a technological disaster warning requiring personnel to immediately take shelter indoors and perform actions according to the Emergency Action Plan to protect personnel within the building from the hazards. Actions for natural disasters may include taking refuge in an interior room without windows and doors and taking cover. Actions for technological disasters may include taking refuge in a pre-designated room, shutting off

heating, ventilation, and air conditioning.

Alarm Green.

Attack is not probable

MOPP 0 (or as directed)

Normal wartime conditions

Resume operations

Continue recovery actions

Alarm Yellow.

Attack is probable in less than 30 minutes

MOPP 2 (or as directed)

Protect and cover assets

Seek Protective shelter or best protection with overhead cover

Alarm Red/Blue. The "Blue" variation may be utilized at some installations within the Pacific.

Air or ground attack is imminent or in progress

MOPP 4 (or as directed)

Seek immediate protection with overhead cover

Report observed activity or attacks

Alarm Black. (Initial, Limited, and General Release)

Attack is over and CBRN contamination and/or UXO hazards are suspected or

present

MOPP 4 (or as directed)

Perform self-aid/buddy care

Remain under overhead cover or within shelter unless directed otherwise

*Initial Release – CBRN and specialized teams (EOD, damage assessment, etc.)

*Limited Release – Post attack reconnaissance eams

*General Release – Mission-essential personnel only

All Clear. The announcement "all clear" indicates the immediate disaster or threat has ended. Individual actions are to remain alert, account for personnel, and report hazards, injuries, and damages.

17.9. Mission-Oriented Protective Posture (MOPP) Levels

Mission-Oriented Protective Posture (MOPP). A flexible system of protection against radiological, biological, and chemical contamination. This posture requires personnel to wear only that protective clothing and equipment appropriate to the threat level, work rate imposed by the mission, temperature, and humidity. The installation commander determines the initial level, based on MOPP condition analysis, and adjusts levels as mission priorities and intelligence changes. MOPP levels are used in conjunction with alarm conditions listed in paragraph 17.6. to quickly increase or decrease protection against threats.

Split MOPP. A tactic that divides the operating location into two or more sectors or zones to enable a commander to tailor MOPP levels and alarm conditions within each sector to reflect the current hazard and mission priorities within that area. If movement or travel between zones is necessary, zone transition points are used to contain contamination while allowing the movement of people, equipment, and needed supplies in and out of established zones.

Ground Crew Ensemble. Regardless of the type of agent, concentration, or method of attack, the best immediate protective equipment against chemical agents is the ground crew ensemble, a whole-body system which protects the wearer against chemical-biological warfare agents, toxins, and radiological particulates. Individual protection includes a protective mask with filters, overgarment, protective gloves, and footwear covers or overboots. It also includes M8 and M9 detector paper, reactive skin decontamination lotion, and M295 decontamination kits. Knowing the specific MOPP gear that must be carried and/or worn during the various MOPP levels is essential to ensuring the best protection possible in all conditions. As depicted by DAF Emergency Management, **Table 17.1.** is provided to show appropriate individual protective postures for MOPP levels.

Individual Protection. Individual protection is comprised of singular use or a combination of individual protective equipment, vaccinations and prophylaxes, protective shelters, evacuation, relocation, exposure control, contamination control, and warning and notification systems. Individual protection measures are taken in stages equivalent to the urgency and nature of the threat. Command and theater-specific instructions will direct the proper individual protective postures.

MOPP Level Ready	**Carry:**	Field Gear Overgarment Footwear Mask/Hood Handwear	**Wear:**	Field Gear (as directed)
MOPP Level Zero	**Carry:**	Overgarment Footwear Mask/Hood Handwear	**Wear:**	Field Gear
MOPP Level One	**Carry:**	Footwear Mask/Hood Handwear	**Wear:**	Field Gear Overgarment
MOPP Level Two	**Carry:**	Mask/Hood Handwear	**Wear:**	Field Gear Overgarment Footwear
MOPP Level Three	**Carry:**	Handwear	**Wear:**	Field Gear Overgarment Footwear Mask/Hood
MOPP Level Four	**Carry:**	N/A	**Wear:**	Field Gear Overgarment Footwear Mask/Hood Handwear

Table 17.1. MOPP Levels and Individual Protection

17.10. Personnel Sheltering

All installations are required to conduct threat-based shelter planning. The installation commander is responsible for establishing a shelter management plan and should designate responsibility for preparing and operating each shelter during an attack or incident. Shelters are structures that protect personnel from the effects of CBRN or hazardous material release over extended periods. Shelter selection is based on structural and personnel housing capabilities in relation to potential types of disasters. Personnel may be required to shelter-in-place in the event the type or extent of the hazard is unknown or evacuation at the time would be dangerous. To ensure the inside of facilities do not become contaminated, occupants will close all windows and doors, and turn off ventilation systems at the time of the suspected attack. Refer to DAFI 10-2503 for additional information on wartime sheltering and collective protection.

Collective Protection Systems (COLPRO). COLPRO refers to the protection provided to a group of individuals that permits relations of individual CBRN protection. It can be a fixed-site or expeditionary location to provide protection from CBRN agents by utilizing an overpressure system to keep threat agents outside of certain facilities, ultimately allowing the occupants to work or rest inside the facility without wearing protective gear. Many of these facilities will have integrated contaminated control areas where contaminated personnel are able to enter the facility once decontaminated and outer

garments are removed.

17.11. Critical Resource Protection

Prior to a CBRN attack, every installation must determine which equipment and assets can be stored, protected, or covered to shield against contamination and damage. Protecting these vital resources will minimize, or completely remove, the requirement to decontaminate them for mission use after an attack. To the maximum extent possible, aircraft, support vehicles, aerospace ground equipment, and munitions should be moved inside or covered. Bulk supplies should be placed in shelters or under overhead cover. If equipment cannot be placed under overhead cover, it must be covered or wrapped with at least one layer of barrier material to prevent contamination. When possible, use two layers of barrier material to cover the tops of vehicles and equipment. This will serve to ensure contamination can be removed, safely discarded, and replaced, as necessary. Personnel should be trained and take care when removed barriers to prevent contamination transfer.

Section 17D—Crisis Response and Recovery

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEMENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17D—Crisis Response and Recovery	B	B	C	C	D

17.12. Crisis Response Actions

Crisis response actions during and after a CBRN attack are critical, not only to ensure the DAF mission is continued, but more importantly, for survival. In threat areas, contamination avoidance is the key to keeping assets and personnel from becoming contaminated. During attacks, the primary focus of the base populace should be directed toward force survivability to ensure attack warning signals and MOPP levels are rapidly disseminated. Attack warning signals, alarm signals, and MOPP levels are disseminated at the recommendation of the CBRN Control Center within the EOC or Wing Operations Center (WOC) at contingency locations where EOCs are not available.

DoW resources, including those associated with military installations located nearest the scene of an accident or incident, will respond to the event unless otherwise directed by higher headquarters. Upon witnessing an incident, personnel should alert others in the immediate area and report the incident to security forces, fire and emergency services, or installation command and control. After reporting, personnel should stay uphill and upwind; avoid inhaling fumes, smoke, or vapors; attempt to rescue and care for casualties; avoid handling any material or component involved in the accident/incident; evacuate the area if rescue or containment is impractical, or as directed. **Note:** Every situation is different and should be handled using established procedures coupled with good judgment. DAF personnel who recognize an attack in progress should take immediate action regardless of whether or not mass notification has been disseminated. When alarm red is declared, or attack begins without notification, drop to the ground, don protective mask (if not donned already), crawl to closest available protection, don remaining individual protective equipment, and immediately check every member in your immediate area to make sure they are protected and have donned the proper equipment. Assist injured and provide tactical combat casualty care (TCCC) with caution to prevent further injuries, particularly when under fire. Using one’s best judgment is essential regarding seeking immediate cover in place or crawling immediately to a safe location, particularly when an area becomes increasingly dangerous.

17.13. Attack Reporting

If an attack or enemy movement is observed, report it up the chain of command immediately. Use the S-A-L-U-T-E reporting method as shown in **Table 17.2.** as a quick and effective way to communicate attack information. S-A-L-U-T-E reports are submitted to the control center or work center through the most secure means.

REPORT AREA	INFORMATION TO REPORT
(S) Size	The number of people and vehicles seen or the size of an object
(A) Activity	Description of enemy activity (assaulting, fleeing, observing)
(L) Location	Where the enemy was sighted (grid coordinate or reference point)
(U) Unit	Distinctive signs, symbols, identification on people, vehicles, aircraft, or weapons (numbers, patches, clothing type)
(T) Time	Time activity was observed
(E) Equipment	Equipment and vehicles associated with the activity

Table 17.2. SALUTE Reporting

17.14. Recovery Procedures

Recovery actions focus on saving lives, detecting, and mitigating hazards, mission restoration, and sustainment. Immediate actions are necessary to treat casualties, assess damage, and control contamination. Minimizing the amount of personnel exposed to post-attack hazards is critical for mission continuation and force survivability. The recovery concept involves a combined effort from personnel who are trained to operate as a team and are able to use specialized equipment to spearhead recovery efforts. Reestablishing the mission is a top priority.

Reconnaissance. The commander will determine when specialized and reconnaissance teams begin post-attack CBRN surveys. Control centers will be directed to release post-attack reconnaissance (PAR) teams to collect information about the effects of the attack. PAR teams or resource owners are responsible for reporting information to their respective control center as well as marking and reporting contamination and contaminated equipment to ensure approaching personnel are aware of the hazard associated with the resource. The control center will forward survey information to the CBRN Control Center within the EOC or the WOC, where applicable.

Post-Attack Reporting. Effective communication between PAR teams and leadership is essential. The CBRN Control Center is the primary command and control function for collecting and consolidating post-attack information. The EOC/WOC Director up-channels information and makes recommendations regarding alarm signals and MOPP levels to the commander based on the information collected by specialized and PAR teams.

Decontamination. For those not on a PAR team, recovery actions include performing immediate decontamination (if contaminated) and remaining under cover in a safe location unless otherwise directed. The CBRN Control Center will notify control centers on what methods of decontamination, if any, can be reasonably put into action based on the information provided in post-attack reports. The eyes are very vulnerable when exposed to nerve and blister agents. If one of these agents gets in the eyes, the eyes should be irrigated with water. If a chemical agent gets on the skin or protective equipment, it must be removed immediately. The reactive skin decontamination lotion and M295 individual decontamination kits are the most effective methods of removing chemical agents. In the absence of an individual decontamination kit, personnel should contact the CBRN Control Center for recommendations. **Note:** 5-percent chlorine solution for equipment and 0.5 percent chlorine solution for skin decontamination should only be used after consultation from CBRN Defense Specialists as some chemicals react negatively to chlorine.

Section 17E—Mishap Prevention

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEdENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17E— Air Force Mishap Prevention	B	B	C	C	D

17.15. Mishap Prevention Program

The DAF safety management system is a mishap prevention framework, mandated by DAFI 91-202, *The Department of Air Force (DAF) Mishap Prevention Program*, designed to minimize risk and reduce the occurrence and cost of injuries, illnesses, fatalities, and property damages. The challenge of deployments, technologically advanced combat systems, and changing duty requirements demands strong on-duty mishap prevention programs. Off-duty mishap prevention must also adapt to meet the challenges posed by motor vehicles, sports and recreation, and other off-duty activities. DAF leaders implement the safety management system by providing guidance and goals, establishing safety responsibility and accountability, applying risk management to all activities, and promoting safety throughout the organization.

17.16. Mishap Defined

A mishap is an unplanned occurrence, or series of occurrences, that results in occupational illnesses, death, or injury to DAF personnel, or damage to DoW property. Four categories/classes that distinguish mishap severity are defined here. DAF safety investigations are for mishap prevention purposes only, not for punitive actions or to establish financial liability.

Class A Mishap. A Class A mishap consists of costs totaling $2,500,000, destruction of a DoW aircraft, or a fatality or permanent total disability.

Class B Mishap. A Class B mishap consists of costs totaling $600,000 or more but less than

$2,500,000, a permanent partial disability, or inpatient hospitalization of three or more personnel.

Class C Mishap. A Class C mishap consists of costs totaling $60,000 or more but less than

$600,000, or a nonfatal injury or illness that results in one or more days away from work.

Class D Mishap. A Class D mishap consists of costs totaling $25,000 or more but less than

$60,000, or a recordable injury or illness not otherwise classified as a Class A, B, or C mishap.

17.17. Hazard Reporting

The AF Form 457, *USAF Hazard Report*, must be readily available in all work centers. When a hazard cannot be eliminated immediately, notify the safety office, responsible supervisor, or local agency by telephone or in person, and submit a hazard report. Individuals will report personal injury, property damage, and any suspected exposure to hazardous materials as soon as practical, but not to exceed 24 hours. Individuals should immediately report a physical or mental condition they feel could impact safe job performance. Reports can be submitted anonymously. If a hazard is eliminated on the spot, no further action is required; however, sharing information with other units or agencies is recommended to help prevent hazards and deficiencies elsewhere.

Hazard Report Investigations. Investigators must respond to reports in writing, within 10 duty days, addressing the corrective action or plans, and conduct follow-up reviews until the corrective action is completed.

17.18. USAF Mishap Prevention Program-Safety Organization

All DAF personnel will utilize comprehensive risk management principles, processes, tools, and techniques to assess and mitigate risk associated with both on- and off-duty activities. An effective mishap prevention program depends on individuals integrating mishap prevention principles at every functional level and taking personal and collective responsibility for complying with and enforcing applicable safety standards.

Safety Office. At the installation level, safety staffs, host, and tenant units implement mishap prevention programs as prescribed by DAFI 91-202 and applicable host tenant support agreements. The safety office staff consists of career safety professionals who are first-term and career Airmen trained in the enlisted safety career field (AFSC 1S0X1), as well as DAF civilians. When mishaps occur, the safety staff ensures all mishaps are investigated and reported. With the assistance of commanders, supervisors, and individuals, the host safety office staff provides oversight of the installation safety program and provides support and guidance to help eliminate unsafe acts or conditions.

Unit Safety Representative. To ensure each unit is actively engaged in mishap prevention, commanders will implement safety and health programs and appoint a primary and alternate unit safety representative to assist them in implementing their safety programs, to include procurement and proper use of personal protective equipment, and worker/facility compliance with applicable standards. Roles built into unit safety programs include using risk management techniques to analyze work environments and job tasks for hazards; developing work-center-specific job safety training outlines on safety, fire prevention, protection, and health requirements; and monthly spot inspections of the work areas.

Individuals. All individuals hold a vital role in preventing mishaps. A failure to intervene when a potential unsafe act is identified is a failure to protect. Every DAF member is accountable for considering their personal safety and the safety of others when participating in on- and off-duty activities. Individuals are responsible for complying with all safety instructions, technical orders, job guides, and operating procedures. They identify and report hazardous conditions that place DAF personnel or property at risk to supervision and/or submit the hazard using the AF Form 457.

Air Force Safety Center. As a key component of the DAF Mishap Prevention Program, the Air Force Safety Center works to ensure a safe environment and a safety mindset for all Airmen and Guardians. The Chief of Safety, who also holds the title of Commander, Air Force Safety Center, heads the organization and is located at the Pentagon with the Deputy Chief of Safety and support staff. The Air Force Safety Center is composed of the Vice Commander and 10 divisions at Kirtland Air Force Base. There are several agencies directly linked to the Air Force Safety Center that have specialized areas of responsibility with regard to ensuring and maintaining safety in the DAF.

Analysis and Cyberspace Operations Division. The Analysis and Cyberspace Operations Division mission is to leverage information technology, in a cost effective manner, to support the safety mission for the Air and Space Forces. The division develops and sustains the unique safety reporting system called the Air Force Safety Automated System (AFSAS) which collects and maintains safety related data, used by the DAF and DoW safety communities to investigate mishaps, and mitigate hazards for all safety disciplines. This system also provides an analysis and trending capability through its comprehensive safety database. This database enables the safety center to rapidly respond to both internal and external customer requirements for mishap safety data. The division also supports all cyber security, communications, and information technology systems for the entire safety center.

Aviation Safety Division. The Aviation Safety Division consists of safety-trained professionals spanning the domain of flight. The division preserves warfighting capability by establishing DAF

aviation safety policy, promoting mishap prevention programs for all aviation assets and through the establishment of proactive safety programs. It oversees the aviation mishap investigative process, the collection and accuracy of flight safety data and the disposition of risk-mitigating actions. It provides proactive and reactive engineering and operational analyses of flight safety issues. Additionally, the division directs the Recorded Aircraft Information Program, the Hazardous Air Traffic Report Program, the Bird/Wildlife Aircraft Strike Hazard Program and the Mishap Analysis and Animation Facility.

Occupational Safety Division. The Occupational Safety Division manages the DAF occupational safety program, including operational, industrial, occupational, sports and recreation, and traffic safety. This division has oversight responsibility for the safety risk management program efforts for the DAF mishap prevention program. It oversees integration of safety inspections, assessments, and evaluation policy in conjunction with the Air Force inspector general. The division manages Air and Space Forces safety standards and interprets Department of Labor and industry standards for implementation throughout the DAF. The division conducts evaluations of service-wide occupational safety mishap investigations and provides advice to investigators in the field through their parent Major and Field Commands. The division is responsible for the development and content of formal occupational safety-related training courses for supervisors and safety professionals. It develops and oversees occupational safety policy, programs, and procedures to provide a safe work environment and enhance the safety of Airmen and Guardians while off duty to help maintain combat capability and readiness. It is the Air Force office of responsibility for all OSHA-related guidance and processes for dealing with the Department of Labor in regard to inspections, investigations, and recordkeeping.

Human Performance Division. The Human Performance Division supports the DAF safety mission to safeguard Airmen and Guardians, protect resources and preserve combat capability by addressing the number one cause of Air and Space Forces mishaps: human error. The division includes experts from medicine, physiology, psychology, aircraft operations, and aircraft maintenance. These experts help investigators examine how human behavior contributes to mishap risks and causes. They further analyze mishap data and provide policy recommendations to commanders. The division administers the Air Force Combined Mishap Reduction System (AFCMRS) survey and can provide commanders an Organizational Safety Assessment (OSA). The division trains DAF safety professionals in human factors principles and in the DoD Human Factors Analysis and Classification System. The Human Performance Division is home to the fellowship training programs for physiologists and aviation psychologists.

Weapons Safety Division. The Weapons Safety Division establishes and defines Air Force nuclear surety and safety policy for the development and operational use of all nuclear, conventional, and directed energy (DE) weapons systems. The division oversees the Air Force Nuclear Weapons Surety Program, delegated from the Secretary of the Air Force and Chief of Staff of the Air Force. The division provides nuclear, conventional and DE weapons systems safety design certification, Hazard of Electromagnetic Radiation to Ordnance certification, Air Force explosives safety standards, explosive siting reviews, weapons safety consultation and Federal Department of Agriculture waivers for DE systems. The division ensures application of corrective actions and mishap inclusion to the AFSAS for weapon-related mishaps. The division also performs radiation safety oversight, explosives hazard classifications, mishap prevention programs, mishap investigation, and staff assistance in its areas of responsibility. The division leadership chairs several multi-agency boards performing safety oversight for all nuclear, conventional, and DE (laser and radio- frequency) weapons.

Training and Force Development Division. The Training and Force Development Division serves as the foundation of excellence in ensuring the continuous professional development of all personnel assigned to safety staffs and/or supporting safety throughout the Air and Space Forces. The program

develops, teaches, and manages the requisite safety education and training to enhance safety knowledge, skills, and abilities that enhance aerospace power by eliminating mishaps through proactive hazard identification and risk management. The education and training encompass all safety disciplines: aviation, occupational, weapons, space and missiles; ensuring mission-ready capabilities are preserved for the Air and Space Forces and is delivered to approximately 2,000 students through 11 professional courses in 70 sessions, ranging from three days to seven weeks. The program ensures current and future mishap prevention requirements and opportunities are addressed by providing interactive education and training through on-site classroom course offerings, web-based course offerings, and distance learning courses. The division chief also serves as the safety civilian career field manager, establishing policy and serving as the day-to-day advocate for issues and concerns.

Personnel and Resource Division. The Personnel and Resource Division is responsible for complex managerial services for the center including all personnel, manpower, program management, knowledge operations, and facilities management, as well as planning, programming, budget, and execution. The Personnel and Resource Division provides support to the Chief of Safety and the entire Air Force Safety Center. It is the backbone for mission and infrastructure support to ensure continuity and efficiency across the enterprise.

Office of the Staff Judge Advocate. The Office of the Staff Judge Advocate provides legal advice and general counsel on all aspects of Air and Space Forces mishap prevention programs and safety investigations. The office ensures proper controls are maintained on safety reports and privileged information. It also provides effective coordination on legal and safety issues with the DoD, other federal agencies, and international safety programs. The office maintains the Air Force Safety Center records library, ensuring efficient and timely retrieval of safety investigation reports for review and analysis. In addition, it responds to requests for safety information under the Freedom of Information Act, congressional requests, and other functional requests.

Public Affairs Division. The Public Affairs Division supports the Chief of Safety’s communication program by providing service members and the general public timely and accurate information to raise awareness and improve understanding of the Air Force Safety Center mission and its role in mishap prevention, and to promote mishap prevention DAF-wide. The division manages the center’s public website and social media programs; generates news releases, photos, and video products for DAF-wide distribution; and engages with the news media to ensure the accurate reporting of safety programs and mishap prevention efforts.

Section 17F—Risk Management

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 17—EMERGENCY MANAGEMENT AND CBRN DEFENSE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 17F—Risk Management	B	B	C	C	D

17.19. Risk Management Decision-Making Process

Risk management, as defined by DAF Pamphlet 90-803, *Risk Management* (RM) Guidelines and Tools, is "the systematic process of identifying hazards, assessing risk, making control decisions, implementing control decisions and supervising/reviewing the activity for effectiveness." Risk management enables commanders, functional managers, supervisors, and individuals to maximize capabilities while limiting risks through a simple, systematic process for all personnel and functions in both on- and off-duty situations. Appropriate use of risk management increases an organization's and individual's ability to safely and effectively accomplish their mission while preserving lives and resources.

Safety Training. One of the greatest influences of successful mission accomplishment, and a key aspect of risk management, is a highly trained workforce that recognizes the importance of safety precautions and procedures and adheres to standards incorporating the basic elements of risk management. Safety training may be integrated into task performance training or conducted separately.

Job Safety Analysis. A job safety analysis is used to evaluate each work task not governed by a technical order or other definitive guidance and when a new work task or process is introduced into the workplace. Supervisors are responsible for training, establishing work methods and job instructions, assigning jobs, and supervising personnel. Before any operation begins and any safety training can take place, supervisors must determine where people may be injured, or equipment may be damaged. They are in the best position to identify hazards, assess risks associated with those hazards, and correct unsafe work practices or safety deficiencies that would impede mission success.

17.20. Risk Management Principles

Four principles govern all actions associated with risk management. These principles are the cornerstones of effective risk management and are applicable 24-hours a day, 7-days a week, 365-days a year by all personnel, for all on- and off-duty activities.

Accept No Unnecessary Risk. All DAF missions and daily routines involve risk. However, unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. The most logical choices or actions are those that meet all mission requirements while exposing personnel and resources to the lowest acceptable risk possible. With this in mind, we cannot and should not be completely risk averse. Even high-risk endeavors may be undertaken when there is a well-founded basis to believe that the sum of the benefits exceeds the sum of the costs. Balancing benefits and costs are a subjective process and tied intimately with the factors affecting the mission or activity. Personnel with prior knowledge and experience of a mission or activity must be engaged whenever possible in making risk decisions to ensure a proper balance is achieved.

Make Risk Decisions at the Appropriate Level. Although anyone can make a risk decision that impacts their personal well-being, some risk acceptance decisions must be made by an appropriate decision-making authority to effectively allocate resources and implement controls to mitigate or eliminate risks associated with an activity. Making risk decisions at the appropriate level also establishes clear accountability. Leaders and individuals must be aware of how much risk they can accept and when to elevate risk management decisions to a higher level. Those accountable for the

success or failure of a mission or activity must be fully engaged in the risk decision process.

Integrate Risk Management into Operations and Planning at All Levels. Integrate risk management into planning at all levels and as early as possible. This provides the greatest opportunity to make informed risk decisions and implement effective risk controls. To effectively apply risk management, commanders, supervisors, and personnel must dedicate time and resources to integrate risk management principles into planning, operational processes, and day-to-day activities. Risk assessments of operations and activities are most successful when incorporated deliberately in the normal sequence of events (the pre-planning of a mission or activity) by individuals directly involved in the event, and not as a last minute or add-on process. Risk management planning, even in a time-constrained environment, is better than no planning at all.

Apply the Risk Management Process Cyclically and Continuously. Risk management is a continuous process applied across the full spectrum of military training and operations, base operations functions, and day-to-day activities and events both on- and off-duty. This cyclic process is used to continuously identify and assess hazards, develop, and implement controls, evaluate outcomes, and provide feedback to our Airmen and Guardians to save lives and preserve combat resources.

17.21. Risk Management Levels

The principles, goals, and fundamental concepts of risk management highlight the universal application of risk management both on- and off-duty. There are two primary levels of risk management: deliberate and real-time. Deliberate and real-time risk management are interrelated when making risk management decisions. They are separated only at the point where planning transitions to execution of the mission or activity. A strong, effective risk management process involves careful deliberative planning coupled with effective real-time risk management. This dual approach ensures comprehensive risk mitigation and the likelihood of mission or activity success.

Deliberate Risk Management. Deliberate risk management may involve the full, formal application of the complete five-step risk management process, ranging from thorough hazard identification, detailed data research, diagram and analysis tools, formal testing, and long-term tracking of the risks associated with an operation, activity, or system. Deliberate risk management may simply involve normal day-to-day operations or activity planning that utilize the same five- step risk management process but require less time and resources to complete.

In-Depth Risk Management Planning. Another aspect of deliberate risk management that is generally associated with strategic-level planning is referred to as in-depth risk management planning. It is reserved for complex operations and systems, as well as high priority and high visibility situations or circumstances in which hazards are not well understood or easily predictable. In-depth risk management is normally implemented well in advance of a planned system, mission, event, or activity, and is normally reserved for more complex and risky efforts, such as large troop movements, airshow planning, or tactics and training curricula development.

17.22. Five-Step Risk Management Process

Risk management is a continuous, systematic decision process consisting of five steps primarily associated with deliberate risk management planning that forms the basis for real-time risk management process considerations. The following is a brief description of the Five-Step Risk Management Process and is illustrated in **Figure 17.1.**:

Step 1. Identify the Hazards. Step 1 of the Five-Step Risk Management Process is to identify the hazards. Identifying the hazards involves application of appropriate hazard identification techniques to identify hazards associated with the operation or activity. Hazards can be defined as any real or potential condition that can cause mission degradation, injury, illness, death to personnel, or damage to loss of equipment or property. Implementing Step 1 includes (1) reviewing current and planned operations and tasks associated with the mission or activity, (2) identifying and listing hazards and factors that may lead to dangers and risks associated with the operation or activity, and (3) listing the causes associated with each identified hazard and trying to identify the root cause against which to apply risk management strategies.



Figure 17.1. 5-Step Risk Management Process

Step 2. Assess the Hazards. Step 2 of the Five-Step Risk Management Process is to assess the hazards. Assessing the hazards involves the application of quantitative or qualitative measures to determine the probability and severity of negative effects that may result from exposure to risks or hazards and directly affect mission or activity success. Implementing Step 2 includes: (1) evaluating the time, proximity, volume, or repetition involved to determine the level of exposure to hazards; (2) determining severity of the hazard in terms of potential impact on personnel, equipment, or mission/activity; (3) determining the probability that the hazard will cause a negative event of the severity assessed above (probability may be determined through estimates or actual numbers); and (4) determining the level of risk associated with the hazard as related to severity and probability.

Associated with Step 2 of the Five-Step Risk Management Process is a risk assessment matrix that can be used to form a risk assessment for each hazard by combining the probability of occurrence with severity. Risk levels will vary from "extremely high" as associated with frequent exposure and catastrophic effects to "low" as associated with unlikely exposure and negligible effects. A complete and in-depth description of the risk assessment matrix can be found in DAFPAM 90-803, *Risk Management (RM) Guidelines and Tools*.

Step 3. Develop Controls and Make Decisions. Step 3 of the Five-Step Risk Management Process is to develop controls and make decisions. This step involves the development and selection of specific strategies and controls that reduce or eliminate risk. Effective mitigation measures reduce one of the three components (probability, severity, or exposure) of risk. There is no "cookie-cutter" approach or specific standard for establishing levels of risk management decision authority across the DAF. The higher the risk, the higher the decision level needs to be to ensure an appropriate analysis of overall costs to benefits has been carefully weighed. It is critical that leaders and decision-makers ensure the levels of decision authority are aligned appropriately for mission requirements and experience levels of the personnel conducting operations/activities under their responsibility.

Implementing Step 3 includes: (1) starting with the highest-risk hazards as assessed in Step 2, and identifying as many risk control options for each hazard as possible that can effectively eliminate, avoid, or reduce the risk to an acceptable level; (2) determining the effect of each control on the risk(s) associated with the hazard; (3) prioritizing risk controls for each hazard that will reduce the risk to an acceptable level within mission objectives, and optimize use of available resources (manpower,

materiel, equipment, funding, and time); (4) selecting those risk controls that will reduce the risk to an acceptable level consistent with mission or activity objectives and optimum use of available resources; and (5) analyzing the level of risk for the operation or activity with the proposed controls in place, and determining if the benefits now exceed the level of risk the operation or activity presents.

Step 4. Implement Controls. Step 4 of the Five-Step Risk Management Process is to implement controls. Once control measures have been selected, an implementation strategy must be developed and carried out. The strategy must identify who, what, when, where, and how much cost is associated with the control measure. For mission-related controls, accountability must be emphasized across all levels of leadership and personnel associated with the action so there is a clear understanding of the risks and responsibilities of commanders and subordinates alike. There must always be accountability for acceptance of risk regardless of circumstances. Implementing Step 4 includes: (1) providing a roadmap for implementation, a vision of the end state, and a description of successful implementation; (2) establishing accountability for making the decision and determining who is responsible at the unit or execution level for implementation of the risk control; and (3) providing the personnel and resources necessary to implement the control measures. Incorporate sustainability from the beginning and be sure to deploy the control measure along with a feedback mechanism that will provide information on whether the control measure is achieving the intended purpose.

Step 5. Supervise and Evaluate. Step 5 of the Five-Step Risk Management Process is to supervise and evaluate. Leaders and supervisors at every level must fulfill their respective roles to ensure controls are sustained over time. Implementing Step 5 includes: (1) supervising and monitoring the operation or activity, and (2) reviewing and evaluating to ensure risk and cost are in balance. Significant changes in the system are recognized, and appropriate risk management controls are reapplied, as necessary, to control the risks. Effective review and evaluation will also identify whether actual costs are in line with expectations and how the controls have affected mission performance (good or bad). **Note:** When risk analysis contains errors, it is important for those errors to be identified and corrected. Also, after-action reports, surveys, and in-progress reviews are excellent tools for measurements. A feedback system must be established to ensure that the corrective or preventative action taken was effective and that any newly discovered hazards identified are analyzed and subsequent corrective action taken.

17.23. Real-Time RM

Real-Time Risk Management is a less formal risk assessment using basic RM process steps to identify and mitigate hazards in a new or changing situation. Although Real-Time Risk Management is founded on the 5-Step RM Process, streamlining the steps is essential in situations where risk decisions need to be made quickly and in Real-Time.

Identifying and Assessing Hazards. Identifying and assessing hazards in a time-critical environment typically occurs when a planned activity is already underway or when the complexity or perception of overall risk is low. Effective identification and assessment requires the key elements of hazard and risk identification and understanding the negative effects associated with those hazards and risks. It is essential for individuals to seriously consider the activity or action in which they are about to engage and choose appropriate mitigation strategies to address the hazards they identify. In Real-Time Risk Management, a complete assessment of the situation requires three stages of situational awareness in a relatively short time: (a) Perception of what is happening, (b) Integration of information and goals, and (c) Projection into the future. Unlike Deliberate RM, where there is ample time to assess potential situations, it is an individual's ability to discern the situation and apply available resources quickly and effectively that can mean the difference between success or failure.

Developing Controls. After assessing the situation, personnel must consider all available controls

(resources) to facilitate mission or activity success and how to manage them effectively. Controls and resources can vary in scope and availability from situation to situation. The better prepared individuals are prior to an activity, the more likely they will have more controls and resources available to create multiple redundancies or "blocks" to effectively eliminate or mitigate potential risks in real-time. Examples include having a good understanding of the situation, being properly trained, wearing correct personal protective equipment, knowing personal limitations, and having a "Wingman" to support their effort(s). Each of these controls and resources serves as a layer of protection and enhances a decision maker's ability to effectively balance risk versus reward through proper preparation and understanding of the situation and options. When making these considerations it is also essential that Airmen and Guardians communicate with their team and leadership to ensure all options and resources are effectively utilized in making a sound yet timely risk decision.

Communicating. Communication can take various forms such as real-time communication with leadership to discuss problems and intentions, internal team and crew communication can address real-time hazards and mitigation options, or an individual internalizing their current situation and taking time to evaluate if they are heading down the right path. This action assumes individuals or teams carefully consider options and controls available to them in real-time situations. They should be aware of how perception and communication skills change in unanticipated and changing environments.

Perception and communication skills are adversely affected as individuals become increasingly stressed and lose situational awareness. Feeling undue pressure to succeed or to continue with a plan when anticipated conditions require "mid-stream" changes can have similar effects on individuals or team members as they try to compensate. In these high stress situations, communication skills diminish as individuals channelize attention and lose awareness of the overall situation. They can experience tunnel vision and be unable to multitask effectively to deal with the changing circumstances.

Understanding this, individuals and teams thrust into these situations can better prepare, anticipate, and identify if they or others are losing situational awareness and make corrections. This awareness enables individuals to more effectively communicate with teammates and leadership in Real-Time situations. It allows them to take a step back and reevaluate options.

Asking questions such as: "Who needs to know about the situation?" "Who can help or assist?" "Who can provide back-up?" or "Can this be done differently" are just a few examples of the considerations that must be made prior to implementing a mitigation strategy in Real-Time.

Making Decisions. Unlike the deliberative RM level where an implementation strategy is carefully developed and carried out through identification of the who, what, when, where and cost associated with the control prior to an activity, Real-Time Risk Management relies on the individual or small group taking immediate or near immediate action to mitigate risk(s) in Real- Time. This aspect alone can make Real-Time Risk Management decisions riskier than deliberate RM decisions. Individuals must realize this and make every effort to deliberately weigh risk decisions before taking action to ensure they are selecting the best course of action.

Implementing Controls. Sometimes the original plan must be modified or changed to account for unforeseen issues in order to assure success. Although minor changes or modifications to a plan or strategy may be easily implemented, others may require higher authority (if available) to properly weigh the risk and determine the best course of action. Accountability under these circumstances rests solely with the individual(s) involved in the activity. It is their responsibility to fully understand the scope and limits of their Go/No-Go decision and act accordingly.

As such, the acceptance of risk and associated consequences needs to be taken seriously with the understanding that any adverse outcome from a selected course of action may not only affect the individual, but greatly impact family, friends, coworkers, and the individual's ability to contribute to

the DAF mission.

The goal for any mission or activity is to operate safely and achieve success. However, all Airmen and Guardians must consider the possibility of abandoning the mission or activity if the situation appears too risky or too costly to continue. Particularly when there are no reasonable options or strategies to change or alter the circumstances in the time remaining to conduct the mission or activity.

Supervising and Evaluating. It is essential that both leadership and personnel involved in a mission or activity ensure that the feedback loop or “Evaluate” aspect of the RM process is performed. This vital process step ensures individuals follow through and complete the 5-Step process by identifying what worked, what did not work, and ensures documented lessons learned are disseminated. Debriefs will improve performance, mitigate risks in future activities, and are essential in completing the RM 5-Step process. Asking questions such as: “Was our assessment accurate?” “Were we lucky?” “How well did we use the controls and resources?” “Was the communication effective?” and “What can we do to improve the events in the future?” are a few examples of questions that leaders, crews and teams, and individuals can ask in debriefs to ensure future activities are improved and risks are reduced.

Knock-it-off and Timeout Concepts. Integral to Real-Time Risk Management are the concepts of "Knock-it-off" and "Timeout" during an ongoing operation or activity. These concepts are essential to ensuring that all personnel have a voice in any situation to identify concerns or to inform others of a developing hazardous situation. Verbalizing either of these terms sends a message to those involved in a specific action to stop, take a moment to reset, and reevaluate the current situation. The terms should be integrated as an essential part of all on- and off-duty operations and activities. Key aspects of these two terms include:

All Airmen and Guardians (regardless of rank or position) are empowered to use these terms without any fear of repercussions.

When either term is used, all current actions are immediately halted, and the situation is stabilized to a safe position in order to evaluate what the specific concern is; this is nonnegotiable and cannot be overridden by command authority.

After the Knock-it-off or Timeout call, a clear determination is made whether the current action may be continued safely, requires change, or must be terminated based upon the perceived concern(s) or hazard(s).

The alerts provided by the use of those terms do not prevent actions from continuing, once safety and risk concerns are addressed, but provide all personnel with an avenue to effectively mitigate risk through immediate intervention in any evolving operation or activity.

Chapter 18 SECURITY

Section 18A—Integrated Defense

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18A—Integrated Defense	B	B	C	C	D

18.1. Maintain the Advantage

The purpose of security is to never permit the enemy to acquire an unexpected advantage. The lethal consequences of enemy attack make the security of friendly forces a paramount concern. Security applies to all members of the Air Force at all times, such is the multiplicity of security with regard to the Air Force mission and the protection of all resources. Integrated defense does not stand alone to protect personnel and resources; planners create an effective security program by coordinating with other DoW and DAF programs. Furthermore, the protection and defense of air bases requires the coordinated effort of emergency management, antiterrorism, and other mission support function forces under the mission assurance umbrella. This coordinated planning provides a seamless progression of mission assurance programs and completes the installation's defense in-depth picture.

18.2. Integrated Defense Program

The Air Force Integrated Defense Program is the integration of multidisciplinary active and passive, offensive, and defensive capabilities, employed to mitigate potential risks and defeat adversary threats to Air Force operations. The goal of integrated defense is to neutralize security threats within the base boundary and the base security zone to ensure unhindered Air Force operations. Threat actors include, but are not limited to terrorists, insiders, criminals, foreign intelligence, and security services. Potential hazards to an installation include, but are not limited to

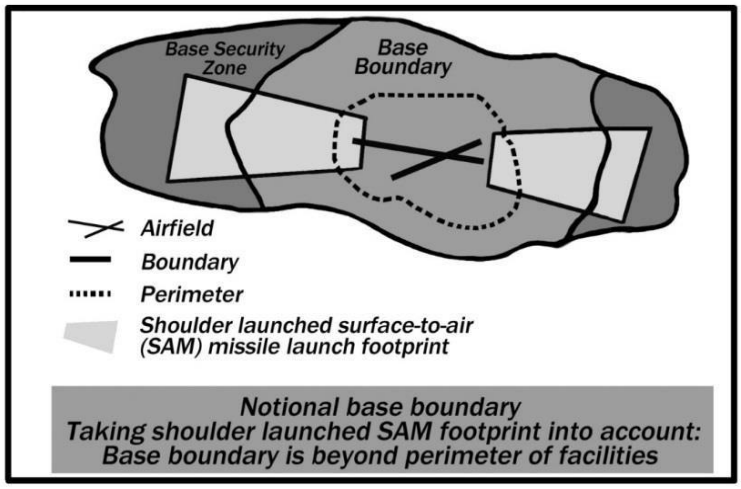


Figure 18.1. Base Boundary Configuration

chemical, biological, radiological, nuclear-high yield explosive attacks; natural and man-made disasters; major accidents; and accidental or deliberate release of hazardous materials, toxic industrial materials, or chemicals. Integrated defense is an "All Airmen" program. The teaming of integrated defense forces creates a united, seamless defense, stronger than the defensive efforts of individuals or individual units. This effort ensures all Airmen are trained to defend themselves and integrate into defense operations while in garrison or deployed. For additional information on integrated defense, refer to AFPD 31-1, *Integrated Defense*.

Base Perimeter. The physical boundary of the installation.

Base Boundary. JP 3-10, *Joint Security Operations in Theater*, defines the base boundary as a line that delineates the surface area of a base for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas. The base boundary should be established with consideration for mission, enemy, terrain and weather, time, troops available, and civil considerations (METT-TC), specifically balancing the need of the integrated defense forces to control key terrain with the ability to accomplish the mission. Boundaries may not necessarily coincide with

the fenced perimeter, property lines, or legal boundaries.

Base Security Zone. The base security zone is a Air Force unique concept and term to be used intra-service only. The Air Force uses the planning term base security zone to describe the area of concern around an air base and to support the establishment and adjustment of the base boundary. The base security zone is the area outside the base perimeter from which the base may be vulnerable from standoff weapons (mortars, rockets, and man portable air defense systems) and waterborne threats. The installation commander should identify and arrange to have the base security zone recognized as the base boundary. If the base boundary does not include all of the terrain of the base security zone, the installation commander is responsible for either mitigating (through coordination with local, state, federal agencies, or the host nation or area commander) or accepting the risks of enemy attack from the terrain outside the base boundary. **Figure 18.1.** is provided to show an example of a base perimeter, base boundary, and base security zone configuration.

18.3. Integrated Defense Effects

Commanders execute integrated defense with the objective of achieving nine desired effects based on the risk management process. Those effects are briefly described here.

Anticipate. Anticipate threat intentions and actions (intelligence preparation of the operational environment or crime trend analysis).

Deter. Deter threat activity through active community policing, boundary and internal circulation control, controlled area marking, and prudent physical security measures.

Detect. Detect threats through the use of lighting, intrusion detection systems/early warning systems, and closed-circuit television, etc.

Assess. Assess to identify friend or foe using cameras, posted sentries, response forces, and intrusion detection systems, etc.

Warn. Warn friendly forces of adversary activity through systems, such as mass notification, radio, public address, commander’s access channels, voice, hand and arm signals, and cellular telephones, and instant messenger/short message system texting.

Defeat. Defeat threats through appropriate, progressive force application, coordinated security force response, and integration of forces.

Delay. Delay adversaries using a layered application of barriers, obstacles, technology, physical security measures, and forces. Another way to say this is to apply defense-in-depth procedures.

Defend. Defend assets through threat- and effects-based planning that integrates all friendly forces into a single, comprehensive plan by ensuring friendly forces are trained and qualified on arming and use of force. Also, ensure the fighting positions are established where prudent, based on risk analyses.

Recover. Recover from adversarial events by applying effective command and control, and developing and exercising Comprehensive Emergency Management Plan 10-2.

Application of Integrated Defense Desired Effects. Integrated defense desired effects are not randomly applied to an installation; they are deliberately achieved through innovative and reliable tactics, techniques, and procedures based on integrated defense risk management process and analysis. As an example, systematic application of integrated defense to achieve desired effects could involve a situation when it would be preferred to deter a threat; but if that does not succeed, the next ideal effect would be to detect the threat. Once the threat is detected, assessment by forces occurs. Friendly forces are then warned of the threat and attempts are made to defeat or eliminate the threat. If the threat cannot be defeated, it must be delayed. If delay is not possible, defensive measures must be taken to mitigate

the effects of the threat. Recovery actions are then implemented to consolidate and reorganize friendly forces and restore operations.

18.4. Base Defense Operations Center

The base defense operations center is the command and control center for integrated defense operations during routine and emergency operations. The defense force commander will establish a base defense operations center to coordinate and direct, via the operational chain of command, the tactical control of integrated defense forces and supporting capabilities. Central security control, the law enforcement desk, and other security forces control centers will operate under control of the base defense operations center at all locations, to include operations at home station and deployed.

18.5. Integrated Defense Risk Management Process

The integrated defense risk management process provides installation commanders, integrated defense working groups, defense force commanders, and defense planners, the ability to produce effects-based, integrated defense plans by using a standardized model to identify risks and develop risk management strategies. These strategies leverage finite resources against adaptive threats to protect Air Force resources and personnel. The integrated defense risk management process identifies at-risk assets and aids the integrated defense working groups in generating the criticality assessment and the risk assessment products. A risk reduction decision based on a clear understanding of what is important, the estimated threat, and how the asset might be damaged or destroyed, is then developed through a logical process involving asset criticality, threat, and vulnerability assessments.

18.6. Security Protection Levels

Protection Level 1. Protection level 1 (PL1) is assigned to those resources for which the loss, theft, destruction, damage, misuse, or compromise would result in unacceptable mission degradation to the strategic capability of the United States or catastrophic consequences for the nation. PL1 security must result in the greatest possible deterrence against hostile acts. This level of security will provide maximum means to detect and defeat a hostile force before it is able to seize, damage, or destroy resources. PL 1 examples include nuclear weapons in storage mated to a delivery system or in transit; designated command, control, and communications facilities; and aircraft designated to transport the U.S. President.

Protection Level 2. Protection level 2 (PL2) is assigned to resources for which the loss, theft, destruction, damage, misuse, or compromise would result in significant mission degradation to the war fighting capability of the United States. PL2 security must result in significant deterrence against hostile acts. This level of security will ensure a significant probability of detecting and defeating a hostile force before it is able to seize, damage, or destroy resources. PL 2 examples include nonnuclear alert forces; designated space and launch systems; expensive, few in number, or one-of-a-kind systems or facilities; and intelligence-gathering systems.

Protection Level 3. Protection level 3 (PL3) is assigned to resources for which the loss, theft, destruction, damage, misuse, or compromise would result in mission degradation to the United States warfighting capability. PL3 security must result in a reasonable degree of deterrence against hostile acts. This level of security ensures the capability to impede a hostile force and limit damage to resources. PL 3 examples include non-alert resources that can be generated to alert status; selected command, control, and communications facilities, systems, and equipment; and non- launch-critical or non-unique space launch systems.

Protection Level 4. Protection level 4 (PL4) is assigned to operational or mission support resources that directly or indirectly support power projection assets and the war fighting mission for which the loss, theft, destruction, misuse, or compromise would adversely affect mission capability. PL4

resources are secured by containing them in controlled areas with owners or users being responsible for security. Security forces provide response to threats. This level of security must reduce the opportunity for theft of or damage to resources. PL 4 examples include facilities storing Category I, II, or III sensitive conventional arms, ammunition, and explosives; fuels and liquid oxygen storage areas; and Air Force accounting and finance vault areas.

Section 18B—Operations Security

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18B—Operations Security	B	B	C	C	D

18.7. Air Force Operations Security Program

The purpose of operations security is to reduce the vulnerability of Air Force missions by eliminating or reducing successful adversary collection and exploitation of critical information. Operations security uses a cycle to identify, analyze, and control critical information that applies to all activities used to prepare, sustain, or employ forces during all phases of operations. Air Force personnel can be under observation at their peacetime bases and locations, in training or exercises, while moving, or when deployed and conducting combat operations. Air Force units utilize a profiling process to identify vulnerabilities and indicators of their day-to-day activities. With this understanding, operations security program managers and signature managers use the signature management methodology to apply measures or countermeasures to hide, control, or simulate indicators. Operations security signature managers also recommend modifying the day-to-day activities at an installation or organization to create variations in the status quo. Operations security involves attentiveness to:

Identify those actions that can be observed by adversary intelligence systems.

Determine what specific indications could be collected, analyzed, and interpreted to derive critical information in time to be useful to adversaries.

Select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

Operational Effectiveness. Operations security involves a series of analyses to examine the planning, preparation, execution, and post-execution phases of any operation or activity across the entire spectrum of military action and in any operational environment. Operations security analysis provides decision-makers with a means of weighing the risk to their operations. Decision-makers must determine the amount of risk they are willing to accept in particular operational circumstances in the same way as operational risk management allows commanders to assess risk in mission planning. Operational effectiveness is enhanced when commanders and other decision-makers apply operations security from the earliest stages of planning.

Operations Security Principles. Operations security principles must be integrated into operational, support, exercise, acquisition planning, and day-to-day activities to ensure a seamless transition to contingency operations. The operations security cycle consists of the following distinct actions:

Identify critical information.

Analyze threats.

Analyze vulnerabilities.

Assess risk.

Apply appropriate operations security countermeasures.

18.8. Operations Security Indicators

Operations security indicators are friendly, detectable actions and open-source information that can be interpreted or pieced together by an adversary to derive critical information. The five basic characteristics of operations security indicators that make them potentially valuable to an adversary are briefly described here.

Signatures. Signatures are observable activities and operational trends that reveal critical information to adversary intelligence collection. Signature management is a systematic approach to identify, prioritize, and manage physical, technical, and administrative indicators of friendly forces' operational profiles that, if ignored, will be exploited by an adversary to achieve an operational advantage over friendly force objectives. Defense of operational profiles is accomplished by implementing measures to deny adversary collection of critical information.

Associations. An association is the relationship of an indicator to other information or activities. The characteristics of the relationship make it identifiable or causes it to stand out.

Profiles. Each functional activity generates its own set of more-or-less unique signatures and associations. The sum of these signatures and associations is the activity's profile. A profiling process is used to map the local operating environment and capture process points that present key signatures and profiles with critical information value.

Contrasts. A contrast is any difference observed between an activity's standard profile and most recent or current actions.

Exposure. Exposure refers to when and for how long an indicator is observed. The longer an indicator is observed, the better chance an adversary can form associations and update the profile of operational activities.

Section 18C—Information Protection

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18C—Information Protection	B	B	C	C	D

18.9. Information Protection Procedures

Information protection is a subset of the Air Force security enterprise and consists of the core security disciplines (personnel, industrial, and information security) used to determine military, civilian, and contractor personnel eligibility to access classified information, ensure the protection of classified information released or disclosed to industry in connection with classified contracts, and protect classified information and Controlled Unclassified Information (CUI) that, if subject to unauthorized disclosure, could reasonably be expected to cause damage to national security.

18.10. Information Security

All personnel in the DAF are responsible for protecting classified information and CUI under their custody and control. DoDM5200.01V1_AFMAN16-1404V1, *Information Security Program: Overview, Classification, and Declassification*, provide the guidance for managing classified information and CUI.

Classified Information. Classified information is designated accordingly to protect national security. There are three levels of classification: Top Secret, Secret, and Confidential. Every individual is responsible for providing the proper safeguards for classified information, reporting security incidents, and understanding the sanctions for noncompliance.

Top Secret. Top Secret shall be applied to information that the unauthorized disclosure of which reasonably could be expected to cause exceptionally grave damage to the national security that the original classification authority is able to identify or describe.

Secret. Secret shall be applied to information that the unauthorized disclosure of which reasonably could be expected to cause serious damage to the national security that the original classification authority is able to identify or describe.

Confidential. Confidential shall be applied to information that the unauthorized disclosure of which reasonably could be expected to cause damage to the national security that the original classification authority is able to identify or describe.

18.11. CUI

CUI is information the government creates or possesses, or that an entity creates or possesses for or on behalf of the government, that a law, regulation, or Government-wide policy requires or permits an agency to handle using safeguarding or dissemination controls. Requirements, controls, and protective measures developed for these materials are found in DoDI 5200.48_AFI 16-1403, *Controlled Unclassified Information*.

Original Classification. Original classification is the initial decision by an original classification authority that an item of information could reasonably be expected to cause identifiable or describable damage to the national security subjected to unauthorized disclosure and requires protection in the interest of national security. Only officials designated in writing may make original classification decisions.

Derivative Classification. Air Force policy is to identify, classify, downgrade, declassify, mark, and protect classified information and records, and to destroy classified records containing classified information, consistent with national policy. CUI will also be protected per national policy. Within the

DoW all cleared personnel are authorized to derivatively classify information, if: 1) they have received initial training before making derivative classification decisions, and 2) they have received refresher training every year. Derivative classification is the incorporating, paraphrasing, restating, or generating classified information in a new form or document. Derivative classifiers must use authorized types of sources for making decisions. One of the most important responsibilities of the derivative classifier is to observe and respect the classification determinations made by an original classification authority.

Marking Classified Information. All classified information shall be clearly identified by marking, designation, or electronic labelling in accordance with DoDM5200.01V2_AFMAN16- 1404V2, *Information Security Program: Marking of Classified Information*. Marking classified information serves to: alert holders to the presence of classified information; identify the information needing protection; indicate the level of classification assigned to the information; provide guidance on downgrading (if any) and declassification; give information on the sources of and reasons for classification; notify holders of special access, control, or safeguarding requirements; and promote information sharing, facilitate judicious use of resources, and simplify management through implementation of uniform and standardized processes.

Specific Markings on Documents. Every classified document must be marked to show the highest classification of information contained within the document. The marking must be conspicuous enough to alert anyone handling the document that the document is classified. Every document will contain the overall classification of the document, banner lines, portion markings indicating the classification level of specific classified information within the document, the classification authority block, date of origin, and downgrading instructions, if any, and declassification instructions. The three most common markings on a classified document are the banner lines, portion markings, and the classification authority block. Refer to DoDM5200.01V2_AFMAN16-1404V2, for additional information and marking illustrations.

Safeguarding Classified Information. Everyone who works with classified information is personally responsible for taking proper precautions to ensure unauthorized persons do not gain access to classified information. Before granting access to classified information, the person must have: (1) security clearance eligibility, (2) a signed Standard Form (SF) 312, Classified Information Non-Disclosure Agreement, and (3) a need-to-know. The individual with authorized possession, knowledge, or control of the information must determine whether the person receiving the information has been granted the appropriate security clearance access by proper authority. An authorized person shall keep classified material removed from storage under constant surveillance. The authorized person must place coversheets on classified documents not in secure storage to prevent unauthorized persons from viewing the information. The following forms will be used to cover classified information outside of storage: SF 703, *Top Secret (Cover Sheet)*, SF 704, *Secret (Cover Sheet)*, and SF 705, *Confidential (Cover Sheet)*.

End-of-Day Security Checks. Use SF 701, *Activity Security Checklist*, to record the end of the day security checks. This form is required for any area where classified information is used or stored. Ensure all vaults, secure rooms, and containers used for storing classified material are checked. Classified information systems should specifically be stored in a General Services Administration approved safe or in buildings or areas cleared for open storage of classified.

18.12. Security Incidents Involving Classified Information

Anyone finding classified material out of proper control must take custody of and safeguard the material and immediately notify their commander, supervisor, or security manager. The terms associated with security incidents are formally defined in DoDM5200.01V3_DAFMAN16-1404V3,

DoD Information Security Program: Protection of Classified Information. The general security incident characteristics are briefly described here.

Infraction. An infraction is a security incident involving failure to comply with requirements (i.e., the provisions of References (d) and (f), this Manual or other applicable security policy) which cannot reasonably be expected to, and does not, result in the loss, of classified records, or in the suspected or actual compromise of classified information. An infraction may be unintentional or inadvertent. While it does not constitute a security violation, if left uncorrected, can lead to security violations or compromises. It requires an inquiry to facilitate immediate corrective action but does not require an in-depth investigation.

Violation. Violations are security incidents that indicate knowing, willful, and negligent for security regulations, and result in, or could be expected to result in the loss of classified records or the compromise of classified information. Security violations require an inquiry and/or investigation

Compromise. A compromise is a security incident (more specifically, a violation) in which there is an unauthorized disclosure of classified information (i.e., disclosure to a person(s) who does not have a valid clearance, authorized access, or a need to know).

Loss. A loss occurs when records containing classified information cannot be physically located or accounted for. This could include classified records/equipment is discovered missing during an audit and which cannot be immediately located.

Data Spills. Classified data spills occur when classified data is introduced either onto an unclassified information system or to an information system with a lower level of classification, or to a system not accredited to process data of that restrictive category. Although it is possible that no unauthorized disclosure occurred, classified data spills are considered and handled as a possible compromise of classified information involving information systems, networks, and computer equipment until the inquiry determines whether an unauthorized disclosure did or did not occur.

Information in the Public Media. If classified information appears in the public media, including on public Internet sites, or if approached by a representative of the media, DoD personnel shall be careful not to make any statement or comment that confirms the accuracy of or verifies the information requiring protection. Report the matter as instructed by the appropriate DoD Component guidance, but do not discuss it with anyone who does not, in the case of classified information, have an appropriate security clearance and need to know.

18.13. Industrial Security

Air Force policy is to identify, in classified contracts, specific information and sensitive resources that must be protected against compromise or loss while entrusted to industry. Security policies, requirements, and procedures are applicable to Air Force personnel and on-base DoW contractors performing services under the terms of a properly executed contract and associated security agreement or similar document, as determined by the installation commander.

18.14. Personnel Security

The Personnel Security Program entails policies and procedures that ensure military, civilian, and contractor personnel who access classified information or occupy a sensitive position are consistent with interests of national security. For most personnel, this involves procedures for obtaining proper security clearances required for performing official duties. It involves the investigation process, adjudication (approval) for eligibility, and the continuous evaluation for maintaining eligibility. Commanders and supervisors must continually observe and evaluate their subordinates with respect to these criteria and immediately report any unfavorable conduct or conditions that might bear on the

subordinates' trustworthiness and eligibility to occupy a sensitive position or have eligibility to classified information.

Adjudicative Guidelines. The DoW Central Adjudication Facility is the designated authority to grant, deny, and revoke security clearance eligibility using the DoW 13 adjudicative guidelines, while applying the whole person concept and mitigating factors. Individuals are granted due process and may appeal if the security clearance eligibility is denied or revoked. For additional details, refer to the DoDM 5200.02_DAFMAN 16-1405, Department of the *Air Force Personnel Security Program*. The 13 Adjudicative Guidelines include:

Allegiance to the United States
Foreign Influence
Foreign Preference
Sexual Behavior
Personal Conduct
Financial Considerations
Alcohol Consumption
Drug Involvement
Psychological Conditions
Criminal Conduct
Handling Protected Information
Outside Activities
Use of Information Technology

Section 18D—Information Access, Cyber Security, and Mobility

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18D—Information Access, Cyber Security, and Mobility	B	B	C	C	C

18.15. The Privacy Act

The Privacy Act of 1974 (as amended) establishes a code of fair information practices that govern the collection, maintenance, use, and dissemination of personal information about individuals that is maintained in a system of records by federal agencies. The Privacy Act provides individuals with a means by which to seek access to and amend their records and sets forth agency recordkeeping requirements.

Disclosure of Information. Privacy Act rights are personal to the individual who is the subject of the record and cannot be asserted derivatively by others. The Privacy Act prohibits the disclosure of information from a system of records without the written consent of the subject individual. Individuals have the right to request access or amendment to their records in a system. The parent of any minor, or the legal guardian of an incompetent, may act on behalf of that individual.

Collection of Information. The Privacy Act limits the collection of information to what the law or executive orders authorize. System of records notices must be published in the federal register allowing the public a 30-day comment period. Such collection must not conflict with the rights guaranteed by the First Amendment to the U.S. Constitution. A Privacy Act statement must be given when individuals are asked to provide personal information about themselves for collection in a system of records.

System of Records Maintenance. Privacy Act system of records is a group of any records under the control of any agency from which information is retrieved by the individual's name, number, or unique identifier. **Note:** DoW personnel may disclose records to other offices in the DoW when there is "an official need to know" and to other federal government agencies or individuals when a discloser of record is a "routine use" published in the system of records notices or as authorized by a Privacy Act exception. In addition, information may be released for a disclosed specified purpose with the subject's consent. The office of primary responsibility of the data should keep an account of all information they've released.

Personally Identifiable Information. Personally identifiable information in a system of records must be safeguarded to ensure "an official need to know" access of the records and to avoid actions that could result in harm, embarrassment, or unfairness to the individual. The Office of Management and Budget defines a personally identifiable information breach as, "A loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic." For further information, definitions, exemptions, exceptions, or responsibilities and procedures for safeguarding and reporting of personally identifiable information breaches, refer to AFI 33-332, *Air Force Privacy and Civil Liberties Program*.

18.16. Freedom of Information Act

The Freedom of Information Act provides access to federal agency records (or parts of these records) except those protected from release by specific exemptions. Freedom of Information Act requests are written requests that cite or imply the Freedom of Information Act. The law establishes rigid time limits for replying to requesters and permits assessing fees in certain instances. The Freedom of Information Act imposes mandatory time limits of 20 workdays to either deny the request or release the requested records. The law permits an additional 10-workday extension in the event that specific unusual

circumstances exist. **Note:** Denials require notification of appeal rights. Requesters can file an appeal or litigate. Refer to DoDM 5400.07-R_AFMAN 33-302 for specific policy and procedures on the Freedom of Information Act and for guidance on disclosing records to the public.

18.17. Cybersecurity

Cybersecurity is defined as the prevention of damage to, protection of, and restoration of computers, electronic communications systems, wire communication, and electronic communication, including information contained therein, to ensure its availability, integrity, authentication, confidentiality, and nonrepudiation. Cybersecurity disciplines include Air Force Risk Management Framework, IT controls/countermeasures, communications security, TEMPEST (formerly known as emissions security), AF Assessment and Authorization (formerly known as Certification and Accreditation Program), and Cybersecurity Workforce Improvement Program. AFI 17-130, *Cybersecurity Program Management*, describes risk management and cybersecurity as representations of dynamic, multi-disciplinary sets of challenges. Processes and practices must continuously evolve and improve to match the ever- changing threat environment.

Cybersecurity Program Risk Management Strategy. The Air Force's Cybersecurity Program's risk management strategy must ensure that the confidentiality, integrity, and availability of all information owned or held in trust by the Air Force is protected. The program strategy must also be integrated into all key mission and business processes. To ensure operational agility, cybersecurity capabilities will be balanced to include safety, reliability, interoperability, and ease of use, while maximizing performance, as well as promoting transparency and interoperability with Air Force mission partners. All Air Force personnel are required to complete Information Assurance Awareness training prior to system access and annually thereafter.

Five Functions of the Air Force Cybersecurity Program. The Air Force Cybersecurity Program encompasses the five functions briefly described here.

Identify. Develop and maintain the organizational understanding required to manage cybersecurity risk.

Protect. Implement controls to ensure the delivery of mission critical infrastructure services.

Detect. Possess the ability to detect cybersecurity events when they occur.

Respond. Possess the ability to take action regarding detected cybersecurity events.

Recover. Possess the ability to remain operationally resilient and to restore capabilities or services that were impaired due to cybersecurity events.

18.18. Computer Security

Computer security consists of measures and controls that ensure confidentiality, integrity, and availability of information systems assets including hardware, software, firmware, and information being processed, stored, and communicated.

Limited Authorized Personal Use. Government-provided hardware and software are for official use and limited authorized personal use only. Limited personal use must be of reasonable duration and frequency that has been approved by the supervisor and does not adversely affect performance of official duties, overburden systems, or reflect adversely on the DAF or the DoW. Internet-based capabilities include collaborative tools, such as simple notification service, social media, user-generated content, e-mail, instant messaging, and online discussion forums. When accessing internet-based capabilities using federal government resources in an authorized personal or unofficial capacity, individuals shall comply with operations security guidance in AFI 10-701, and must be compliant with

the requirements of *The Joint Ethics Regulation*.

18.19. Information Systems

An information system is a discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information. Information systems also include specialized systems, such as industrial/process controls, telephone switching and private branch systems, and environmental controls. All authorized users must protect information systems against tampering, theft, and loss. Protection occurs by controlling physical access to facilities and data; ensuring user access to information system resources is based upon a favorable background investigation, security clearance, and need to know (for classified); and ensuring protection of applicable unclassified, sensitive, and classified information through encryption, according to the applicable Federal Information Processing Standard (FIPS) Publication 140-2, *Security Requirements for Cryptographic Modules*.

Countermeasures. A countermeasure is any action, device, procedure, or technique that meets or opposes (counters) a threat, vulnerability, or attack by eliminating, preventing, or minimizing damage, or by discovering and reporting the event so corrective action can be taken.

Threats. Every Air Force information system has vulnerabilities and is susceptible to exploitation. Threats to information systems include, but are not limited to, any circumstance or event with the potential to adversely impact any operation or function through an information system via unauthorized access, destruction, disclosure, modification of information, or denial of service. There are three steps involved in protecting information systems from viruses and other forms of malicious logic. These steps include a combination of human and technological countermeasures to ensure the protection is maintained throughout the lifecycle of the information system.

Infection. Infection is the invasion of information system applications, processes, or services by a virus or malware code causing the information system to malfunction.

Detection. Detection is a signature or behavior-based antivirus system that signals when an anomaly caused by a virus or malware occurs.

Reaction. When notified of a virus or malware detection, react by immediately notifying your information system security officer and following local procedures.

18.20. Mobile Computing Devices

Mobile computing devices are information systems, such as portable electronic devices, laptops, smartphones, and other handheld devices that can store data locally and access Air Force managed networks through mobile access capabilities. All wireless systems (including associated peripheral devices, operating systems, applications, network connection methods, and services) must be approved prior to processing DoW information. The information systems security officer will maintain documented approval authority and inventory information on all approved devices. All mobile computing devices not assigned or in use must be secured to prevent tampering or theft. Users of mobile devices will sign a detailed user agreement outlining the responsibilities and restrictions for use.

18.21. Public Computing Facilities or Services

Do not use public computing facilities or services, such as hotel business centers, to process government-owned unclassified, sensitive, or classified information. Public computing facilities or services include any information technology resources not under your private or U.S. Governmental control. Use of e-mail applications, messaging software, or web applications to access web-based government services constitutes a compromise of login credentials and must be reported as a security

incident.

18.22. Communications Security

Communications security refers to measures and controls taken to deny unauthorized persons information derived from information systems of the U.S. Government related to national security and to ensure the authenticity of such information systems. Communications security protection results from applying security measures to communications and information systems generating, handling, storing, processing, or using classified or sensitive information, the loss of which could adversely affect national security interests. Communications security also entails applying physical security measures to communications security information or materials.

Cryptosecurity. Cryptosecurity is a component of communications security resulting from the provision and proper use of technically sound cryptosystems.

Transmission Security. Transmission security is a component of communications security resulting from the application of measures designed to protect transmissions from interception and exploitation by means other than cryptoanalysis. Examples of transmission security measures include using secured communications systems, registered mail, secure telephone and facsimile equipment, manual cryptosystems, call signs, or authentication to transmit classified information.

Physical Security. Physical security is communications security resulting from the use of all physical measures necessary to safeguard communications security material from access by unauthorized persons. Physical security measures include the application of control procedures and physical barriers. Physical security also ensures continued integrity, prevents access by unauthorized persons, and controls the spread of communications security techniques and technology when not in the best interest of the United States and our allies. Common physical security measures include verifying the need to know and clearance of personnel granted access, following proper storage, and handling procedures, accurately accounting for all materials, transporting materials using authorized means, and immediately reporting the loss or possible compromise of materials.

18.23. TEMPEST

TEMPEST, formerly known as emissions security, is protection resulting from all measures taken to deny unauthorized persons information of value that may be derived from the interception and analysis of compromising emanations from cryptographic equipment, information systems, and telecommunications systems. The objective of TEMPEST is to deny access to classified, and in some instances unclassified, information that contains compromising emanations within an inspectable space. The inspectable space is considered the area in which it would be difficult for an adversary with specialized equipment to attempt to intercept compromising emanations without being detected. TEMPEST countermeasures, such as classified and unclassified equipment separation, shielding, and grounding, are implemented to reduce the risk of compromising emanations.

Section 18E—Antiterrorism

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 18—SECURITY	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 18E—Antiterrorism	B	B	C	C	D

18.24. Antiterrorism Efforts

The Air Force seeks to deter or limit the effects of terrorist acts by giving guidance on collecting and disseminating timely threat information, providing training to all Air Force members, developing comprehensive plans to deter and counter terrorist incidents, allocating funds and personnel, and implementing antiterrorism measures.

HAF. At the strategic level, the Deputy Chief of Staff for Intelligence, Surveillance Reconnaissance, and Cyber Effects Operations (HAF/A2/6) and the Director for Intelligence, Surveillance, Reconnaissance, and Operations, are responsible for ensuring the timely collection processing, analysis, production, and dissemination of foreign intelligence, current intelligence, and national-level intelligence information concerning terrorist activities, terrorist organizations, and force protection issues.

The Air Force Office of Special Investigations. Air Force Office of Special Investigations (AFOSI) is the lead Air Force agency for collection, investigation, analysis, and response for threats arising from terrorists, criminal activity, foreign intelligence, and security services. AFOSI is primarily focused on countering adversary intelligence collection activities against U.S. Armed Forces and will act as the Air Force single point of contact with federal, state, local, and foreign nation law enforcement, counterintelligence, and security agencies.

Commanders. Commanders at all levels who understand the threat can assess their ability to prevent, survive, and prepare to respond to an attack. A terrorism threat assessment requires the identification of a full range of known or estimated terrorist threat capabilities (including the use or threat of use of chemical, biological, radiological, nuclear, or high-yield explosives and weapons of mass destruction). In addition to tasking appropriate agencies to collect information, commanders at all levels should encourage personnel under their command to report information on individuals, events, or situations that could pose a threat to the security of DoW personnel, families, facilities, and resources.

Antiterrorism Training. At least annually, commanders conduct comprehensive field and staff training to exercise antiterrorism plans, to include antiterrorism physical security measures, continuity of operations, critical asset risk management, and emergency management plans. Antiterrorism training should include terrorism scenarios specific to the location and be based on current enemy tactics, techniques, procedures, and lessons learned. Additionally, the current baseline through force protection condition ‘Charlie’ measures shall be exercised annually at installations and self-supported separate facilities.

Random Antiterrorism Measures Program

Installation commanders shall develop and implement a random antiterrorism measures program that will include all units on the installation. The intent of the program is to provide random, multiple security measures that consistently change the look of an installation’s antiterrorism program.

Random antiterrorism measures introduce uncertainty to an installation’s overall force protection program to defeat surveillance attempts and to make random antiterrorism measures difficult for a terrorist to accurately predict our actions. The program shall be included in antiterrorism plans and tie directly with all force protection conditions, including force protection condition ‘normal’, to ensure continuity and standardization, should threats require Air Force-wide implementation. Times for

implementation, location, and duration of random antiterrorism measures shall be regularly changed to avoid predictability. Execution of random antiterrorism measures shall be broad based and involve all units and personnel.

18.25. Ground Transportation Security

Criminal and terrorist acts against individuals usually occur outside the home and after the victim's habits have been established. Your most predictable habit is the route you travel on a regular basis. Always check for fingerprints, smudges, or tampering of the interior and exterior of your vehicle, including the tires and trunk. If you detect something out of the ordinary, do not touch anything. Immediately contact the local authorities. When overseas, travel with a companion. Select a plain car and avoid using government vehicles, when possible. Do not openly display military equipment or decals with military affiliations. Keep doors locked at all times. Do not let someone you do not know direct you to a specific taxi. Ensure taxis are licensed and have safety equipment (seat belts at a minimum). Ensure that the face of the taxi driver and the picture on the license are the same.

18.26. Commercial Air Transportation Security Overseas

Before traveling overseas, consult the Foreign Clearance Guide to ensure you meet all requirements for travel to a particular country. Get the required 'area of responsibility' threat briefing from your security officer, antiterrorism officers, or the appropriate counterintelligence or security organization within three months prior to traveling overseas. Use office symbols on travel documents if the word description denotes a sensitive position. Use military contracted flag carriers. Avoid traveling through high-risk areas. Do not use rank or military address on tickets. Do not discuss military affiliation. Have proper identification to show airline and immigration officials. Do not carry classified documents unless absolutely mission essential. Dress conservatively. Wear clothing that covers military or United States-affiliated tattoos. Carry plain civilian luggage. Do not wear or carry distinct military items.

18.27. Suspicious Packages or Mail

Look for an unusual or unknown place of origin; no return address; excessive amount of postage; abnormal size or shape; protruding strings; aluminum foil; wires; misspelled words; differing return address and postmark; handwritten labels; unusual odor; unusual or unbalanced weight; springiness in the top or bottom; inflexibility; crease marks; discoloration or oily stains; incorrect titles or title with no name; excessive security material; ticking, beeping, or other sounds; or special instruction markings, such as "personal, rush, do not delay, or confidential" on any packages or mail received. Be vigilant for evidence of powder or other contaminants. Never cut tape, strings, or other wrappings on a suspect package. If the package has been moved, place the package in a plastic bag to prevent any leakage of contents. If handling mail suspected of containing chemical or biological contaminants, wash hands thoroughly with soap and water. Report suspicious mail immediately and make a list of personnel who were in the room when the suspicious envelope or package was identified.

18.28. General Antiterrorism Personal Protection

Individual vigilance is integral to the antiterrorism program, whether stateside or overseas. Several actions are provided here to help ensure individual protection.

Dress and behave in a way that does not draw attention.

Be inconspicuous and avoid publicity.

Travel in small groups.

Avoid spontaneous gatherings or demonstrations.

Be unpredictable.

Vary daily routines to/from home and work.

Be alert for anything suspicious or out of place.

Avoid giving unnecessary personal details to anyone unless their identity can be verified.

Be alert to strangers who are on government property for no apparent reason.

Refuse to meet with strangers outside your workplace.

Always advise associates or family members of your destination and anticipated time of arrival.

Report unsolicited contacts to authorities.

Do not open doors to strangers.

Memorize key telephone numbers and dialing instructions.

Be cautious about giving information regarding family travel or security measures.

When overseas, learn and practice a few key phrases in the local language.

18.29. Home and Family Security

Spouses and children should always practice basic precautions for personal security. Familiarize family members with the local terrorist threat and regularly review protective measures and techniques. Ensure family members know what to do in any type of emergency. Several actions are provided here to help ensure home and family security.

Restrict the possession of house keys.

Lock all entrances at night, including the garage.

Keep the house locked, even if you are home.

Destroy all envelopes or other items that show your name, rank, or other personal information.

Remove names and rank from mailboxes.

Watch for unfamiliar vehicles cruising or parked frequently in the area, particularly if one or more occupants remain in the vehicle for extended periods.

Post or preprogram emergency telephone numbers for immediate access. Report all threatening phone calls to security officials and the telephone company, making note of any background noise, accent, nationality, or location.

18.30. Human Intelligence and Counterintelligence

Human intelligence is a category of intelligence derived from information collected and provided by human sources and collectors, and where the human being is the primary collection instrument. Counterintelligence is information gathered and activities conducted to protect against such threats. A few primary human intelligence collection efforts are briefly described here.

Interrogation. Interrogation is the systematic effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person who is in the custody of the forces conducting the questioning. Proper questioning of enemy combatants, enemy prisoners of war, or other detainees by trained and certified DoW interrogators may result in information provided either willingly or unwittingly.

Source Operations. Designated and fully trained military human intelligence collection personnel may develop information through the elicitation of sources, to include: “walk-in” sources who, without solicitation, make the first contact with human intelligence personnel; developed sources who are met

over a period of time and provide information based on operational requirements; unwitting persons with access to sensitive information.

Debriefing. Debriefing is the process of questioning cooperating human sources to satisfy intelligence requirements, consistent with applicable law. The source usually is not in custody and is usually willing to cooperate. Debriefing may be conducted at all echelons and in all operational environments. Through debriefing, face-to-face meetings, conversations, and elicitation, information may be obtained from a variety of human sources.

Document and Media Exploitation. Captured documents and media, when properly processed and exploited, may provide valuable information, such as adversary plans and intentions, force locations, equipment capabilities, and logistical status. The category of "captured documents and media" includes all media capable of storing fixed information, as well as computer storage material. This operation is not a primary human intelligence function but may be conducted by any intelligence personnel with appropriate language support.

Human Intelligence Threat Areas. A few primary threat areas are briefly described here.

Espionage. The act of obtaining, delivering, transmitting, communicating, or receiving information about national defense with intent or reason to believe the information may be used to the injury of the United States or to the advantage of any foreign nation.

Subversion. An act or acts inciting military or civilian personnel of the DoW to violate laws, disobey lawful orders or regulations, or disrupt military activities with the willful intent, thereby to interfere with or impair the loyalty, morale, or discipline of the U.S. Armed Forces.

Sabotage. An act or acts with intent to injure, interfere with, or obstruct the national defense of a country by willfully injuring or destroying, or attempting to injure or destroy, any national defense or war material, premises, or utilities, as well as human and natural resources.

Terrorism. The calculated use of unlawful violence or threat of unlawful violence to inculcate fear intended to coerce or intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.

18.31. Incident Reporting

DAFI 71-101, Volume 4, *Counterintelligence*, requires individuals who have reportable contacts or acquire reportable information, to immediately (within 30 days of the contact) report the contact or information either verbally or in writing to AFOSI. The AFOSI initiates and conducts all counterintelligence investigations, operations, collections, and other related activities for the Air Force. When appropriate, or when overseas, AFOSI coordinates these activities with the Central Intelligence Agency and the Federal Bureau of Investigation. The AFOSI is also the installation-level training agency for counterintelligence awareness briefings and is the sole Air Force repository for the collection and retention of reportable information.

Contact is defined as any exchange of information directed to an individual, including solicited or unsolicited telephone calls, e-mail, radio contact, and face-to-face meetings. Examples include: contact with a foreign diplomatic establishment; a request by anyone for illegal or unauthorized access to classified or unclassified controlled information; personal contact with any individual who suggests that a foreign intelligence or any terrorist organization may have targeted him or her or others for possible intelligence exploitation; or receipt of information indicating military members, civilian employees, or DoW contractors have contemplated, attempted, or effected the deliberate compromise or unauthorized release of classified or unclassified controlled information.

Air Force antiterrorism enlists the eyes and ears of all Air Force military, civilians, contractors, and

dependents. Each installation outlines procedures in their installation antiterrorism plan on how to receive and log suspicious activity reports and suspicious incident reports and pass those reports expeditiously to their servicing AFOSI.

18.32. Protection of the President and Others

As stated in AFI 71-101, Volume 2, *Protective Service Matters*, because of a formal agreement between the DoW and U.S. Secret Service, individuals affiliated with the U.S. Armed Forces have a special obligation to report information regarding the safety and protection of the U.S. President or anyone else under the protection of the U.S. Secret Service. This includes the Vice President, the President- and Vice President-elect, and visiting heads of foreign states or foreign governments. In most cases, former Presidents and their spouses are also afforded lifetime protection of the U.S. Secret Service.

Chapter 19
STANDARDS OF CONDUCT

Section 19A—Way of Life

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 19—STANDARDS OF CONDUCT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 19A—Way of Life	B	B	C	D	D

19.1. Air Force Way of Life

Air Force employees are required to comply with prescribed standards of conduct in all official matters, as well as when off-duty. This means military and civilian Airmen (RegAF, Air Force Reserve, and Air National Guard) are all expected to maintain high standards of honesty, responsibility, and accountability, as well as adhere to the Air Force core values of Integrity First, Service Before Self, and Excellence In All We Do. As Airmen, we are proud of our high standards, adhere to them, and hold our fellow Airmen accountable.

Air Force Standards. The Air Force's mission is critical to national security, global stability, and international relations. Each member has specific responsibilities for accomplishing their part in the mission. AFI 1-1 states that the importance of the Air Force's mission and its inherent responsibility to the nation require its members to adhere to higher standards than those expected in civilian life. While current DoW and Air Force policies provide specific guidance on standards, leaders must ensure members are kept informed of the Air Force standards and take timely and appropriate actions to ensure standards meet the spirit and intent of Air Force policy on proper conduct.

19.2. Air Force Publications Process

The Air Force shall prepare all publications in accordance with DAFI 90-160, *Publications and Forms Management*. This includes, but is not limited to, policy directives, instructions, manuals, mission directives, and operating instructions. Additional guidance regarding the drafting of mission directives and operating instructions found in this guidance memorandum does not apply to mission directives, which are governed by Headquarters Operating Instruction (HOI) 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, or DAFI 38-101, *Manpower and Organization*.

DAF Policy Directive (DAFPD). DAFPDs are orders of the Secretary of the Air Force and contain directive policy statements that guide DAF implementation of DoW issuances or other authorities outside but binding on the Department of Air Force that require Department of Air Force action. They also initiate, govern, delegate authorities/responsibilities, and/or regulate actions within specified areas of responsibility by Department of Air Force activities. DAFPDs are written clearly and concisely and in a manner that an average Air and Space Professional can understand.

DAFIs, AFIs, and Space Force Instructions (SPFIs). DAFIs, AFIs, and SPFIs are orders of the Secretary of the Air Force and are certified and approved at the DAF level. DAFIs, AFIs, and SPFIs generally instruct readers on "what to do," i.e., direct action, ensure compliance to standard actions across the DAF. DAFIs, AFIs, and SPFIs are written clearly and concisely and in a manner that an average Air and Space Professional can understand. DAFIs, AFIs, and SPFIs may be supplemented at any level below the DAF unless otherwise stated in the publication.

DAF Manual DAFMAN, AFMAN or Space Force Manual (SPFMAN). DAFMANs, AFMANs, and SPFMANs are Orders of the Secretary of the Air Force and generally instruct readers on "how to" and may be either: 1) an extension of a DAFI, AFI, or SPFI, providing detailed procedure and additional technical guidance for performing standard tasks, or supporting education and training programs, or 2) an alternative to a DAFI, AFI, or SPFI, if appropriate. DAFMANs, AFMANs, and SPFMANs

intended for use only by Air and Space Professionals who have graduated from special schools (such as flight training, intelligence, or maintenance schools) may include more specialized and technical language.

Publication Series Numbers. Series numbers of publications are organized based on Air Force Specialty Code. **Table 19.1.** is provided here as a quick reference.

1—Air Force Culture	40—Medical Command
10—Operations	41—Health Services
11—Flying Operations	44—Medical
13—Nuclear, Space, Missile, or C2 Operations	46—Nursing
14—Intelligence	47—Dental
15—Weather	48—Aerospace Medicine
16—Operations Support	51—Law
17—Cyberspace Operations	52—Religious Affairs
20—Logistics	60—Standardization
21—Maintenance	61—Scientific Research and Development
23—Materiel Management	62—Developmental Engineering
24—Transportation	63—Acquisition
25—Logistics Staff	64—Contracting
31—Security	65—Financial Management
32—Civil Engineering	71—Special Investigations
33—Communications and Information	84—History
34—Services	90—Special Management
35—Public Affairs	91—Safety
36—Personnel	99—Test and Evaluation
38—Manpower and Organization	

Table 19.1. Publication Series Numbers

Nondirective Publications. Nondirective publications are informational and suggest guidance that may be modified appropriately to fit existing or forecasted circumstances. Complying with publications in this category is expected, but not mandatory. Air Force personnel use these publications as reference aids or guides. Nondirective publications include pamphlets; basic and operational doctrine; tactics, techniques, and procedures documents; directories; handbooks; catalogs; visual aids; and product announcements.

19.3. On Duty Twenty-Four/Seven

As stated in AFI 1-1, the mission must be accomplished, even at great risk and personal sacrifice. Airmen are always subject to duty, including weekends, holidays, and while on leave. Airmen, if so directed by a competent authority, must report for duty at any time, at any location, for as long as necessary. For the mission to succeed, we must always give our best. We must strive to be resilient—physically, mentally, emotionally, and spiritually— and be prepared to meet the challenges inherent to being a member of a fighting force, both in the deployed environment and at home station. Due to the importance of the Air Force mission, the dangers associated with military service, national and international influences, and potential implications relevant to global operations, the Air Force enforces more restrictive rules and elevated standards than those of the civilian community.

General Orders. General Orders are often published to provide clear and concise guidance specifically tailored to maintaining good order and discipline in the deployed setting. Our current operations place us in areas where local laws and customs or mission requirements prohibit or restrict certain activities that are generally permissible in our society. We must respect and abide by these restrictions to preserve relations with our host nation and support military operations with friendly forces. No mission, particularly a combat mission, can succeed without the discipline and resilience produced by strict compliance with these rules. Members who fail to comply with General Orders may face adverse administrative action, non-judicial punishment, or criminal prosecution pursuant to the Uniform Code of Military Justice.

19.4. Responsibility

Air Force standards must be uniformly known, consistently applied, and non-selectively enforced. Accountability is critically important to good order and discipline of the force. Failure to ensure accountability will hinder the trust of the American public, the very people living under the Constitution we swore to support and defend, and who look to us, the members of their nation's Air Force, to embrace and live by the standards that are higher than those in the society we serve. Airmen have a responsibility to learn these standards well enough not only to follow them, but to articulate them clearly to subordinates and enforce proper observation by other members. For additional information on standards of conduct, refer to DoD Directive 5500.07, *Ethics and Standards of Conduct*, *The Joint Ethics Regulation*, and AFI 1-1.

Section 19B—Law of War

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 19—STANDARDS OF CONDUCT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 19B—Law of War	B	B	C	C	D

19.5. Law of War Defined

The law of war, also called the Law of Armed Conflict (LOAC), is defined by the DoW as the treaties and customary international law binding on the United States, that regulate: the resort to armed force; the conduct of hostilities and the protection of war victims in international and non-international armed conflict; belligerent occupation; and the relationships between belligerent, neutral, and non-belligerent states.

Purpose of the Law of War. The law of war arises from civilized nations' humanitarian desire to lessen the effects of conflicts. The law of war protects combatants and noncombatants, including civilians, from unnecessary suffering, and provides fundamental protection for persons who fall into the hands of the enemy, particularly prisoners of war, civilians, and military wounded, sick, and shipwrecked. The law of war aims to keep conflicts from degenerating into savagery and brutality, thereby helping restore peace. The law of war also serves to assist commanders in ensuring the disciplined and efficient use of military force and preserving the professionalism and humanity of combatants.

Law of War Training. DoDD 2311.01, *DoW Law of War Program*, requires each military department to implement effective programs that ensure law of war observance, prevent violations, ensure prompt reporting of alleged violations, and appropriately train all forces. Law of war training is an obligation of the United States under provisions of the 1949 Geneva Conventions, other law of war treaties, and customary international law. Air Force personnel receive law of war training commensurate with their duties and responsibilities. Certain groups, such as aircrews, medical personnel, and security forces, receive specialized training to address unique situations they may encounter.

Law of War Treaty Obligations. Article six of the U.S. Constitution states that treaty obligations of the United States are the "supreme law of the land," and the U.S. Supreme Court has held that international legal obligations, to include custom, is part of U.S. law. This means that treaties and international agreements to which the United States is a party, enjoy equal status to laws passed by Congress and signed by the President. Therefore, all persons subject to United States law must observe law of war obligations, as well as military personnel, civilians, and contractors authorized to accompany the U.S. Armed Forces when planning or executing operations.

19.6. Law of War Principles

Five important law of war principles govern armed conflict, and are addressed here:

Military Necessity. Military necessity is the law of war principle that justifies the use of all measures needed to defeat the enemy as quickly and efficiently as possible, that are not prohibited by the law of war. Attacks must be limited to military objectives. Combatants, unprivileged belligerents, and civilians taking a direct part in hostilities, are military objectives and may be made the object of attack. Military objectives, insofar as objects are concerned, include objects which by their nature, location, purpose, or use make an effective contribution to military action and whose total or partial destruction, capture, or neutralization, at the time, offer a definite military advantage.

Examples of these objects generally include tanks, military aircraft, bases, supplies, lines of communication, and headquarters. Military necessity does not authorize all military action and destruction. Under no circumstances may military necessity authorize actions specifically prohibited

by the law of war, such as the murder of prisoners of war, ill treatment of prisoners of war or internees, the taking of hostages, or execution or reprisal against a person or object specifically protected from reprisal.

Humanity. The law of war principle of humanity forbids the infliction of suffering, injury, or destruction unnecessary to accomplish a legitimate military purpose. Although military necessity justifies certain actions necessary to defeat the enemy as quickly and efficiently as possible, military necessity cannot justify actions not necessary to achieving this purpose. Moreover, once a military purpose has been achieved, inflicting more suffering is unnecessary and must be avoided. For example, if any enemy combatant has been placed hors de combat (in other words, taken out of the fight) through incapacitation by being severely wounded or captured, no military purpose is served by continuing to attack him or her. Similarly, the principle of humanity has been viewed as the source of the civilian population's immunity from being made the object of attack because their inoffensive and harmless character means there is no military purpose served by attacking them.

Distinction. The law of war principle of distinction imposes a requirement to distinguish (discriminate) between the military forces and the civilian population, and between unprotected and protected objects. Military force may be directed only against military objectives, and not against civilian objects. Civilian objects, such as places of worship, schools, hospitals, and dwellings, are protected from attack. A defender has an obligation to separate civilians and civilian objects (either in the defender's country or in an occupied area) from military objectives. However, civilian objects can lose their protected status if they are used to make an effective contribution to military action. Employment of voluntary or involuntary human shields to protect military objectives or individual military units or personnel is a fundamental violation of the law of war principle of distinction. Parties to a conflict must not disguise their military forces as civilians or as other protected categories of persons to kill or wound opposing forces.

Proportionality. Proportionality, as a principle of the law of war, may be defined as the expectation that even where one is justified in acting, one must not act in a way that is unreasonable or excessive. Proportionality generally weighs the justification for acting against expected harms to determine whether the latter are disproportionate in comparison to the former. In war, incidental damage to the civilian population and civilian objects is unfortunate and tragic, but often inevitable. Applying the proportionality rule in conducting attacks does not require that no incidental damage result from attacks. Rather, this rule creates obligations to refrain from attacks where the expected harm incidental to such attacks would be considered excessive in relation to the concrete and direct military advantage anticipated to be gained, and to take feasible precautions in planning and conducting attacks to reduce the risk of harm to civilians and other protected persons and objects.

Honor. Honor is a principle of the law of war that requires a certain amount of fairness in offense and defense and a certain mutual respect between opposing military forces. In doing so, honor reflects the principle that parties to a conflict must accept certain limits on their ability to conduct hostilities. Honor also forbids the resort to means, expedients, or conduct that would constitute a breach of trust with the enemy. Enemies must deal with one another in good faith in their non- hostile relations.

Even in the conduct of hostilities, good faith prohibits: (1) killing or wounding enemy persons by resort to perfidy (treachery), (2) misusing certain signs, (3) fighting in the enemy's uniform, (4) feigning non-hostile relations to seek a military advantage, and (5) compelling nationals of a hostile party to take part in the operations of war directed against their own country. Honor, however, does not forbid parties from using ruses and other lawful deceptions against which the enemy ought to take measures to protect itself.

19.7. The Protection of War Victims and Classes of Persons

The Geneva Conventions of 1949 consist of four separate international treaties that aim to protect all persons taking no active part in hostilities, including members of military forces who have laid down their arms and those combatants placed out of the fight due to sickness, wounds, detention, or any other cause. These treaties also seek to protect civilians and private property. The Geneva Conventions also distinguish between combatants, noncombatants, and civilians. Should doubt exist as to whether a captured individual is a lawful combatant, noncombatant, or an unprivileged belligerent, the individual will receive the protections of the Geneva Prisoner of War Convention until their actual status is determined.

Combatants. Lawful or "privileged" combatants are: (1) members of the military forces of a state that is a party to a conflict, aside from certain categories of medical and religious personnel; (2) under certain conditions, members of militia or volunteer corps who are not part of the military forces of a state, but belong to a state; and (3) inhabitants of an area who participate in a kind of popular uprising to defend against foreign invaders, known as a levée en masse. A combatant is commanded by a person responsible for subordinates, wears fixed distinctive emblems/uniforms recognizable at a distance, carries arms openly, and conducts combat operations according to the law of war. Lawful combatants are subject to capture and detention as prisoners of war by opposing military forces. Combatants have a special legal status, as well as certain rights, duties, and liabilities. They have the right to prisoner of war status if they fall into the power of the enemy during international armed conflict. Combatants have legal immunity from domestic law for acts done under military authority and in accordance with the law of war.

Noncombatants. Noncombatants include certain military personnel who are members of the military forces not authorized to engage in combatant activities, such as permanent medical and religious personnel. Noncombatants must be respected and protected and may not be made the object of attack.

Civilians. Civilians, a type of non-combatants, are protected persons and may not be made the object of direct attack. They may; however, suffer injury or death incident to a direct attack on a military objective without such an attack violating the law of war, if such attack is on a lawful target by lawful means and adheres to the principle of proportionality. With the exception of the levée en masse, the law of war does not authorize civilians to take an active or direct part in hostilities. Civilians who take an active or direct part in hostilities forfeit protection from being made the object of attack.

Unprivileged Belligerents: A Distinction Not Made by the Geneva Conventions. The term unprivileged belligerent is not used in the Geneva Conventions but is defined in the DoD Law of War Manual to include "lawful combatants who have forfeited the privileges of combatant status by engaging in spying or sabotage, and private persons who have forfeited one or more of the protections of civilian status by engaging in hostilities." An unprivileged belligerent is an individual who is not authorized by a state that is party to a conflict to take part in hostilities but does so anyway.

19.8. Military Objectives

Military objectives include any object which by its nature, location, purpose, or use, makes an effective contribution to military action and whose total or partial destruction, capture, or neutralization in the circumstances ruling at the time, offers a definite military advantage.

Protection of Civilians and Civilian Objects. Military objectives may not be attacked when the expected incidental loss of civilian life, injury to civilians, and damage to civilian objects would be excessive in relation to the concrete and direct military advantage expected to be gained. In general, military operations must not be directed against civilians. In particular, civilians must not be made the object of attack and must not be used as shields or hostages. Measures of intimidation or terrorism against the civilian population are prohibited, including acts or threats of violence with the primary purpose of spreading terror. The principle, that military operations must not be directed against

civilians, does not prohibit military operations, short of violence, that are militarily necessary. For example, such operations may include stopping and searching civilians for weapons and verifying that they are civilians; temporarily detaining civilians for reasons of mission accomplishment, self-defense, or for their own safety; collecting intelligence from civilians, including interrogating civilians; restricting the movement of civilians, or directing their movement away from military operations for their own protection; or seeking to influence enemy civilians with propaganda.

Feasible precautions to reduce the risk of harm to civilians and civilian objects must be taken when planning and conducting attacks, and in connection with certain types of weapons. Also, feasible precautions should be taken to mitigate the burden on civilians when seizing or destroying enemy property. Commanders and other decision-makers must make decisions in good faith and based on the information available to them. Even when information is imperfect or lacking, as will frequently be the case during armed conflict, commanders and other decision-makers may direct and conduct military operations, so long as they make a good faith assessment of the information that is available to them at the time. Judge advocates, intelligence, and operations personnel play a critical role in determining the propriety of a target and the choice of weapon to be used under the particular circumstances known to the commander when planning an attack.

Protected Objects. The law of war provides specific protection to certain objects, including medical units or establishments; transports of wounded and sick personnel; military and civilian hospital ships; safety zones established under the Geneva Conventions; religious, cultural, and charitable buildings; monuments; and prisoner of war camps. However, if these protected objects are used for military purposes, they may lose their protected status. An attack on protected objects near lawful military objectives, that suffer collateral damage when the nearby military objectives are lawfully engaged, does not violate the law of war, subject to adherence to the principle of proportionality.

Enemy Aircraft and Aircrew. Enemy military aircraft may be attacked and destroyed, unless in neutral airspace or territory. Airmen who parachute from a disabled aircraft and offer no resistance may not be attacked. Airmen who resist in descent or are downed behind their own lines and who continue to fight may be subject to attack. The rules of engagement for a particular operation often include additional guidance for attacking enemy aircraft consistent with law of war obligations. An enemy's public and private nonmilitary aircraft are generally not subject to attack unless used for a military purpose.

If a civil aircraft initiates an attack, it may be considered an immediate military threat and may be lawfully attacked (on the basis it qualifies as a military objective). An immediate military threat justifying an attack may also exist when reasonable suspicion exists of a hostile intent, such as when a civil aircraft approaches a military base at high speed or enters enemy territory without permission and disregards signals or warnings to land or proceed to a designated place.

Military medical aircraft are used exclusively for the removal of the wounded and sick and for the transport of medical personnel and equipment. Military medical aircraft are entitled to protection from attack by enemy combatants while flying at heights, times, and on routes specifically agreed upon between the parties to the conflict. Under the law of war, a military medical aircraft found to be in violation of established agreements could be lawfully attacked and destroyed after all other means of control (such as directing the aircraft to land and submit to search) have been exhausted.

19.9. Enforcing Law of War Rules

All DoW personnel, including contractors when assigned to or accompanying deployed armed forces, comply with the law of war during all armed conflicts and military operations. Law of war principles and rules are consistent with military doctrine for a profession of arms and is the basis for effective combat operations. Following doctrinal guidance, such as accuracy of targeting, concentration of

effort, maximization of military advantage, conservation of resources, avoidance of excessive collateral damage, and economy of force, is consistent with the law of war and reinforces compliance. Each member of the armed services has a duty to comply with the law of war, which includes the refusal to comply with clearly illegal orders to commit law of war violations. For law of war violations, members may be prosecuted by courts-martial under the Uniform Code of Military Justice or through an international military tribunal.

Reporting Violations. DoW personnel who suspect or have information which might reasonably be viewed as a violation of the law of war committed by or against U.S. personnel, enemy personnel, or any other individual, shall promptly report the violation to their immediate commander or the proper authority. This includes violations by the enemy, allies, U.S. Armed Forces, or others. If the allegation involves or may involve a U.S. commander, the report should be made to the next higher United States command authority. Particular circumstances may require that the report be made to the nearest judge advocate, inspector general, a special agent in the Office of Special Investigations, or a security forces member.

19.10. Rules of Engagement

Rules of engagement exist to ensure use of force in an operation occurs according to national policy goals, mission requirements, and the rule of law. In general, rules of engagement set parameters for when, where, how, why, and against whom commanders and their Airmen may use force. All Airmen have a duty and a legal obligation to understand, remember, and apply rules of engagement. The standing rules of engagement are approved by the U.S. President and Secretary of War and are issued by the Chairman of the Joint Chiefs of Staff. They provide implementation guidance on the inherent right of self-defense and the application of force for mission accomplishment. **Note:** Mission-specific rules of engagement present a more specific application of law of war principles tailored to the political and military nature of a mission which are generally contained in an annex to execution orders, operations plans, and operations orders. Commanders at every echelon have an obligation to ensure that all operations comply with the mission rules of engagement and/or with the standing rules of engagement, as applicable.

Self Defense. The fundamental U.S. policy on self-defense is repeatedly stated throughout the standing rules of engagement, “These rules do not limit a commander’s inherent authority and obligation to use all necessary means available to take all appropriate actions in self-defense of the commander’s unit and other U.S. Armed Forces in the vicinity.” Military members may act in individual self-defense unless otherwise directed by a unit commander. Several factors must be considered before the use of force in unit or individual self-defense.

De-escalation. When time and circumstances permit, the forces committing hostile acts or demonstrating hostile intent should be warned and given the opportunity to withdraw or cease threatening actions.

Necessity. Necessity in the context of self-defense under the rules of engagement focuses on the threat perceived by an individual, that is whether the individual perceives a hostile act has occurred, or hostile intent is being demonstrated. Hostile act and hostile intent includes force or threats of force used against the United States, U.S. Armed Forces, designated persons and property, or intended to impede the mission of U.S. Armed Forces.

Proportionality. Proportionality in the context of self-defense under the rules of engagement relates to the reasonableness of the response to a threat. In self-defense, U.S. Armed Forces may only use the amount of force necessary to decisively counter a hostile act or a demonstration of hostile intent and ensure the continued safety of U.S. Armed Forces or other designated persons and property. Force used must be reasonable in nature, duration and scope compared to the threat based on facts known to

the individual at the time.

Pursuit. U.S. Armed Forces can pursue and engage a hostile force that has committed a hostile act or demonstrated a hostile intent if those forces continue to commit hostile acts or demonstrate hostile intent. Applicable rules of engagement may restrict or place limitations on U.S. Armed Forces' ability to pursue or engage a hostile force across an international border.

Section 19C—Code of Conduct

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 19—STANDARDS OF CONDUCT	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 19C—Code of Conduct	B	B	C	C	D

19.11. Responsibilities under the Code of Conduct

The Code of Conduct is a moral code designed to provide U.S. military personnel with a standard of conduct that all members are expected to measure up to. The six articles of the Code of Conduct were designed to address situations that any member could encounter to some degree. It includes basic information useful to prisoners of war to help them survive honorably while resisting captors' efforts to exploit them. It is also applicable to service members subject to other hostile detention, such as hostage scenarios. Survival and resistance in hostile situations requires knowledge and understanding of the six articles. Violations of the Code of Conduct are not criminally punishable per se, but actions that also violate the Uniform Code of Military Justice (UCMJ) may subject members to disciplinary action.

Code of Conduct Training. DoW personnel who plan, schedule, commit, or control members of the U.S. Armed Forces must fully understand the Code of Conduct and ensure personnel have the training and education necessary to abide by it. The level of knowledge members need depends on how likely they are to be captured, their exposure to sensitive information, and how useful or valuable a captor considers them to be. Code of Conduct training is conducted at three levels, briefly described here.

Level A—Entry Level Training. Level A training represents the minimum level of understanding needed for all members of the U.S. Armed Forces. This level is imparted to all personnel during entry training.

Level B—Training After Assumption of Duty Eligibility. Level B training is an enhanced version of training from Level A. It is the minimum level of understanding needed for service members whose military jobs, specialties, or assignments entail moderate risk of capture, such as members of ground combat units. Training is conducted for such service members as soon as their assumption of duty makes them eligible.

Level C—Training Upon Assumption of Duties or Responsibilities. Level C training is an enhanced version of training from Levels A and B. It is the minimum level of understanding needed for military service members whose military jobs, specialties, or assignments entail significant or high risk of capture and whose position, rank, or seniority makes them vulnerable to greater-than-average exploitation efforts by a captor. Examples include aircrews and special mission forces, such as pararescue teams. Training for these members is conducted upon their assumption of the duties or responsibilities that make them eligible.

19.12. The Articles of the Code of Conduct

President Dwight D. Eisenhower first published the Code of Conduct for members of the U.S. Armed Forces on 17 August 1955. In March 1988, President Ronald W. Reagan amended the code with gender-neutral language. The six articles of the Code of Conduct are listed below, followed by an explanation of each article and significant aspects of that article.

ARTICLE I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

ARTICLE II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

ARTICLE III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

ARTICLE I. Article I applies to all members at all times. A member of the U.S. Armed Forces has a duty to support U.S. interests and oppose U.S. enemies regardless of the circumstances, whether in active combat or captivity. Past experiences of captured Americans reveals that honorable survival in captivity requires a high degree of dedication and motivation. Maintaining these qualities requires knowledge of and a strong belief in the advantages of American democratic institutions and concepts. Maintaining these qualities also requires a love of and faith in the United States and a conviction that the United States' cause is just. Honorable survival in captivity depends on faith in, and loyalty to, fellow prisoners of war. **Note:** Possessing the dedication and motivation fostered by such beliefs and trust may help prisoners of war survive long, stressful periods of captivity, and has helped many return to their country and families with their honor and self-esteem intact.

ARTICLE II. Members of the U.S. Armed Forces may never surrender voluntarily. Even when

isolated and no longer able to inflict casualties on the enemy or otherwise defend themselves, their duty is to evade capture and rejoin the nearest friendly force. Surrender is the willful act of giving oneself up to the enemy. In contrast, capture occurs when a member has no means to resist, evasion is impossible, and further fighting would lead to death of the U.S. member with no significant loss to the enemy. Capture dictated by overwhelming enemy strength and the futility of fighting is not dishonorable. Service members must understand and have confidence in search and recovery forces rescue procedures and techniques, and proper evasion destination procedures. **Note:** Under the UCMJ, a U.S. commander who shamefully surrenders to the enemy, any command or place that is their duty to defend, is subject to punishment. In addition, any person subject to the UCMJ who compels or attempts to compel a commander of any place, vessel, aircraft, or other military property, or of any body of members of the Armed Forces, to give it up to an enemy or to abandon it, or who strikes the colors or flag to an enemy without proper authority, is subject to punishment.

ARTICLE III. A U.S. Armed Forces member's duty to continue to resist enemy exploitation by all means available is not lessened by the misfortune of capture. Contrary to the 1949 Geneva Conventions, enemies that United States forces have engaged since 1949 have treated the prisoner of war compound as an extension of the battlefield. The prisoner of war must be prepared for this. Enemies have used a variety of tactics to exploit prisoners of war for propaganda purposes or to obtain military information, in spite of Geneva Conventions prohibitions. Physical and mental harassment, general mistreatment, torture, medical neglect, and political indoctrination have all been used, and the enemy has tried to tempt prisoners of war to accept special favors or privileges in return for statements or information, or for a pledge by the prisoner of war not to attempt escape. A prisoner of war must not seek special privileges or accept special favors at the expense of fellow prisoners of war. Under the guidance and supervision of the senior military person, the prisoner of war must be prepared to take advantage of escape opportunities. In communal detention, the welfare of the prisoners of war who remain behind must be considered. Additionally, prisoners of war should not sign or enter into a parole agreement. Parole agreements are promises the prisoners of war make to the captor to fulfill stated conditions, such as not to bear arms, in exchange for special privileges, such as release or lessened restraint.

Members should understand that captivity involves continuous control by a captor who may attempt to use the prisoner of war as a source of information for political purposes or as a potential subject for political indoctrination. Members must familiarize themselves with prisoner of war and captor rights and obligations under the Geneva Conventions, understanding that some captors have accused prisoners of war of being war criminals simply because they waged war against them. Continued efforts to escape are critical because a successful escape causes the enemy to divert forces that may otherwise be fighting, provides the United States valuable information about the enemy and other prisoners of war, and serves as a positive example to all members of the U.S. Armed Forces.

ARTICLE IV. Officers and enlisted members continue to carry out their responsibilities and exercise authority in captivity. Informing, or any other action detrimental to a fellow prisoner of war, is despicable and expressly forbidden. Prisoners of war must avoid helping the enemy identify fellow prisoners of war who may have valuable knowledge to the enemy. Strong leadership is essential to discipline. Without discipline, camp organization, resistance, and even survival may be impossible. Personal hygiene, camp sanitation, and care of the sick and wounded are imperative. Wherever located, prisoners of war must organize in a military manner under the senior military prisoner of war, regardless of military service. If the senior prisoner of war is incapacitated or otherwise unable to act, the next senior prisoner of war assumes command.

Members must be trained to understand and accept leadership from those in command and abide by the decisions of the senior prisoner of war, regardless of military service. Failing to do so may result

in punishment under the UCMJ. Additionally, a prisoner of war who voluntarily informs or collaborates with the captor is a traitor to the United States and fellow prisoners of war, and after repatriation, is subject to punishment under the UCMJ. Service members must be familiar with the principles of hygiene, sanitation, health maintenance, first aid, physical conditioning, and food utilization.

ARTICLE V. When questioned, a prisoner of war is required by the Geneva Conventions, and permitted by the UCMJ, to give name, rank, service number, and date of birth. Under the Geneva Conventions, the enemy has no right to try to force a prisoner of war to provide any additional information. However, it is unrealistic to expect a prisoner of war to remain confined for years reciting only name, rank, service number, and date of birth. Many prisoner of war camp situations exist in which certain types of conversation with the enemy are permitted. For example, a prisoner of war is allowed, but not required by the Code of Conduct, the UCMJ, or the Geneva Conventions, to fill out a Geneva Conventions capture card, to write letters home, and to communicate with captors on matters of health and welfare. The senior prisoner of war is required to represent prisoners of war in matters of camp administration, health, welfare, and grievances. A prisoner of war must resist, avoid, or evade, even when physically and mentally coerced, all enemy efforts to secure statements or actions that may further the enemy's cause. Examples of statements or actions prisoners of war should resist include giving oral or written confessions, answering questionnaires, providing personal history statements, and making propaganda recordings and broadcast appeals to other prisoners of war to comply with improper captor demands. Additionally, prisoners of war should resist appealing for United States surrender or parole; engaging in self-criticism; or providing oral or written statements or communication that are harmful to the United States, its allies, the U.S. Armed Forces, or other prisoners of war. Experience has shown that, although enemy interrogation sessions may be harsh and cruel, a prisoner of war can usually resist if there is a will to resist. The best way for a prisoner of war to keep faith with the United States fellow prisoners of war, and him or herself, is to provide the enemy with as little information as possible.

Service members familiarize themselves with the various aspects of interrogation, including phases, procedures, methods, and techniques, as well as the interrogator's goals, strengths, and weaknesses. Members should avoid disclosing information by such techniques as claiming inability to furnish information because of previous orders, poor memory, ignorance, or lack of comprehension. They should understand that, short of death, it is unlikely that a prisoner of war will prevent a skilled enemy interrogator, using all available psychological and physical methods of coercion, from obtaining some degree of compliance. However, the prisoner of war must recover as quickly as possible and resist successive efforts to the utmost.

ARTICLE VI. A member of the U.S. Armed Forces remains responsible for personal actions at all times. When repatriated, prisoners of war can expect their actions to be subject to review, including both circumstances of capture and conduct during detention. The purpose of such a review is to recognize meritorious performance and, if necessary, investigate any allegations of misconduct. Such reviews are conducted with due regard for the rights of the individual and consideration for the conditions of captivity. Members should understand the difference between the Code of Conduct as a moral code and the UCMJ as a legal code. Members should understand that failure to follow the Code of Conduct could ultimately lead them to commit misconduct punishable under the UCMJ. Members should also understand that the U.S. Government will use every available means to establish contact with prisoners of war, to support them, and to obtain their release. Furthermore, U.S. laws provide for the support and care of dependents of the U.S. Armed Forces, including prisoners of war family members. Military members must ensure their personal affairs and family matters are up to date at all times. **Note:** No United States prisoner of war will be forgotten. Every available means will be employed to establish contact with, support, and obtain the release of all our U.S. prisoners of war.

19.13. Detention of U.S. Military Personnel in Operations Other than War

U.S. military personnel isolated from U.S. control are still required to do everything in their power to follow DoW and Air Force policy and survive with honor. Basic protections available to prisoners of war under the Geneva Conventions may not be adhered to during operations other than war; thus, personnel detained may be subject to the domestic criminal laws of the detaining nation. These personnel should use the Code of Conduct as a moral guide to assist them to uphold the ideals of DoW policy and survive their ordeal with honor.

Rationale. Because of their wide range of activities, U.S. military personnel are subject to detention by unfriendly governments or captivity by terrorist groups. When a hostile government or terrorist group detains or captures U.S. military personnel, the captor is often attempting to exploit both the individual and the U.S. Government for its own purposes. As history has shown, exploitation can take many forms, such as hostage confessions to crimes never committed, international news media exploitation, and substantial ransom demands, all of which can lead to increased credibility and support for the detainer.

Responsibility. U.S. military personnel detained by unfriendly governments or held hostage by a terrorist group must do everything in their power to survive with honor. Furthermore, whether United States military personnel are detained or held hostage, they can be sure the U.S. Government will make every effort to obtain their release. To best survive the situation, military personnel must maintain faith in their country, in fellow detainees or captives, and most importantly, in themselves. In any group captivity situation, military captives must organize tothe fullest extent possible under the senior military member present. If civilians are part of the group, they should be encouraged to participate. United States military personnel must make every reasonable effort to prevent captors from exploiting them and the U.S. Government. If exploitation cannot be prevented, military members must attempt to limit it. If detainees convince their captors of their low propaganda value, the captors may seek a quick end to the situation. When a detention or hostage situation ends, military members who can honestly say they did their utmost to resist exploitation will have upheld DoW policy, the founding principles of the United States, and the highest traditions of military service.

Military Bearing and Courtesy. U.S. military personnel shall maintain military bearing, regardless of the type of detention or captivity, or brutality of treatment. They should make every effort to remain calm and courteous, and project personal dignity, particularly during the process of capture and the early stages of internment when captors may be uncertain of their control over the captives. Discourteous, nonmilitary behavior seldom serves long-term interests of a detainee or hostage and often results in unnecessary punishment that serves no useful purpose. Such behavior may jeopardize survival and complicate efforts to gain release of the detainee or hostage.

Guidance for Detention by Governments. Detainees in the custody of an unfriendly government, regardless of the circumstances that resulted in the detention, are subject to the laws of that government. Detainees must maintain military bearing and avoid aggressive, combative, or illegal behavior that may complicate their situation, legal status, or efforts to negotiate a rapid release. As American citizens, detainees should ask immediately and continually to see United States embassy personnel or a representative of an allied or neutral government. United States military personnel who become lost or isolated in an unfriendly foreign country during operations other than war will not act as combatants during evasion attempts. During operations other than war, there is no protection afforded under the Geneva Conventions. The civil laws of that country apply.

A detainer’s goal may be maximum political exploitation. Detained U.S. military personnel must be cautious in all they say and do. In addition to asking for a U.S. representative, detainees should provide name, rank, service number, date of birth, and the innocent circumstances leading to their detention.

They should limit further discussions to health and welfare matters, conditions of their fellow detainees, and going home.

Detainees should avoid signing documents or making statements. If forced, they must provide as little information as possible. U.S. military detainees should not refuse release, unless doing so requires them to compromise their honor or cause damage to the U.S. Government or its allies. Attempting to escape by unfriendly governments is not recommended by DoW policy except under life threatening circumstances. This is because attempted or actual escape from a government confinement facility will likely constitute a violation of the unfriendly government's criminal law and may subject the escapee to increased criminal prosecution.

Terrorist Hostage. Capture by terrorists is generally the least predictable and structured form of operations. Capture can range from a spontaneous kidnapping to a carefully planned hijacking. In either situation, hostages play an important role in determining their own fate because terrorists rarely expect to receive rewards for providing good treatment or releasing victims unharmed. U.S. military members should assume their captors are genuine terrorists when it is unclear if they are surrogates of a government. A terrorist hostage situation is more volatile than a government detention, so members must take steps to lessen the chance of a terrorist indiscriminately killing hostages. In such a situation, DoW policy accepts and promotes efforts to establish rapport between United States hostages and the terrorists to establish themselves as people in the terrorist's mind, rather than a stereotypical symbol of a country the terrorist may hate. DoW policy recommends U.S. personnel stay away from topics that could inflame terrorist sensibilities, such as their cause, politics, or religion. Listening can be vitally important when survival is at stake. Members should not argue, patronize, or debate issues with the captors. During rescue attempts, hostages should take cover, remain stationary when practicable, and not attempt to help rescuers. Hostages may experience rough handling from the rescuers until the rescuers separate the terrorists from the hostages.

Chapter 20
ENFORCING MILITARY STANDARDS

Section 20A—Air Force Inspection System

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 20— ENFORCING MILITARY STANDARDS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 20A—Air Force Inspection System	B	B	C	C	D

20.1. Commander's Inspection Program (CCIP)

The DAF Inspection System (AFIS) provides commanders with a credible, independent assessment process to measure the capabilities of their assigned forces. As stated in DAFI 90-302, *The Inspection System of the Department of the Air Force*, the purpose of AFIS is to enable and strengthen commanders' mission effectiveness and efficiency; motivate and promote military discipline; improve unit performance and management excellence throughout the chain of command; and identify, report on, and analyze issues interfering with readiness, economy, efficiency, discipline, effectiveness, compliance, performance, and surety. Commanders at all levels are required to continuously evaluate force readiness, as well as organizational economy, efficiency, and effectiveness. Supervisors at all levels play an integral part in this process through continual assessment of personnel, programs, and their areas of responsibility.

20.2. The Inspector General and Mission

The Inspector General (IG). Serves as the functional and force management proponent for the DAF IG system, and communicates directly with the SecAF, Chief of Staff of the Air Force, Chief of Space Operations, and all other USAF and USSF command elements on IG matters. IG also provides guidance and oversight to the Air Force Inspection Agency (AFIA) and the AFOSI. IG also serves on a number of panels, groups, and councils regarding Air Force issues and programs.

Mission. The IG mission is to independently assess and report on the discipline, readiness, economy, efficiency, and overall readiness of the DAF to the SecAF through specified inquiries, investigations, and inspections. Programs established to ensure this responsibility is achieved include: AFIS; the Complaints Resolution Program; portions of the Insider Threat and Antiterrorism Programs.

20.3. Inspector General Role

While IGs at all levels are the "eyes and ears" of the commander, their role is aligned to remove perceived conflicts of interest, lack of independence, or apprehension by DAF personnel with regard to the chain of command. The primary charge of the IG is to sustain a credible DAF IG system by ensuring the existence of responsive complaint resolutions, including investigations, characterized by objectivity, integrity, and impartiality. The IG ensures the concerns of RegAF, Reserve, and Guard members; civilian employees, family members, and retirees; and the best interests of the DAF, are addressed through objective fact-finding. Wing, Delta, and equivalent IGs execute the commander's inspection program, validate, and verify unit self-assessments, and provide the commander an independent assessment of unit effectiveness. They inform the commander of potential areas of concern as reflected by trends; function as the fact finder and honest broker in the resolution of complaints; educate and train commanders and members of the base population on their rights and responsibilities in regard to the DAF IG system; and help commanders prevent, detect, and correct FWA and mismanagement. Airmen and Guardians at all levels may report suspected systematic, programmatic, or procedural weaknesses, or seek further assurance that resources are used effectively and efficiently by contacting the IG office.

20.4. Inspector General Selection

Eligible personnel are selected for a DAF IG assignment as functional experts with broad contemporary experience from across the Air Force. In addition to specific job requirement criteria listed in DAFI 90-302, Airmen and Guardians selected for IG duties should possess attributes of the highest professional standards and moral character, demonstrate potential for future service and continued promotion, and provide credibility for those Airmen, Guardians, family members, and civilians who seek IG assistance. Additional qualifications include the ability to attain and hold a security clearance commensurate with the duties required as an IG inspector, have no record of civil conviction except for minor offenses, have neither conviction by court-martial, non-judicial punishment, nor Unfavorable Information File in the official military personnel file, and present good military bearing and appearance. **Note:** Nuclear surety inspection inspectors will have prior nuclear experience or experience applicable to current systems in the respective MAJCOM prior to assignment as a nuclear inspector.

20.5. Air Force Inspection Scheduling Process (Gatekeepers)

The purpose of the Air Force Scheduling Process (Gatekeeper) is to synchronize inspection efforts to maximize unit training days available and inspection resource usage, build out year schedules, and align non-AF inspection requirements. Gatekeepers ensure the inspection system is able to inspect units independently and efficiently on behalf of the command chain and ensure a commander's priorities take precedence over non-mission essential activities of any unit or organization. Gatekeepers have the authority to approve, disapprove, schedule, deconflict, and eliminate duplication between all inspection-type activities on behalf of their commanders.

20.6. Inspection Types

Commander's Inspection Program. A validated, accurate, and trusted CCIP is the cornerstone of the Air Force Inspection System. An effective CCIP should provide the Wing commander, subordinate commanders, and Airmen and Guardians the right information at the right time to appropriately assess risk, identify areas for improvement, determine root causes, and precisely focus limited resources—all aligned with the Commander's priorities on the Commander's timeline. The purpose of the CCIP is to improve readiness, efficiency, discipline, effectiveness, compliance, and surety at the Wing level. The intent of assessing these components is to provide critical data to leadership about the adequacy of policy, training, manpower and personnel, funds, equipment, and facilities.

Nuclear Surety Inspection (NSI). Nuclear weapon systems and the units to which they are assigned require special consideration because of political and military importance, destructive power, and the potential consequences of a nuclear weapons incident or accident. MAJCOM IGs execute nuclear inspections as a component of the Unit Effectiveness Inspection via performance and compliance-based inspections to evaluate a unit's ability to manage nuclear resources while complying with all nuclear surety standards. The purpose of the NSI is to evaluate a certified nuclear-capable unit's ability to manage assigned nuclear resources and execute nuclear missions in a safe, secure, and reliable manner.

Combat Readiness Inspection (CRI). The CRI is a multi-year external continual evaluation of Wing performance based on the four Major Graded Areas (MGA) conducted by MAJCOM IGs and the DAFIA on wings and wing-equivalents. It is intended to help the wing commander understand the areas of greatest risk from undetected non-compliance. The CRI evaluates the CCIP for accuracy, adequacy, and relevance, while providing an independent assessment of the Wing's resource management, leadership, process improvement efforts, and the ability to execute the mission. The four MGAs are managing resources, leading people, improving the unit, and executing the mission.

20.7. Unit Self-Assessment Program (USAP)

One of the primary objectives of the AFIS is to foster a culture of critical self-assessment and continuous improvement and reduce reliance on external inspection teams. Similarly, the primary purpose of the self-assessment program is to accurately identify and report issues to the command chain in such a manner that makes Airmen feel they can safely report what's true, not what they believe their commander or IG expects them to report. An effective USAP depends on Airmen and Guardians reporting the status of compliance with directives, and when they cannot comply, reporting what constraints prevent them from doing so.

Management Internal Control Toolset (MICT). MICT is a Air Force program of record and is a tool for managing USAPs. The USAP may include communication from self-assessment communicators (SAC) within the MICT.

Self-Assessment Communicator (SAC): SACs are tools designed to improve compliance with published guidance and communicate risk and program health up and down the chain of command. As a self-assessment tool, SACs ask Airmen and Guardians at the shop-level to self-report compliance or non- compliance. SACs may be tailored at the lowest Wing administrative levels, allowing units the flexibility to track on the most relevant questions.

20.8. Reporting Inspection Findings

IGs will ensure inspection reports document inspection activity findings, including safety, surety, or issues of military discipline. Upon completion of inspections, the IG will ensure inspection reports include validated data categorized as strengths, deficiencies, or recommended improvement areas. IGs at all levels should not duplicate deficiencies or observations which are already entered into the Inspector General Evaluation Management System (IGEMS), MICT or other self-assessment documentation or tracking methods by the inspected organization.

Section 20B—Individual Accountability

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 20— ENFORCING MILITARY STANDARDS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 20B—Individual Accountability	B	C	C	C	D

20.9. Enforcing Standards

Enforcing military standards begins with individual accountability. There are some activities and behaviors that, while arguably not illegal, are nevertheless inconsistent with maintaining good order and discipline. Understanding the restrictions and our responsibilities for adhering to Air Force standards will help prevent the need to reinforce these standards.

The Air Force Complaints Resolution Program. The Air Force Complaints Resolution Program is a leadership tool that indicates where command involvement is needed to correct systematic, programmatic, or procedural weaknesses. Resolving the underlying cause of a complaint may prevent more severe symptoms or costly consequences, such as reduced performance, accidents, poor quality work, or poor morale.

The program also ensures the effective and efficient use of resources, resolves problems affecting the Air Force mission promptly and objectively, creates an atmosphere of trust in which issues can be objectively and fully resolved without retaliation or fear of reprisal, and assists commanders in instilling confidence in Air Force leadership. Even though allegations may not be substantiated, the evidence or investigation findings may reveal systematic, morale, or other problems impeding efficiency and mission effectiveness.

Submitting Complaints. Under the Air Force Complaints Resolution Program, a member has the right to present a complaint without fear of reprisal and is codified in DoW and Air Force guidance directives and instructions. Complaints may be submitted in person, by phone, through electronic means, or in writing to supervisors, first sergeants, commanders, members of any level of the IG system, someone higher in the chain of command, or members of Congress. While members should attempt to resolve complaints at the lowest possible level before addressing them to higher level command or the IG, public law states that no person may restrict a military member from making a lawful communication to an IG or member of Congress. In addition to having the right to present personal complaints, a member has the responsibility to report FWA, or gross mismanagement; a violation of law, policy, procedures, instructions, or regulations; an injustice; any abuse of authority; inappropriate conduct; or misconduct through appropriate supervisory channels or the IG. **Note:** Only the IG may investigate allegations of reprisal and restriction under the Military Whistleblower's Protection Act.

Complaints Addressed By Other Grievance or Appeal Channels. Matters normally addressed through other established grievance or appeal channels may be referred back to the appropriate grievance or appeal channel unless there is evidence these channels mishandled the matter or process. Complainants must provide some relevant evidence that the process was mishandled or handled prejudicially before an IG channel will process a complaint of mishandling. Dissatisfaction or disagreement with the outcome or findings of an alternative grievance or appeal process is not a sufficient basis to warrant an IG investigation. For additional information on procedures for filing an IG complaint and further details regarding the program, refer to DAFI 90-301, *Inspector General Complaints Resolution*.

20.10. Commander's Authority and Responsibility

While preserving an Airman's right of expression to the maximum extent possible, Air Force commanders have the inherent authority and responsibility to take action to ensure the mission is performed. This authority and responsibility includes placing lawful restriction on engaging in

dissident and protest activities; writing, distributing, publishing, or posting any unauthorized material; frequenting establishments that have been designated as 'off limits'; participating in any activities of illegal discrimination or any activities that a commander finds to be detrimental to good order, discipline, or mission accomplishment; interfering with the Air Force mission or law and order; or presenting a clear danger to loyalty, discipline, or morale of members of the U.S. Armed Forces.

20.11. Public Statements

According to AFI 1-1, the issuance of public statements on official Air Force matters is the responsibility of cognizant unit or installation commanders and their public affairs representatives. Ensuring that official statements are properly worded and approved, avoids statements that do not reflect official Air Force policy or that could be misleading to the public if taken out of context. To ensure Air Force official information is presented professionally, personnel should make certain it is accurate, prompt, and factual; is confined to their particular areas of expertise; avoids a hypothetical and speculative nature; accurately reflects Air Force policy; is presented simply and honestly; and complies with the spirit and letter of the Secretary of War's principles for public information. For additional information, refer to AFI 35-101, *Public Affairs Operations*.

As representatives of the service in both official and unofficial contact with the public, members have many opportunities to contribute to positive public opinion toward the Air Force. Each Air Force member is responsible for obtaining the necessary review and clearance, starting with public affairs, before releasing any proposed statement, text, or imagery to the public. This includes digital products being loaded on an unrestricted website. Members must ensure the information revealed, whether official or unofficial, is appropriate for release according to classification requirements in DoDM5200.01V1_AFMAN16-1404V1.

20.12. Free Exercise of Religion and Religious Accommodation

Every Airman has the right to individual expressions of sincerely held beliefs, to include conscience, moral principles, or religious beliefs, unless those expressions would have an adverse impact on military readiness, unit cohesion, good order, discipline, health and safety, or mission accomplishment. According to AFI 1-1, leaders at all levels must balance constitutional protections for their own free exercise of religion, including individual expressions of religious beliefs, and the constitutional prohibition against governmental establishment of religion. They must ensure their words and actions cannot reasonably be construed to be officially endorsing, disapproving, or extending preferential treatment for any faith, belief, or absence of belief. Airmen requesting religious accommodation must continue to comply with directives, instructions, and lawful orders until the request is approved. If the request is not approved, the decision must be based on the facts presented; must directly relate to the compelling government interest of military readiness, unit cohesion, good order, discipline, health, safety, or mission accomplishment; and must be by the least restrictive means necessary to avoid adverse impact.

20.13. Political Activities

According to AFI 1-1, generally, as an individual, you enjoy the same rights and have the same responsibilities as other citizens. However, as a member of the Air Force, the manner in which you exercise your rights is limited in some cases. While on RegAF status, members are prohibited from engaging in certain political activities to maintain good order and discipline and to avoid conflicts of interest and the appearance of improper endorsement in political matters. While Air Force members do have the right and duty as American citizens to vote and voice opinions concerning political matters, we must be careful that personal opinions and activities are not directly, or by implication, represented as those of the Air Force.

Prohibited Activities. Air Force members may not participate in partisan political fundraising activities, rallies, conventions (including making speeches in the course thereof), management of campaigns, or debates, either on one's own behalf or on that of another. This prohibition applies whether the individual is in uniform or not, and regardless of whether an inference or appearance of official sponsorship, approval, or endorsement may be drawn. Participation includes more than mere attendance as a spectator. Air Force members are prohibited from wearing their uniform at a political event, while making a public speech or interview, while walking picket lines, or marching in a rally or other public demonstration. In addition, Air Force members may not use official authority or influence to interfere with an election, to affect its course or outcome, to solicit votes for a particular candidate or issue, or to require or solicit political contributions from others. Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes, including those that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights. Before engaging in any political activities, be sure to review applicable Air Force instructions and guidance. DAFI 51-508 provides detailed information on what Air Force members may or may not be allowed to do regarding political activities. DoD Directive 1344.10, *Political Activities by Members of the Armed Forces*, includes guidance on political activities for all U.S. Armed Forces. Also reference DoDI 1325.06, *Handling Protest, Extremist, and Criminal Gang Activities Among Members of the Armed Forces* and DAFI 52-201, *Religious Freedom in the DAF*. **Note:** Military members who engage in prohibited activities listed in DAFI 51-508 are subject to prosecution under Article 92, UCMJ, in addition to any other applicable provision of the UCMJ or Federal law.

Military Criminal Investigative Organizations, Security Police, military commanders, and other military organizations and officials must report all allegations to Wing, Delta, or servicing IG office no later than 30 calendar days after receiving an allegation that an Airman or Guardian engaged in an activity prohibited under DoDI 1325.06. For Reserve Component officials, transmission is required not later than 60 calendar days. See DAFI 90-301 for all reporting requirements regarding such prohibited activities.

20.14. Alcohol Abuse

Air Force policy recognizes that alcohol abuse negatively affects public behavior, duty performance, and physical and mental health. The Air Force provides comprehensive clinical assistance to eligible beneficiaries seeking help for an alcohol problem. According to AFI 1-1, Air Force policy is to prevent alcohol abuse and alcoholism among its personnel and dependents; to assist Air Force personnel in resolving alcohol-related problems; and to ensure humane management and administrative disposition of those who are unable or unwilling to be restored to full, effective functioning. All Airmen are responsible for exercising good judgment in the use of alcohol. State and foreign country drinking age laws, including those in a deployed environment, must be obeyed both on- and off-duty. Use of alcohol must not adversely affect duty performance or conduct on- or off-duty, to include the ability to be recalled, if specifically required, (when serving in an on- call status) during scheduled off-duty time. Also reference DAFI 34-107, *Alcoholic Beverage Program*.

Drunk Driving. Drunk driving can lead to disciplinary action, including criminal prosecution under the Uniform Code of Military Justice (UCMJ) and local and state criminal laws. AFI 31- 218, *Motor Vehicle Traffic Supervision*, applies to everyone with military installation driving privileges. A person with a blood alcohol concentration greater than .08 is considered intoxicated. If a member has a blood alcohol percentage of 0.05 but less than 0.08, the person may be presumed to be impaired. This standard may be considered with other competent evidence in determining whether the person is under the influence of alcohol. There is a one-year driving privilege suspension for driving or being in

physical control of a motor vehicle while under the influence of intoxicating liquor at a blood alcohol concentration of 0.08 percent or greater.

20.15. Problematic Substance Use

DoW policy is to prevent and eliminate problematic substance use in the DoW. Problematic substance use is incompatible with Air Force core values, maintenance of high standards of behavior, performance, readiness, and the discipline necessary to accomplish the Air Force mission. Additionally, problematic substance use can cause serious physical and mental health problems and jeopardize safety.

According to AFI 1-1, the illegal use of drugs, or improper use of legal drugs, is prohibited and will not be tolerated. In DAFMAN 44-197, *Military Drug Demand Reduction Program*, drug abuse is described as the wrongful use, possession, distribution, or introduction onto a military installation or other property or facility under military supervision, of a controlled substance, prescription medication, over-the-counter medication, or intoxicating substance (other than alcohol). "Wrongful" means without legal justification or excuse, and includes use contrary to the directions of the manufacturer or prescribing healthcare provider, and use of any intoxicating substance not intended for human ingestion. Drug abuse also includes inhalant abuse (sometimes referred to as huffing) and steroid use, other than that specifically prescribed by a competent medical authority. Violators are subject to punitive action under the UCMJ as well as adverse administrative actions, up to and including administrative separation. The knowing use of any intoxicating substance (other than the lawful use of alcohol, tobacco products, or prescription drugs), which is inhaled, injected, consumed, or introduced into the body in any manner to alter mood or function, is prohibited and will not be tolerated. The possession of an intoxicating substance with the intent to use in a manner that would alter mood or function, without legal authorization, is prohibited and will not be tolerated. Failure by military personnel to comply with these prohibitions may result in prosecution under the UCMJ or state and local laws, as well as adverse administrative actions up to and including administrative separation. **Note:** Air Force members with substance abuse problems are encouraged to seek assistance from the unit commander, first sergeant, substance abuse counselor, or a military medical professional through the Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program. ADAPT and drug demand reduction programs include substance use/misuse prevention, education, treatment, and urinalysis testing. Members are held to the highest standards of discipline and behavior, both on- and off-duty. All patients diagnosed with a substance use disorder and entered into ADAPT will be recommended for limited duty, indicating the patient is not worldwide qualified. Individuals who experience problems related to substance use/misuse will receive counseling and treatment as needed; however, all Air Force members are held accountable for unacceptable behavior.

Commander's Identification. Unit commanders will refer all service members for assessment when substance use or misuse is suspected to be a contributing factor in any misconduct. Examples include driving under the influence, public intoxication, drunk and disorderly conduct, spouse or child abuse and maltreatment, underage drinking, positive drug test, or when notified by medical personnel. Commanders who fail to comply with this requirement place the member at increased risk for developing severe substance problems and may jeopardize the safety of others and ultimately mission accomplishment.

20.16. Drug Testing

The Air Force conducts drug testing of personnel according to DAFMAN 44-197. Drug testing is an effective deterrent for the illegal use of drugs; therefore, Air Force military members are subject to testing regardless of grade, status, or position. Military members may receive an order or may voluntarily consent to provide urine samples at any time. Military members who fail to comply with

an order to provide a urine sample are subject to punitive action under the UCMJ. **Note:** Commander-directed testing should only be used as a last resort because the results may not be used for disciplinary action under the UCMJ or to characterize an administrative discharge.

Inspection under Military Rule of Evidence 313. In general, an inspection is an examination conducted as an incident of command, the primary purpose of which is to determine and ensure the security, military fitness, or good order and discipline of a unit, organization, or installation. Inspections may utilize any reasonable natural or technological aid and may be conducted with or without notice to those inspected. The positive result of a urine sample may be used to refer a member for a substance use evaluation, as evidence to support disciplinary action under the UCMJ or administrative discharge action, and as a consideration on the issue of characterization of discharge in administrative discharges.

Probable Cause Search under Military Rule of Evidence 315. A probable cause search requires a search and seizure authorization from the appropriate commander, military judge, military magistrate, or other competent search authority in order to seize a urine specimen. Probable cause exists when there is a reasonable belief that evidence of illegal drug use will be found in the system of the member to be tested. Results may be used as evidence to support disciplinary action under the UCMJ, or in an administrative discharge action.

Medical Purposes. Results of any examination conducted for a valid medical purpose, including emergency medical treatment, periodic physical examination, and other such examinations necessary for diagnostic or treatment purposes, may be used to identify drug abusers. Results may be used as evidence to support disciplinary action under the UCMJ or in administrative discharge action.

Self-identification. Air Force members (not currently under investigation or pending action), with alcohol problems, substance use problems, or personal drug use or possession, are encouraged to seek assistance from the unit commander, first sergeant, substance use counselor, or a military medical professional. Following an assessment, the ADAPT program manager will consult with the treatment team and determine an appropriate clinical course of action. Commanders may not use voluntary self-identification of a substance use problem against a member in an action under the UCMJ or when determining the appropriate characterization of service in an administrative discharge action.

Section 20C—Appropriate Working Relationships

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 20— ENFORCING MILITARY STANDARDS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 20C—Appropriate Working Relationships	C	C	C	D	D

20.17. Working Relationships

Social interaction that contributes appropriately to unit cohesiveness and effectiveness is encouraged. Military members of all grades must maintain professional relationships with civilian employees and government contractor personnel they work with, supervise, or direct, and must avoid relationships that adversely affect or are perceived to adversely affect morale, discipline, respect for authority, and unit cohesion, or that violate law or regulation. While personal relationships between Air Force members are normally matters of individual choice and judgment, they become matters of official concern when they adversely affect or have the reasonable potential to affect the Air Force by eroding morale, good order, discipline, respect for authority, unit cohesion, or mission accomplishment.

Professional Relationships. As stated in AFI 1-1, appropriate professional relationships are vital to the effective operation of all organizations and to maintaining good order and discipline. The nature of the military mission requires absolute confidence in command and an unhesitating adherence to orders that may result in inconvenience, hardships, and at times, injury, or death. This distinction makes the maintenance of professional relationships in the military more critical than in civilian organizations. AFI 36-2909, *Air Force Professional Relationships and Conduct*, establishes responsibilities for maintaining professional relationships.

Unprofessional Relationships. Unprofessional relationships, whether pursued on- or off-duty, are those relationships that detract from the authority of superiors, or result in, or reasonably create the appearance of, favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Once established, unprofessional relationships, such as inappropriate personal relationships and favoritism, do not go unnoticed by other members of a unit, and call into question the superior's impartiality toward the subordinate and their peers.

Unprofessional relationships must be avoided between officers, between enlisted members, between officers and enlisted members, between military personnel and civilian employees or contractor personnel, as well as within and across the military branches. Relationships in which one member exercises supervisory or command authority over another have the potential for becoming unprofessional. Similarly, differences in grade increase the risk that a relationship will be, or will be perceived to be, unprofessional because senior members in military organizations have direct or indirect organizational influence over the duties and careers of junior members. The ability of the senior member to directly or indirectly influence assignments, promotion recommendations, duties, awards, and other privileges and benefits, places both the senior member and the junior member in susceptible situations.

Fraternization. Fraternization is an unprofessional relationship between a commissioned officer or warrant officer and enlisted member specifically prohibited by Article 134, Uniform Code of Military Justice. Fraternization exists when a relationship between a commissioned officer or warrant and an enlisted member puts the enlisted member on terms of military equality with the officer in a way that prejudices good order and discipline in the U.S. Armed Forces or brings discredit upon the U.S. Armed Forces.

This offense recognizes that a commissioned and warrant officers will not form personal relationships with enlisted members on terms of military equality, whether on- or off-duty. Whether a contact or association constitutes fraternization depends on the surrounding circumstances, such as

whether the conduct has compromised the chain of command; has resulted in the appearance of partiality; or has otherwise undermined good order, discipline, authority, or morale. The prohibition on fraternization extends beyond organizational and chain of command lines to include members among or across different services. In short, it extends to all a commissioned or warrant officers and enlisted relationships. When fraternization occurs, the commissioned or warrant officer will be held primarily responsible, and is the only member subject to disciplinary action for fraternization under Article 134, UCMJ; however, an enlisted member involved in consensual fraternization is still engaged in an unprofessional relationship and is likewise subject to discipline under Article 92, UCMJ.

20.18. Equal Opportunity

The Air Force Equal Opportunity Program fosters and supports equal opportunity and must be carried out in the day-to-day actions of all personnel. The Air Force will not tolerate unlawful discrimination, harassment, or reprisal against individuals who engage in protected activity. Airmen must actively make workplace professionalism a top priority and take proactive steps to prevent and eliminate unlawful discriminatory or harassment behavior. Commanders and supervisors are charged with taking immediate and appropriate actions to address inappropriate behaviors or allegations once they are made aware and are encouraged to consult with their local equal opportunity office before initiating action to resolve such concerns. Refer to DAFI 36-2710, *Equal Opportunity Program*, for additional information. **Note:** The Air Force Sexual Harassment/Unlawful Discrimination (24-hour) Hotline (1-888-231-4058), is established to ensure Air Force personnel can easily and freely report to proper Equal Opportunity authorities any allegations of sexual harassment or discrimination and provide information on sexual harassment and equal opportunity issues.

Equal Opportunity Program Objectives. The primary objective of the Equal Opportunity Program is to eradicate unlawful discrimination and foster a positive human relations environment. To this end, Equal Opportunity offices at every installation stand ready to assist individuals, supervisors, and commanders with eradicating every form of unlawful discrimination and harassment from the workplace. To improve the Air Force human relations environment, Equal Opportunity offices offer an array of counseling, mediation, education, assessment, training, general assistance, and complaint resolution services.

Unlawful Discrimination. Unlawful discrimination can include the use of disparaging terms regarding an individual's birthplace, ancestry, culture, or the linguistic characteristics common to a specific ethnic group. The use of terms that degrade or connote negative statements pertaining to race, color, religion, national origin, sex, age, genetic information, and mental or physical disability, can constitute unlawful discrimination. These terms include insults, printed material, visual material, signs, symbols, posters, or insignia.

Unlawful Discrimination Against Military Members. Unlawful discrimination against military members includes any unlawful action that denies equal opportunities to persons or groups based on their race, color, religion, national origin, sex, and sexual orientation. This type of discrimination includes verbal, physical, and non-verbal forms, as well as social media. For military members, unlawful discrimination is unacceptable, on- or off-base, 24 hours a day.

Unlawful Discrimination Against DoW Civilian Employees. Unlawful discrimination against civilian employees includes any unlawful employment practice that occurs when an employer fails or refuses to hire or promote; discharges or otherwise discriminates against any individual with respect to compensation, terms, conditions, or privileges of employment; limits, segregates, or classifies employees or applicants for employment in a way that deprives or tends to deprive any individual of employment opportunities or otherwise adversely affects his/her status as an employee because of race, color, religion, national origin, sex, (including sexual harassment, pregnancy,

sexual orientation, age (40 or older), genetic information, physical or mental disability, or reprisal).

20.19. Harassment

Harassment (Civilian) —As described in DoDI 1020.04, behavior that is unwelcome or offensive to a reasonable person and that creates conditions that interfere with work performance or creates an intimidating, hostile, or offensive work environment. Harassment may include, but is not limited to, unwanted physical contact, offensive jokes, epithets or name-calling, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, offensive non-verbal gestures, stereotyping, intimidating acts, veiled threats of violence, threatening, or provoking remarks, racial or other slurs, derogatory remarks about a person's accent or disability, displays of racially offensive symbols, hazing, or bullying (including cyberbullying). Harassment can be verbal, visual, written, physical, or electronic. Harassment can occur through electronic communications, including social media, messaging platforms, gaming platforms, mobile telephones, other forms of communication, and in person. For the purpose of this publication, the EO Program handles discriminatory harassment based on a protected class. Refer to DAFI 36-147 in handling non-EEO prohibited harassment.

Harassment (Military) —As described in DoDI 1020.03, conduct that is unwelcome or offensive to a reasonable person, whether verbal or nonverbal, written, electronic, or physical, that creates an intimidating, hostile, or offensive environment. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Types of harassment include, but are not limited to, discriminatory harassment, sexual harassment, hazing, bullying, stalking, revenge porn, and other sexual misconduct. Stalking, Revenge Porn, Other Sexual Misconduct. Formal complaints involving conduct that may be punishable under Articles 130 (stalking); 117a (wrongful broadcast or distribution of intimate visual images); and 120c (other sexual misconduct) of the UCMJ will be referred to the appropriate military criminal investigative organization or other law enforcement organization with criminal investigators who are specially trained to conduct such investigations. Harassment can be oral, written, or physical. Harassment can occur in person, through electronic communications, including social media, and other forms of communication. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, making work assignments, or conducting performance counseling are generally not considered harassment. For the purpose of this publication, the DAF MEO program is limited to processing complaints alleging bullying and hazing as "other forms of harassment."

Forms of Harassment. The Air Force Equal Opportunity Program covers six distinct forms of harassment: discriminatory, sexual, bullying, hazing, retaliation, and reprisal. They are briefly described here.

Discriminatory Harassment. Discriminatory harassment is conduct that is unwelcome based on race, color, religion, sex, national origin, and sexual orientation.

Sexual Harassment. Sexual harassment is conduct of any deliberate or repeated unwelcome verbal comments or gestures of a sexual nature by any military member or civilian employee. Sexual harassment is conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when: submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive environment; and is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive. Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence, or affect the career, pay, or job of a

military member or civilian employee is engaging in sexual harassment. Note: Sexual harassment includes use of electronic communications, including social media, other forms of communication, and in person. There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive. To demonstrate the severity of sexual harassment violations in the military, in January 2022, President Joseph Biden signed an executive order that establishes sexual harassment as a specific crime under the Uniform Code of Military Justice.

Bullying. As described in DoDI 1020.03, while not a form of prohibited harassment under equal opportunity (EO) law but is a prohibited form of conduct, bullying is a form of harassment that includes acts of aggression by service members or DoD civilian employees, with a nexus to military service, with the intent of harming a service member either physically or psychologically, without a proper military or other governmental purpose. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because he or she is considered different or weak. It often involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person. Bullying is evaluated by a reasonable person standard and includes, but is not limited to, the following when performed without a proper military or other governmental purpose: Physically striking another person in any manner or threatening to do the same. Intimidating, teasing, or taunting another person. Oral or written berating of another person with the purpose of belittling or humiliating. Encouraging another person to engage in illegal, harmful, demeaning, or dangerous acts. Playing abusive or malicious tricks. Branding, handcuffing, duct taping, tattooing, shaving, greasing, or painting another person. Subjecting another person to excessive or abusive use of water. Forcing another person to consume food, alcohol, drugs, or any other substance. Degrading or damaging another's property or reputation. Soliciting, coercing, or knowingly permitting another person to solicit or coerce acts of bullying.

Bullying does not include properly directed command or organizational activities that serve a proper military or other governmental purpose, or the requisite training activities required to prepare for such activities (e.g., command-authorized physical training). Service members may be responsible for an act of bullying even if there was actual or implied consent from the victim, and regardless of the grade or rank, status, or service of the victim. Bullying is prohibited in all circumstances and environments, including off-duty or "unofficial" unit functions and settings.

Hazing. As described in DoDI 1020.03, hazing is a form of harassment that includes conduct through which service members or DoD employees, without a proper military or other governmental purpose, but with a nexus to military service, physically or psychologically injure or create a risk of physical or psychological injury to service members for the purpose of: initiation into, admission into, affiliation with, change in status or position within, or continued membership in any military or DoD civilian organization. Hazing can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person. Hazing is evaluated by a reasonable person standard and includes, but is not limited to, the following when performed without a proper military or other governmental purpose: Any form of initiation or congratulatory act that involves physically striking another person in any manner or threatening to do the same. Pressing any object into another person's skin, regardless of whether it pierces the skin, such as "pinning" or "tacking on" of rank insignia, aviator wings, jump wings, diver insignia, badges, medals, or any other object. Oral or written berating of another person with the purpose of belittling or humiliating. Encouraging another person to engage in illegal, harmful, demeaning or dangerous acts. Playing abusive or malicious tricks. Branding, handcuffing, duct taping, tattooing, shaving, greasing, or painting another person. Subjecting another person to excessive or abusive use of water. Forcing another person to consume food, alcohol, drugs, or any other substance. Soliciting, coercing, or knowingly permitting another person to solicit or coerce acts of hazing.

Hazing does not include properly directed command or organizational activities that serve a proper

military or other governmental purpose, or the requisite training activities required to prepare for such activities (e.g., administrative corrective measures, extra military instruction, or command-authorized physical training). Service members or DoD civilian employees may be responsible for an act of hazing, even if there was actual or implied consent from the victim, and regardless of the grade or rank, status, or service of the victim.

Hazing is prohibited in all circumstances and environments including off-duty or "unofficial" unit functions and settings.

Retaliation. (Civilian) —As described in DoDI 1020.04, conduct that punishes a DoD civilian employee for asserting the right to be free from harassment in the workplace. Retaliatory behaviors include, but are not limited to, reprisal, ostracism, maltreatment, and criminal acts for a retaliatory purpose. Retaliation includes illegal, impermissible, or hostile actions taken with the knowledge of management against DoD civilian employees for: filing or being a witness in a charge, report, inquiry, or lawsuit; communicating with a supervisor or manager about discrimination, including harassment; answering questions during a DoD Component inquiry of alleged harassment; refusing to follow orders that would result in harassment; or resisting sexual advances or intervening to protect others. Pursuant to EEOC Notice 915.004, Enforcement Guidance on Retaliation and Related Issues, retaliation occurs when an employer takes a materially adverse action because an individual has engaged, or may engage, in activity in furtherance of the EEO laws the Commission enforces. Each of the EEO laws prohibits retaliation and related conduct: Title VII of the Civil Rights Act of 1964 (Title VII), the Age Discrimination in Employment Act (ADEA), Title V of the Americans with Disabilities Act (ADA), Section 501 of the Rehabilitation Act (Section 501), the Equal Pay Act (EPA), and Title II of the Genetic Information Nondiscrimination Act (GINA). These statutory provisions prohibit government or private employers, employment agencies, and labor organizations from retaliating because an individual engaged in protected activity. Generally, protected activity consists of either participating in an EEO process or opposing conduct made unlawful by an EEO law.

Retaliation. (Military) —As described in DoDI 1020.03, retaliation encompasses illegal, impermissible, or hostile actions taken by a service member's chain of command, peers, or coworkers as a result of making or being suspected of making a protected communication in accordance with DoDD 7050.06. Retaliation for reporting a criminal offense can occur in several ways, including reprisal. In addition to reprisal, additional retaliatory behaviors include ostracism, maltreatment, and criminal acts for a retaliatory purpose in connection with an alleged sex-related offense or sexual harassment; or for performance of duties concerning an alleged sex-related offense or sexual harassment. For detailed definitions of the full range of retaliatory behaviors, see the Retaliation Prevention and Response Strategy Implementation Plan. As described in AFI 36-2909, retaliation is prohibited personnel involving wrongfully taking or threatening to take or recommend an adverse personnel action against any person; or wrongfully withholding or threatening to withhold, or to recommend against, a favorable personnel against any person for reporting or planning to report a criminal offense, or making or planning to make a protected communication, with the intent to discourage any person from reporting a criminal offense or making or planning to make a protected communication.

20.20. Military Equal Opportunity Complaint Process

Only military personnel, their family members, and retirees may file military Equal Opportunity complaints. To file a complaint, the individual must be the subject of the alleged unlawful discrimination or sexual harassment. Third parties, to include commanders, supervisors, or co-workers, may not file a complaint on behalf of another individual. The Equal Opportunity office will refer all third party individuals who are aware of specific allegations of military Equal Opportunity policy violations to their respective chain of command. The Equal Opportunity office will not process anonymous complaints or accept military complaints from military members, family members, or retirees if the concerns are related to off-base or DoW civilian employment.

Military Informal Complaint Procedures. The purpose of the military informal complaint process is to attempt resolution at the lowest possible level. To informally resolve unlawful discrimination and sexual harassment complaints, individuals may orally address or prepare written correspondence to the alleged offender, request intervention by a coworker, opt to use the alternate dispute resolution process, or use the chain of command, such as requesting assistance from the supervisor, first sergeant, or commander. There is no time limit for filing informal complaints and no requirement for commander approval before accepting informal complaints.

Military Formal Complaint Procedures. The purpose of the military formal complaint process is to enable military members, retirees, and their family members to formally present allegations of unlawful discrimination to the Equal Opportunity office with the goal of attempting resolution through a complaint clarification process. The complaint clarification process involves gathering information regarding a formal military complaint or hotline complaint to determine whether a ‘preponderance of

evidence' exists to demonstrate that unlawful discrimination occurred. The complaint clarification includes interviewing or taking statements from complainants, potential witnesses, alleged offenders, and anyone else who may have information relevant to the case. The Equal Opportunity office may use information gathered from other investigations in conjunction with, but not in lieu of, their own clarification process to establish a preponderance of credible evidence. The clarification results are forwarded to the Staff Judge Advocate for a legal sufficiency review. Once the review is complete, the alleged offender's commander receives the complaint for final action, if appropriate. Military formal complaints must be filed within 60 calendar days of the alleged offense. The installation commander may waive the time limits for good cause based on a memorandum with sufficient justification provided by the complainant and submitted through the Equal Opportunity office. Formal complaints of sexual harassment are referred to security forces (SF) for an independent investigation pursuant to the procedures in 10 United States Code (USC) § 1561.

20.21. Civilian Equal Opportunity Complaint Process

Only USAF employees, former employees, and applicants for employment may file civilian Equal Opportunity complaints. An aggrieved person can file a complaint if discriminated against on the basis of race, color, religion, sex, (including pregnancy and sexual orientation), national origin, age (40 and older), or disability, or if subjected to sexual harassment or retaliated against for opposing discrimination or for participating in the complaint process. Additionally, an employee can file a complaint under Title II of the Public Law 110-233, *Genetic Information Nondiscrimination Act of 2008,* which prohibits genetic information discrimination for any aspect of employment, including hiring, firing, pay, job assignment, promotion, layoff, training, fringe benefits, or any other term or condition of employment. To harass or retaliate against a person because of their genetic information is illegal under the Genetic Information Nondiscrimination Act.

Civilian Informal Complaint Procedures. The purpose of the civilian informal complaint process is to provide for the prompt, fair, and impartial processing, and resolution of complaints, consistent with legal obligations under Title 29, Code of Federal Regulations, Part 1614, *Federal Sector Equal Employment Opportunity*. The objective is to seek opportunities to resolve issues at the lowest organizational level at the earliest possible time. The Equal Opportunity office will work with management and the Staff Judge Advocate in an attempt to resolve the complainant's concerns. The Equal Opportunity office must complete the informal complaint process within 30 calendar days of the complaint being filed unless the complainant grants an extension not to exceed 60 additional calendar days. If the matter is not resolved to the complainant's satisfaction before the end of the authorized period, including extensions, the complainant is issued a notice of right to file a formal complaint.

Civilian Formal Complaint Procedures. A formal complaint must be filed at the installation where the alleged discrimination occurred. For the complaint to be processed at the formal stage, the initial contact must be within 45 calendar days of the date of the matter alleged to be discriminatory or, in the case of a personnel action, within 45 calendar days of the effective date or when he or she becomes aware of the personnel action. The complaint must describe the actions or practices that form the basis of the complaint that was discussed with the Equal Opportunity office during the informal complaint process. The complaint must be filed with the Equal Opportunity director or designee within 15 calendar days of the complainant receiving the notice of right to file a formal complaint.

The Air Force is required to process civilian formal Equal Opportunity complaints in accordance with Title 29, Code of Federal Regulations, Part 1614, *Federal Sector Equal Employment Opportunity Management Directive 110*. The Equal Employment Opportunity Commission requires federal agencies to discharge certain responsibilities once a civilian formal Equal Opportunity complaint is filed. The Equal Opportunity office must process all formal complaints expeditiously and make a

determination whether to accept, dismiss, or partially dismiss a complaint or portion of a complaint to allow an investigation to be completed within 180 calendar days from the date filed.

20.22. Sexual Assault Prevention and Response

The Sexual Assault Prevention and Response (SAPR) Office is responsible for oversight of the DoW sexual assault policy and works hand-in-hand with the services and the civilian community to develop and implement innovative prevention and response programs. Refer to DAFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*, for details regarding the Air Force SAPR program.

Installation Sexual Assault Response Coordinator. The installation Sexual Assault Response Coordinator (SARC) is the single point of contact at an installation or within a geographic area reporting to the installation commander, who oversees sexual assault awareness, prevention, and response training; coordinates medical treatment, including emergency care for sexual assault victims; and tracks the services provided to a victim of sexual assault from the initial report through final disposition and resolution. **Note:** The Air Force will identify trained military SARCs, as well as trained civilian SARCs or SAPR Victim Advocates (SAPR VA), for rotational support of global contingency operations and deployments. Normally, each air expeditionary wing will warrant at least one SARC and one SAPR VA position. For deployments smaller than an air expeditionary force, deployed commanders must provide a sexual assault response capability consistent with Air Force requirements.

Victims' Counsel. The Victims' Counsel (VC) is a military attorney who is authorized to provide independent legal representation to eligible victims of sexual assault, sexual misconduct, stalking, and other similar crimes. A VC's primary responsibility is to their client. The VC has 3 main roles:

(1) Advocate - to provide victims zealous advocacy by protecting their rights; (2) Advise - to provide legal advice by developing victims' understanding of the often complex investigatory and military justice system; (3) Empower - by removing barriers to their full participation in the military justice process.

Sexual Assault. Sexual assault is criminal conduct that violates the standards the United States of America expects of the men and women serving in the Air Force and is inconsistent with our core values of Integrity First, Service Before Self, and Excellence In All We Do. Inherent in these core values is respect: self-respect, mutual respect, and respect for the Air Force as an institution. Sexual assault is an intentional sexual contact, characterized by the use of force, threats, intimidation, abuse of authority, or when the victim does not or cannot consent. The term sexual assault encompasses a range of sexual offenses specifically prohibited by Articles 120, 120b, and 80 of the Uniform Code of Military Justice, to include rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy, or attempts to commit any of these offenses.

Consent. Consent is defined as words or overt acts indicating a freely given agreement to the sexual conduct by a competent person. An expression of lack of consent through words or conduct means there is no consent. Lack of verbal or physical resistance or submission resulting from the accused's use of force, threat of force, or placing another person in fear, does not constitute consent. A current or previous relationship, or the manner of dress of the person involved with the accused in the sexual conduct at issue, shall not constitute consent. There is no consent where the person is sleeping or incapacitated, such as due to age, alcohol or drugs, or mental incapacity.

Response to an Allegation of Sexual Assault. Any military member or civilian employee, other than those authorized to receive confidential communications or otherwise exempted by law, regulation, or policy, who receives a report of a sexual assault incident about a subordinate in the individual's supervisory chain, will report the matter to the commander, the SARC, and the Air Force Office of Special Investigations. Military members or civilian employees who become aware of a sexual assault

incident, not involving a subordinate in the supervisory chain, are strongly encouraged, but not required, to report the incident to the SARC or encourage the victim to do so.

20.23. Sexual Assault Reporting Options

The Air Force has two reporting options: unrestricted and restricted reporting. The Air Force makes every effort to treat victims of sexual assault with dignity and respect, to protect their privacy to the maximum extent of the law, and provide support, advocacy, and care. Regardless of whether the victim elects restricted or unrestricted reporting, confidentiality of medical information will be maintained.

Restricted Reports. The DoW has directed the implementation of confidentiality in the form of a restricted reporting option that enables eligible victims to report allegations of sexual assault to specified personnel, without triggering an investigation. This reporting option is intended to remove barriers to medical care and support while giving the victim additional time and increased control over the release and management of personal information.

Only SARCs, SAPR VAs, VVAs, and healthcare personnel may receive restricted reports of sexual assault. If a victim elects this reporting option, a victim may convert a restricted report to an unrestricted report at any time. Chaplains, legal assistance attorneys, and VC entitled to privileged communications will not accept a restricted report of sexual assault. However, in the course of otherwise privileged communications with chaplains, legal assistance attorneys, and VC, a victim may indicate that he or she wishes to file a restricted report. If this occurs, the chaplains, legal assistance attorneys, and VC will facilitate contact with a SARC, SAPR VA, or VVA to ensure that a victim is offered SAPR services.

Unrestricted Reports. Any report of a sexual assault made by the victim through normal reporting channels, including the victim's chain of command, law enforcement, and the Air Force Office of Special Investigations or other criminal investigative services, is considered an unrestricted report. If a victim elects this reporting option, a victim will not be permitted to change from unrestricted to a restricted report. The individual to whom an unrestricted report is made will notify the SARC. Any report of sexual assault made through the SARC, SAPR VA, VVA, or healthcare personnel by an individual who elects an unrestricted report and designates so in writing, will be forwarded to the Air Force Office of Special Investigations. Victims may elect to make a restricted report of sexual assault at all times, except in cases where the victim personally reported the incident to law enforcement (including MCIOs) or previously filed an Unrestricted Report with a signed DD Form 2910 for the same incident. Victims can file a Restricted Report even if the allegation has been inadvertently or previously disclosed to command by the victim, suspect, or third party; or he matter has been reported to law enforcement, to include MCIOs, by anyone other than the victim; or an investigation is initiated, in progress, or closed.

In cases of an unrestricted report of a sexual assault or information concerning a sexual assault, information concerning the victim and the offense will only be provided to governmental entities or persons with an established official need to know. Those who are deemed to have an official need to know in the Air Force to perform their respective duties, routinely include: law enforcement, commanders, and first sergeants of the victim and the alleged assailant, legal personnel, the SARC, SAPR VA, VVA, and healthcare providers, as required.

Commanders notified of a sexual assault through an unrestricted report must take immediate steps to ensure the victim's physical safety, emotional security, and medical treatment needs are met and that the Air Force Office of Special Investigations or appropriate criminal investigative agency and SARC are notified.

Reporting Eligibility. The following individuals are eligible for both the restricted and unrestricted

reporting option within the SARC program.

RegAF members who were sexual assault victims perpetrated by someone other than the victim's spouse, same sex domestic partner, and/or unmarried intimate partner.

Military members, who are on RegAF status, but who were sexual assault victims prior to enlistment or commissioning, are eligible to receive SAPR services under either reporting option. Support to a member on RegAF status is available regardless of when or where the sexual assault took place.

Service members' dependents, 18 years of age and older, who are eligible for treatment in the military health system at installations in the Continental United States and outside of the Continental United States, and who were sexual assault victims perpetrated by someone other than the victim's spouse, same sex domestic partner, and/or unmarried intimate partner.

Air Force Reserve and Air National Guard members who are sexually assaulted when performing active service and inactive duty training.

DoW civilian employees will have access to full SAPR services that are offered to service members. This does not include additional medical entitlements or legal services to which they are not already authorized by law or policy.

Collateral Misconduct in Sexual Assault Cases. An investigation into the facts and circumstances surrounding an alleged sexual assault may produce evidence that the victim engaged in misconduct. Collateral misconduct by a sexual assault victim is a significant barrier to reporting because of the victim's fear of punishment. Some reported sexual assaults involve circumstances where the victim may have engaged in some form of misconduct like underage drinking or other related alcohol offenses, adultery, drug abuse, fraternization, or other violations of instructions or orders.

In accordance with the Uniform Code of Military Justice, the Manual for Courts-Martial, and Air Force instructions, commanders are responsible for addressing misconduct in a manner that is consistent and appropriate to the circumstances. However, Rule for Courts-Martial 306 permits superior commanders to withhold disciplinary authority from subordinate commanders for individual cases, types of cases, or generally. Pursuant to DAFI 51-201, *Administration of Military Justice*, if the Office of Special Trial Counsel (OSTC) chooses not to exercise authority over a victim's collateral misconduct, the authority to determine if that misconduct is minor or non-minor is withheld at the first O-6 with Special Court-Martial Convening Authority (SPCMCA) in the chain of command. Subordinate commanders must forward the case file and a written recommendation to this O-6 SPCMCA. The O-6 SPCMCA must consult with their servicing SJA and issue a written determination. If the victim belongs to a separate chain of command, the O-6 SPCMCA must also consult with the victim's SPCMCA in writing before making this determination. Once the written determination is complete, the O-6 SPCMCA may dispose of the collateral misconduct directly or return the file to the subordinate commander to take action, while the servicing SJA tracks the decision under the Safe-to-Report Policy.

Safe-to-Report Policy. The Safe-to-Report Policy is applicable to any allegation of sexual assault, regardless of whether the victim has filed a restricted or unrestricted report. The threshold issue for the applicability of the Safe-to-Report Policy is determining whether the alleged collateral misconduct in question is "minor" or "non-minor." The authority to make such a determination is withheld to the O-6 Special Court-Martial Convening Authority (SPCMCA), as outlined in DAFI 51-201, *Administration of Military Justice*, section 10E. If the O-6 SPCMCA determines the misconduct is minor using the process detailed above, the Safe-to-Report Policy applies, and the victim will not be disciplined. If the misconduct is determined to be non-minor, the policy does not apply, and the victim may be subject to disciplinary action.

Section 20D—Addressing Misconduct

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 20— ENFORCING MILITARY STANDARDS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 20D—Addressing Misconduct	B	C	C	D	D

20.24. Corrective Actions

Commanders, supervisors, and other persons in authority can issue administrative counseling, admonitions, and reprimands that are intended to improve, correct, and instruct subordinates who depart from standards of performance, conduct, bearing, and integrity, on- or off-duty, and whose actions degrade the individual and the unit mission.

Personnel Information File. Commanders and supervisors perform many personnel management functions requiring them to keep Personnel Information Files (PIF) on assigned personnel. DAFI 36-2608, *Military Personnel Records Systems*, authorizes the use and maintenance of PIFs by commanders and supervisors. If a PIF is established, use of AF Form 10A, *Personnel Information File*, Record of Performance; Officer Command Selection Record Group (Folder), is required. Custodians must keep PIFs current and secured in a locked area or container to protect against misuse or unauthorized access. The member may gain access to their PIF at any time per AFI 33-332. Contents of the PIF must be available to commanders, raters, first sergeants, senior raters, Air Force Office of Special Investigations, and Staff Judge Advocate personnel, as warranted. The release and review of the PIF contents in these instances are for official business or routine use.

Unfavorable Information File. The Unfavorable Information File (UIF) provides commanders with an official and single means of filing derogatory data concerning a Air Force member's personal conduct and duty performance. With some exceptions, the commander has wide discretion as to what should be placed in a UIF and what should be removed. Mandatory documents in UIFs include suspended or unsuspended Article 15 punishment of more than one month (31 days or more), court-martial conviction, civilian conviction where the penalty or actions equivalent to a finding of guilty of an offense which resulted in confinement of one year or more or could have resulted in a penalty of confinement for more than one year or death, and control roster actions. Optional documents may be included in UIFs for up to one year. Individuals have three duty days to acknowledge and provide pertinent information before the commander makes the final decision. The commander advises the individual of the final decision. If the commander decides to file the information in a UIF, the individual's response is also filed.

Unit commanders must review all UIFs within 90 days of assuming or being appointed to command; when individuals are considered for promotion, reenlistment, permanent change of station or assignment, and reclassification or retraining. Commanders also review UIFs annually, with the assistance of the Staff Judge Advocate. Commanders keep the UIF for the disposition period unless early removal is clearly warranted. In the course of their Air Force duties, the following individuals are authorized access to a member's UIF: the member, commander, first sergeant, enlisted performance report reporting and rating officials, force support squadron personnel, inspector general, inspection team, legal office personnel, military equal opportunity personnel, law enforcement personnel, and substance abuse counselors. For additional information regarding the UIF program, refer to DAFI 36-2907, *Adverse Administrative Actions*.

Control Roster. Control rosters are used by commanders to establish an observation period as a rehabilitative tool for individuals whose duty performance is substandard or who fail to meet or maintain Air Force standards of conduct, bearing, and integrity, on- or off-duty. Commanders should consider prior incidents, acts, failures, counseling, and rehabilitative efforts when establishing control rosters. A single incident of substandard performance or an isolated breach of standards not likely to

be repeated, is not ordinarily a basis for a control roster action. Commanders place an individual on the control roster by using DAF Form 1058, *Unfavorable Information File Action*, which puts the member on notice that his/her performance and behavior must improve, or he/she will face more severe administrative action or punishment. The individual acknowledges receipt of the action and has three duty days to respond and submit a statement on their behalf before the action is finalized. Placement on the control roster is a mandatory UIF entry and is initially instated for six months, but it can be removed early at the commander's discretion. If a member is not rehabilitated within six months of being placed on the control roster, the commander initiates more severe action. The UIF six-month time period begins the day the DAF Form 1058 is finalized and ends at 2400 hours six months later. Note: The control roster is not to be used by commanders as a substitute for more appropriate administrative, judicial, or nonjudicial action.

20.25. Administrative Counseling, Admonitions, and Reprimands

Administrative counseling, admonitions, and reprimands are quality force management tools available to supervisors, commanders, and other persons in authority to help maintain established Air Force standards and enhance mission accomplishment. These tools are intended to improve, correct, and instruct subordinates who depart from standards of performance, conduct, bearing, and integrity on-or off-duty, and whose actions degrade the individual and unit's mission. Counseling, admonitions, and reprimands should be used as part of a graduated pattern of discipline in response to repeated departures from standards. The decision to issue a letter of counseling, admonition, or reprimand should be based primarily on the nature and seriousness of the incident and on the previous disciplinary record of the member.

Counseling statements may be either verbal or written, but written corrective actions are more meaningful to the member, and when documented properly, may be used in subsequent proceedings. Written administrative counseling, admonitions, and reprimands are subject to the rules of access, protection, and disclosure outlined in the Privacy Act of 1974. The same rules apply to copies kept by supervisors and commanders and those filed in a UIF or PIF. Preponderance of the evidence is the standard to utilize in administrative action proceedings when evaluating whether the evidence establishes that misconduct occurred. A preponderance of the evidence simply means the greater weight of credible evidence. If such proof is lacking, administrative action is susceptible to being found to be legally unsupportable and, as a result, could be set aside.

Letter of Counseling and DAF Form 174, Record of Individual Counseling. Counseling is used by first line supervisors, first sergeants, and commanders to help Airmen use good judgment, assume responsibility, and face and solve problems. Counseling, whether conducted verbally or in writing, helps subordinates develop skills, attitudes, and behaviors consistent with maintaining Air Force readiness. Counseling may be documented on an DAF Form 174, *Record of Individual Counseling*, or on bond paper or letterhead as a letter of counseling.

Letter of Admonishment. An admonishment is used to document an infraction that warrants more severe action than a counseling, but not serious enough to warrant a reprimand. For officer personnel, if the letter of admonishment is not filed in the UIF, it must be filed in the individual's PIF.

Letter of Reprimand. A reprimand is more severe than a letter of counseling and letter of admonishment and indicates a stronger degree of official censure. Commanders may elect to file a letter of reprimand in a UIF for enlisted personnel. Letters of reprimand are mandatory for file in the UIF for officer personnel.

20.26. Administrative Demotion of Airmen

Administrative demotion of an Airman is a tool available for commanders for certain reasons.

Administrative demotions should not replace action under the UCMJ. There are a number of reasons to demote, such as failing to fulfill Airmen/NCO/SNCO responsibilities, failure to keep fit, and student status termination. When appropriate, Airmen should be given an opportunity to overcome their deficiencies before demotion action is initiated. The administrative demotion process is captured in AFI 36-2502.

20.27. Administrative Separations

Airmen are entitled to separate at their expiration of term of service unless there is a specific authority for retention. As a rule, Airmen separate on the date their expiration of term of service occurs, but their separation is not automatic. Airmen are members of the Air Force until they are separated by administrative action. Many different reasons for separation exist. The suitability of persons to serve in the Air Force is judged on the basis of their conduct and their ability to meet required standards of duty performance and discipline. Commanders and supervisors must identify enlisted members who show a likelihood for early separation and make reasonable efforts to help these members meet Air Force standards. Members who do not show potential for further service should be discharged. Commanders must consult the servicing Staff Judge Advocate and military personnel flight before initiating the involuntary separation of a member.

Required Separation. Airmen who will continue to serve in another military status must separate; for example, an Airman may separate to serve with the Air Force Reserve or Air National Guard. An Airman may also separate to accept an appointment as a commissioned officer of the Air Force or to accept an appointment as a warrant or commissioned officer of another branch of service.

Voluntary Separation. Airmen may ask for early separation for the convenience of the government if they meet the criteria. Entering an officer training program, pregnancy, conscientious objection, hardship, and early release to attend school are some of the reasons for which members may be allowed to separate.

Involuntary Separation. Physical conditions that interfere with duty performance or assignment availability, inability to cope with parental responsibilities or military duty, or insufficient retainability for required retraining, are reasons for involuntary discharge for the convenience of the government. Defective enlistment (fraudulent or erroneous) is also a basis for discharge. Airmen are subject to discharge for cause based on such factors as unsatisfactory performance, substance abuse, misconduct, or in the interest of national security.

20.28. Service Characterization

Airmen who do not qualify for reenlistment receive a discharge without regard to their remaining military service obligation. The service characterization depends upon the reason for the discharge and the member's military record in the current enlistment or period of service. The service of members administratively discharged under DAFI 36-3211, *Military Separations*, may be characterized as honorable, general (under honorable conditions), or under other than honorable conditions.

Honorable. Members separating at their expiration of term of service, or voluntarily or involuntarily separating for the convenience of the government, are characterized as honorable. An honorable discharge is given when the quality of the member's service generally has met Air Force standards of acceptable conduct and performance of duty, or a member's service is otherwise so meritorious that any other characterization would be inappropriate.

General (under honorable conditions). A general (under honorable conditions) discharge is given when a member's service has been determined to be honest and faithful, but significant negative aspects of the member's conduct or performance outweigh positive aspects of the Airman's military record.

Under Other Than Honorable Conditions. An under other than honorable conditions discharge is given based upon a pattern of behavior, or one or more acts or omissions, that constitute a significant departure from the conduct expected of an Airman. This characterization can be given only if the member is offered an administrative discharge board or if a discharge is unconditionally requested in lieu of trial by court-martial.

Discharge in Lieu of Trial by Court-Martial. If charges have been preferred against an Airman and if the Uniform Code of Military Justice authorizes punitive discharge as punishment for any of the offenses preferred, the Airman may request an administrative discharge instead of trial by court-martial. There is no guarantee; however, that the Airman's request will be granted.

20.29. Air Force Discharge Review Board

The Air Force Discharge Review Board affords former Air Force members the opportunity to request review of their discharge (except for a bad-conduct discharge, dishonorable discharge, or dismissal by general court-martial) within 15 years of the date of separation. The objective of a discharge review is to examine an applicant's administrative discharge and consider changing the characterization of service, the reason for discharge, and the re-enlistment code (when applicable), based on standards of propriety or equity. Airmen separated under circumstances (except retirement) that make them ineligible for reenlistment, and officers discharged under adverse conditions, are briefed by the military personnel section at the time of their discharge about the discharge review board process. They are provided with a discharge review fact sheet and an application, DD Form 293, *Application for the Review of Discharge from the Armed Forces of the United States*.

A personal appearance before the discharge review board is a statutory right. The applicant or the applicant's counsel may appear before the board or address the board via video teleconference. Procedures allow the applicant latitude in presenting evidence, witnesses, and testimony in support of the applicant's case. A board may also review the case based on documentation in the military record and any additional evidence provided by the applicant.

20.30. Air Force Board for Correction of Military Records

The Air Force Board for Correction of Military Records is the highest level of administrative review for correcting military records. In most cases, applicants are members or former members of the Air Force. In some situations, a family member, heir, or legal representative (such as a guardian or executor) of the member or former member with a proper interest, may request correction of another person's military records when that person is incapable of acting on their own behalf, is missing, or is deceased. With a few exceptions, most records generated by the Air Force may be corrected by the board. Records addressed for change include, but are not limited to enlisted performance reports, fitness test results, debts incurred, discharges and reenlistment/reentry eligibility codes, survivor benefit plans, accumulated leave days, Article 15 actions, and reinstatement into the Air Force. Records may be changed, voided, or created as necessary to correct an error or to remove an injustice. Applicable monetary benefits are recomputed based on the records changed. The board is a recommending body and will vote to grant, partially grant, or deny the requested relief. If the board recommends favorable relief, the case is forwarded to the Secretary of the Air Force or their designee for final decision. Unless procured by fraud, their decision is final and binding on all Air Force officials and government agencies.

Personal appearance to present an application to the Air Force Board for Correction of Military Records is not a statutory right and is granted solely at the discretion of the board, predicated on finding the applicant's presence, with or without counsel, will materially add to the board's understanding of the issue(s) involved. Information on the board's authority, jurisdiction, and policy can be found in DAFI 36-2603, *Air Force Board for Correction of Military Records (AFBCMR)*. **Note:** Applicants must

exhaust other reasonably available administrative avenues of relief prior to applying to the AFBCMRs. If other administrative remedies have not been properly exhausted before applying, the application, DD Form 149, *Application for Correction of Military Record Under the Provisions of Title 10, United States Code, Section 1552*, will be returned without action.

Chapter 21
MILITARY JUSTICE

Section 21A—Military Law

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 21— MILITARY JUSTICE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 21A—Military Law	B	B	C	C	C

21.1. Military Legal System

The strength of the military depends on disciplined service members, ready to fight and win our nation's wars. As stated in AFI 1-1, because military discipline enhances combat capability, because the military environment and duties are unique, and because military personnel serve throughout the world, a special system of laws and courts is required to maintain good order and military discipline. Good order and discipline are essential to maintaining a warfighting capability. Just as importantly, a fair and impartial system of military justice safeguards the morale of those who risk their lives in service to their nation. No other judicial system provides such expansive worldwide coverage or definitive purpose.

21.2. Commander Responsibilities

Effective leadership is the most desirable means of maintaining standards. Military law provides commanders certain tools, including court-martial and nonjudicial punishment, to address misconduct. Military commanders are responsible for maintaining law and order in the communities over which they have authority, and for maintaining the discipline of the fighting force. Ordinarily, the immediate commander determines how to dispose of an offense; however, a superior commander may withhold that authority, and, in certain categories of cases, such as sexual assaults and related misconduct arising from a sexual assault, the law gives specific authorities to the Office of the Special Trial Counsel. The Staff Judge Advocate is available to provide advice regarding issues of alleged misconduct.

Commander Discretion. One of the commander's greatest powers in the administration of military justice is the exercise of discretion, to decide how misconduct committed by a member of their command will be resolved. Each commander in the chain of command has independent yet overlapping discretion to dispose of offenses within the limits of that officer's authority. A commander may dispose of a case by taking no action, initiating administrative action against the member, offering the member nonjudicial punishment, or preferring court-martial charges. If a commander believes preferred charges should be disposed of by court-martial, the charges are forwarded to the convening authority. The convening authority must personally make the decision to refer a case to trial by court-martial. Charges may be referred to one of three types of court-martial: summary, special, or general. The types of courts-martial are discussed in greater detail later in this chapter.

21.3. Individual Responsibilities

The military justice system is a tool used to correct and punish breaches of discipline. All Airmen have a general responsibility to be familiar with the military justice system, correct marginal or substandard behavior or duty performance of their subordinates and support their commander in the application of the military justice system for maintaining good order and discipline. This requires becoming involved when breaches of discipline occur and reporting all such violations to the proper authorities. It is important for all Airmen to be familiar with the right against self-incrimination under Article 31 of the Uniform Code of Military Justice, know the resources available to assist in conducting legal investigations, and seek advice from service judge advocates before acting.

Self-Reporting of Criminal Conviction. Pursuant to AFI 1-1, Airmen above the pay grade of E-6,

and any member serving in a Designated Special Duty assignment who are in the RegAF or in active duty status in the Reserve Component will report, in writing to their commander, any conviction for a violation of a criminal law of the United States or while serving overseas. The member must report a conviction whether or not the member was on active duty or inactive duty at the time of the conduct that provides the basis for the conviction.

21.4. Basis of Military Justice

The Military Justice system is based on the United States Constitution, and input from all three branches of government.

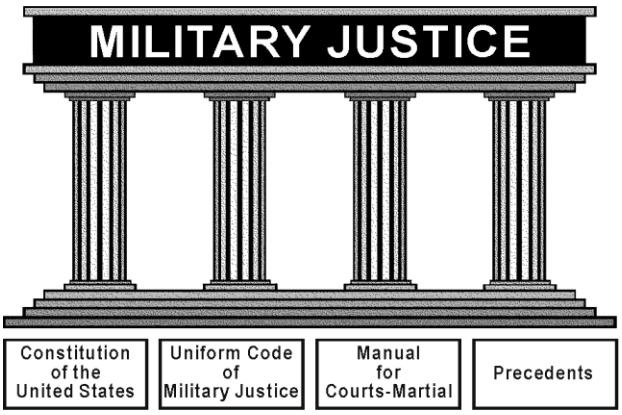


Figure 21.1. The Military Justice System Pillars

The U.S. Constitution. The U.S. Constitution is the ultimate source of authority from which all military law is derived. Congress (the legislative branch) and the U.S. President (the executive branch) have used their combined authority to create the military justice system we know today. This separation of powers ensures a checks-and-balances function in overseeing our military justice system.

Powers Granted to Congress. The U.S. Constitution provides that Congress is empowered to declare war; raise and support armies; provide and maintain naval forces; make rules for the government and regulation of the land and naval forces; provide for calling forth the militia (National Guard); organize, arm, and discipline the militias; and govern such part of them as may be employed in the service of the United States. Congress is also responsible for all laws deemed necessary and proper for carrying into execution the foregoing powers and all other powers vested by the U.S. Constitution in the U.S. Government. The Uniform Code of Military Justice (UCMJ) is written by Congress in the form of a bill. When a bill with a change to the UCMJ is passed by both the House and Senate in Congress, it then goes to the President for signature and approval.

Authority Granted to the President. The U.S. Constitution provides that the U.S. President serves as Commander in Chief of the U.S. Armed Forces and of the militia of the states (National Guard) when called to federal service. By virtue of authority as Commander in Chief, the U.S. President has the power to issue executive orders to govern the U.S. Armed Forces as long as these orders do not conflict with basic constitutional or statutory provisions. In addition to signing bills affecting the UCMJ into law, the President's executive orders impact military justice. The Rules for Courts-Martial (RCM), which guide court-martial procedure, are one such executive order.

Power Granted to the Judiciary (Courts). Military courts are responsible for hearing cases brought by the Government under the UCMJ against military members. Issues from these cases can also be appealed to appellate courts. Decisions made at appellate courts can create precedents. Precedents are defined as court decisions that serve as legal authority for deciding subsequent cases when there is similar facts or issues involved. When a court establishes a precedent, it creates a legal standard that other courts are likely to follow. These legal standards can have a lasting impact on the military justice system.

Uniform Code of Military Justice. The UCMJ is the second pillar in the military justice system. In 1947, in the aftermath of the Second World War, and after unification of the Armed Services under the DoW, Secretary James V. Forrestal, the first Secretary of War, desired a uniform legal code that would apply to all services. His efforts set the stage for a uniform system of discipline that Congress

enacted in 1950 as the UCMJ. Signed into law by President Harry S. Truman, the UCMJ became effective in 1951 and provided substantial procedural guarantees for an open and fair process that continues today.

The UCMJ encompasses the sorts of crimes outlawed in all jurisdictions, such as murder, arson, larceny, etc., and crimes largely unique to the military environment. Unique military crimes addressed under the UCMJ include such offenses as desertion, absence without leave, disrespect toward superiors, failure to obey orders, dereliction of duty, wrongful disposition of military property, drunk while on-duty, malingering, and conduct unbecoming an officer. The UCMJ also includes provisions regarding punishing misbehavior before the enemy, improper use of countersign, misbehavior of a sentinel, misconduct as a prisoner, aiding the enemy, spying, and espionage. Since its enactment, the UCMJ has undergone several significant changes, largely designed to provide service members with additional due process rights in criminal proceedings. The rights afforded to service members today largely mirror the due process safeguards of civilian courts, and in certain aspects, are even more expansive than those enjoyed by civilians.

Manual for Courts-Martial. The MCM is a publication, covering virtually all aspects of military criminal law, which is intended to serve as a comprehensive manual or guidebook for facilitating military justice worldwide. It contains the current version of the UCMJ, Rules for Courts-Martial, and Military Rules of Evidence, and templates, scripts, and analysis for use by military justice practitioners in the field. The MCM is divided into five parts and several appendices. Part I is the Preamble and explains the sources of authority for and structure of the MCM. Part II is the Rules for Courts-Martial (RCM). Part III is the Military Rules of Evidence (MRE), which are designed to promote fairness in how evidence is admitted and used in courts- martial. Part IV outlines the punitive articles of the UCMJ, that is, the articles that service members may be charged with violating at a court-martial. Part V describes the rules and procedures for Article 15, nonjudicial punishment. Additionally, the MCM contains a number of appendices, including analysis of the punitive articles, a maximum punishment table for the punitive articles, and various templates and scripts. These appendices are designed to serve as helpful guidance for military justice practitioners as they prepare for or conduct courts-martial.

21.5. Legal Rights

Members of the U.S. Armed Forces are afforded most of the procedural due process rights enjoyed by civilians in criminal cases, including protection against involuntary self-incrimination and the right to counsel. However, the Supreme Court and military appellate courts have repeatedly held that the Constitution and Bill of Rights do not apply in their entirety to courts-martial. For instance, court-martial juries—called panels—are not required to reach a unanimous verdict in order to convict members of a criminal offense (with the exception of capital cases, meaning cases where the death penalty is an authorized punishment).

Complaints of Wrongs under Article 138. Article 138, UCMJ, is a provision for protecting members' rights and for addressing grievances. Members of the U.S. Armed Forces who believe they have been wronged by their commanding officer may seek redress with the commanding officer informally, and then with a superior authority if their request is denied. A properly filed Article 138 complaint ultimately ends with review and action by the general court-martial convening authority with jurisdiction over the commanding officer whose actions are the subject of the complaint. However, not all grievances are appropriate for redress through an Article 138 complaint. Any adverse event that has its own procedures for appeal and redress normally cannot be made the subject of an Article 138 complaint. For instance, a conviction at court-martial, Article 15 nonjudicial punishment, or poor enlisted evaluation report, all have their own processes for appeal. An Article 138 complaint about the outcome of such an event is not eligible for review. Absent unusual circumstances, the member must apply for redress within 90 calendar days of the discovery of the wrong complained of,

and the complaint should contain all available supporting evidence. DAFI 51-505, *Complaints of Wrongs Under Article 138, Uniform Code of Military Justice*, contains detailed guidance of the substantive and procedural requirements for filing an Article 138 complaint. Airmen considering this action may consult their servicing Area Defense Counsel for advice and should ensure that they comply strictly with the requirements of DAFI 51-505.

Compulsory Self-incrimination Prohibited. The Fifth Amendment to the U.S. Constitution states that no person shall be compelled to be a witness against him or herself. Similarly, Article 31, UCMJ, reflects this right and prohibits involuntary statements from being used against an accused. A statement is "involuntary" when obtained in violation of the Fifth Amendment, Article 31, or through the use of coercion, unlawful influence, or unlawful inducement. The UCMJ requires that prior to interrogation or any requests for a statement from a person suspected of an offense, the person must be first told of the nature of the accusation, advised that he or she does not have to make any statement regarding the offense, and that any statement he or she makes may be used as evidence against him or her in a trial by court-martial. Prior to interrogation, the suspect is entitled to consult with military defense counsel and to have such counsel present at the questioning. If counsel is requested, questioning must cease until counsel is present. Once properly advised of their rights, a person may waive these rights and choose to make a statement. Assuming this waiver is made freely, knowingly, and intelligently, any subsequent statement can be used as evidence in a court-martial or other judicial or administrative proceedings.

Right to Counsel. The UCMJ provides an accused the right to be represented by a military defense counsel at general courts-martial, special courts-martial, and any Article 32 preliminary hearing. Although the UCMJ does not grant an accused the right to counsel at summary courts-martial, or when facing nonjudicial punishment under Article 15, the Air Force generally provides military defense counsel in these forums as a matter of policy. The Area Defense Counsel provides Air Force members independent legal representation. All Area Defense Counsel are judge advocates who are graduates of an accredited law school, members of the bar of a federal court or highest court of a State and who are certified to perform defense duties by The Judge Advocate General of the Air Force. Airmen suspected of an offense or facing adverse administrative actions receive free, confidential legal advice from an experienced judge advocate outside the local chain of command, which guards against conflicts of interest or command influence. Although located at most major bases, Area Defense Counsel work for a separate chain of command and report directly to senior defense attorneys. The Area Defense Counsel does not report to anyone at base level, including the wing commander or the base Staff Judge Advocate. This separate chain of command ensures undivided loyalty to the client.

Section 21B—Legal Enforcement

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 21—MILITARY JUSTICE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 21B—Legal Enforcement	B	B	C	C	C

21.6. Law Enforcement Duties

All Airmen should be familiar with the rules for apprehending, arresting, and confining violators of the Uniform Code of Military Justice (UCMJ).

Apprehension. Apprehension is the act of taking a person into custody and the equivalent of a civilian arrest. An apprehension is made by clearly notifying the person, orally or in writing, that he or she is in custody. The simple statement, "You are under apprehension," is usually sufficient to provide notice. During apprehension, such force and means as are reasonably necessary under the circumstances to affect the apprehension, are authorized. Military law enforcement officers, military criminal investigators, and persons on guard or performing police duties, are authorized to apprehend persons subject to UCMJ jurisdiction. Although all commissioned, warrant, petty, and Noncommissioned officers members on RegAF status may apprehend persons subject to UCMJ jurisdiction, absent exigent (urgent or necessary) circumstances, the apprehension of civilians should be done by law enforcement personnel. Noncommissioned and officers not otherwise performing law enforcement duties may apprehend commissioned or warrant officers only on specific orders from a commissioned officer or when such apprehension prevents disgrace to the service or to prevent the commission of a serious offense or escape of someone who has committed a serious offense. The immediate commander of an apprehended person should be promptly notified.

Pretrial Restraint. Pretrial restraint is moral or physical restraint on a person's liberty that is imposed before and during the disposition of offenses. Pretrial restraint may only be ordered if there is probable cause (a reasonable belief) that the person committed an offense triable by court-martial, and if the circumstances require restraint. Factors to consider in ordering pretrial restraint include whether one can foresee that the person will not appear at trial or will engage in serious criminal misconduct while awaiting court-martial. Pretrial restraint should not be more rigorous than the circumstances require. Only an officer's commander can order pretrial restraint of an officer; this authority cannot be delegated. Any commissioned officer may order pretrial restraint of any enlisted person. An enlisted person's commander may also delegate such restraint authority to an enlisted member. Pretrial restraint may include conditions on liberty, restrictions in lieu of arrest, arrest, or confinement, as briefly described here.

Conditions on Liberty. Conditions on liberty as a pretrial restraint are imposed by directing a person to do or refrain from doing specified acts. Examples include orders to report periodically to a specified official, orders to stay away from a certain place (such as the scene of the alleged offense), and orders not to associate with specified persons (such as the alleged victim or potential witnesses). Conditions on liberty must not hinder pretrial preparation.

Restrictions in Lieu of Arrest. Restrictions in lieu of arrest are imposed as the restraint of a person by oral or written orders directing the person to remain within specified limits, but to a less severe level than arrest. The geographic limits are usually broader (for example, restriction to the limits of the installation). During restrictions in lieu of arrest, the alleged offender will perform full military duties, unless otherwise directed.

Arrest. In the U.S. Armed Forces, the term "arrest" means the limiting of a person's liberty. Arrest as a pretrial restraint is not imposed as punishment for an offense, but it does direct a person to remain within specified limits. Arrest is a moral restraint; no physical restraint is exercised to

prevent a person from breaking arrest. A person in arrest may not be required to perform full military duties such as commanding or supervising, serving as guard, or bearing arms.

Confinement. Confinement is the pretrial, physical restraint imposed by order of competent authority, depriving a person of freedom pending disposition of charges. No person may be ordered into pretrial confinement except for upon probable cause. Probable cause to order pretrial confinement exists when there is reasonable belief that: (1) an offense triable by court-martial has been committed, (2) the person confined committed it, and (3) confinement is required by the circumstances. Each person confined shall promptly be informed of: (1) the nature of the offenses for which held, (2) the right to remain silent and that any statement made by the person may be used against the person, (3) the right to retain civilian counsel at no expense to the United States and the right to request assignment of military counsel, and (4) the procedures by which pretrial confinement will be reviewed.

21.7. Search and Seizure

The Fourth Amendment to the U.S. Constitution protects against unreasonable searches and seizures. The authorization to search must be based on probable cause, particularly describe the place to be searched, and describe the persons or things to be seized. Probable cause to search exists when there is a reasonable belief that the person, property, or evidence sought is located in the place or on the person to be searched. “Authorization to search” is the military equivalent of a civilian search warrant. A search authorization is an express permission, written or oral, issued by a competent military authority to search a person or an area for specified property or evidence, or to search for a specific person and to seize such property, evidence, or person.

Commanders, military judges, and magistrates may be authorized to direct inspections of persons and property under their command authority and to authorize probable cause searches and seizures over anyone subject to military law or at any place on an installation. A commander who authorizes a search or seizure must be neutral and detached from the case and facts. Therefore, the command functions of gathering facts and maintaining overall military discipline must remain separate from the legal decision to grant search authorization.

21.8. Inspections

An inspection is of a person, property, or premises for the primary purpose of determining and ensuring the security, military fitness, or good order and discipline of a unit, organization, or installation. Commanders may conduct inspections of their units. Inspections are not searches. The distinction between a search and an inspection is that an inspection is not conducted for the primary purpose of obtaining evidence for use in a trial or other disciplinary proceedings and does not focus on a particular suspect or individual. Contraband seized during an inspection (for example, vehicle entry checks and random drug testing) is admissible in court.

Section 21C—Nonjudicial Punishment

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 21—MILITARY JUSTICE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 21C—Nonjudicial Punishment	B	B	C	C	D

21.9. Administrative Procedures

Nonjudicial punishment is authorized under Article 15, Uniform Code of Military Justice (UCMJ). Often referred to as an Article 15, nonjudicial punishment provides commanders with an essential and prompt means of maintaining good order and discipline and promotes positive behavior changes in service members without the stigma of a court-martial conviction. Any Air Force member can be punished by Article 15. Generally, nonjudicial punishment should be reserved for "minor offenses" under the UCMJ. Commanders are encouraged, but not required, to offer counseling and administrative reprimands before resorting to the Article 15 process.

Minor Offense. Whether or not an offense is minor depends on several factors and is a matter left to the imposing commander's discretion. Besides the nature of the offense, the commander should also consider the alleged offender's age, grade, duty assignments, record, experience, and the maximum sentence imposable for the offense if tried by a general court-martial. Ordinarily, a minor offense is an offense for which the maximum sentence authorized would not include a dishonorable discharge or confinement for more than one year if tried by a general court-martial.

Procedures. Commanders must confer with the Staff Judge Advocate, or a designee, before initiating nonjudicial punishment proceedings and before imposing punishment. The Staff Judge Advocate advises and helps the commander evaluate the facts and determine whether and what offense was committed. Unlike administrative actions, nonjudicial punishment actions may only allege violations of a punitive article of the Uniform Code of Military Justice. The standard of proof that commanders must apply in determining guilt is preponderance of the evidence. This means that a commander must determine, based on the evidence considered, that it is more likely than not that the member committed the alleged offense. Superior commanders serving as appeal authority must apply the same standard.

Record of Nonjudicial Punishment. If the commander does determine that nonjudicial punishment is appropriate, the Staff Judge Advocate or military justice section of the base legal office prepares the appropriate documentation:

The commander notifies the member that he or she is considering punishment under Article 15 by signing the appropriate DAF Form 3070 and providing it to the member. The form includes a statement of the alleged offense(s), the member's rights, and the maximum punishment allowable. After receiving the form, the member has a right to examine all statements and evidence available to the commander and is not required to accept or reject nonjudicial punishment sooner than three duty days following notification. The initiating commander may, upon written application, grant an extension for good cause. Acceptance of nonjudicial punishment by a member is a choice of forum, not an acceptance of guilt. An Airman who is served nonjudicial punishment has the right to "turn down" the nonjudicial punishment and demand trial by court-martial for the offense(s) he or she is accused of. Additionally, the member has a right to consult an Area Defense Counsel before making any decisions, and an Area Defense Counsel, or civilian attorney provided at the member's own expense, may assist the member throughout the nonjudicial punishment proceedings. If a member does accept the nonjudicial punishment forum, he or she has the right to present matters in defense, extenuation, or mitigation to the commander on their own behalf and make a personal appearance before the commander, except in extraordinary circumstances or when the commander is unavailable.

21.10. Punishments Under Article 15

If the commander finds the member committed an offense, he or she will determine the appropriate punishment, serve their decision upon the member, and notify the member of the right to appeal. Punishments may include reduction in grade, forfeiture of pay, restrictions, extra duties, and correctional custody. The type and permissible extent of punishment are limited by the imposing commander's grade and the alleged offender's grade. **Table 21.1**. is provided here as a generalized reference; however, for detailed, specific information regarding punishments under Article 15, refer to AFI 36-2502 and DAFI 51-202, *Nonjudicial Punishment*.

RULE	Punishment		Imposed by Lieutenant or Captain	Imposed by Major	Imposed by Lieutenant Colonel or Above
1	Additional restrictions		May not impose nonjudicial punishment on CMSgt or SMSgt	May not impose nonjudicial punishment on CMSgt or SMSgt	See **Note 2** for reduction of CMSgt or SMSgt
2	Correctional custody		Up to 7 days	30 days	30 days
3	Reduction in Grade	CMSgt	No	No	**Note 2**
4		SMSgt	No	No	**Note 2**
5		MSgt	No	No	One grade
6		TSgt	No	One grade	One grade
7		SSgt	One grade	One grade	One grade
8		SrA	One grade	To Airman Basic	To Airman Basic
9		A1C	One grade	To Airman Basic	To Airman Basic
10		Amn	One grade	To Airman Basic	To Airman Basic
12	Reprimand		Yes	Yes	Yes
13	Restriction		14 days	60 days	60 days
14	Extra duties		14 days	45 days	45 days
15	Forfeiture		7 day's pay	½ of 1 month's pay per month for 2 months	½ of 1 month's pay per month for 2 months

Notes:

See Manual for Courts-Martial, part V, paragraph 5d, for further limitations on combinations of punishments.

CMSgt or SMSgt may be reduced one grade only by MAJCOM commanders, commanders of unified or specified commands, or commanders to whom promotion authority to these grades has been delegated. See AFI 36-2502. DAFI 51-202, Table 3.1.

Bread and water and diminished rations punishments are not authorized.

Frocked commanders may exercise only that authority associated with their actual pay grade. No authority is conferred by the frocked grade.

Table 21.1. Permissible Nonjudicial Punishments on Enlisted Members (Notes 1, 2, 3, and 4)

Member's Right to Appeal. Members are entitled to appeal nonjudicial punishment to the next superior authority in the commander's chain of command. The member may appeal when he or she considers the punishment to be unjust or disproportionate to the offense. A member may assert the punishment was unjust because the offense was not committed. Thus, the guilty finding, the punishment, or both, may be appealed. The member has five calendar days to submit a written appeal—an oral statement is not acceptable. Punishments are not stayed (suspended or halted) during the appeal process; however, if the commander or appellate authority fail to take action on an appeal within five days after submission, and if the member so requests, any unexecuted punishment involving restraint or extra duties will be delayed until after appeal. The appellate authority may deny all relief, grant partial relief, or grant all relief requested by the member. The appellate authority's decision is final.

21.11. Suspension, Remission, Mitigation, and Set-Aside Actions

A commander has the power to suspend, remit, mitigate, or set aside punishment of an Article 15.

Suspension. To suspend punishment is to postpone application of all or part of a specific probationary period with the understanding that the punishment will be automatically remitted (canceled) at the end of this period if the member does not engage in further misconduct. The probationary period may not exceed six months. Suspension may occur when the commander imposes the punishment or within four months of executing the punishment. Air Force policy encourages the use of suspended sentences as a corrective tool for first-time offenders to provide an observation period and an incentive for good behavior.

Remission. Remission is an action whereby any portion of the unexecuted punishment is canceled, normally used as a reward for good behavior or when determined the punishment imposed was too severe for the particular offense.

Mitigation. Mitigation is a reduction in either the quantity or quality of a punishment. Commanders may, at any time, mitigate any part or amount of the unexecuted portion of the punishment by changing to a less severe form or reducing the quantity. For example, a reduction in grade can be mitigated to a forfeiture of pay.

Set Aside. Setting aside is an action whereby the punishment, whether executed or unexecuted, is set aside and any property, privilege, or rights affected by the portion of the punishment set aside are restored. Commanders use this action only when they believe, under all the circumstances of the case, the punishment has resulted in clear injustice.

Section 21D—Courts-Martial

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 21—MILITARY JUSTICE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 21D—Courts-Martial	B	B	C	C	C

21.12. Uniform Code of Military Justice Punitive Articles

Punitive articles consist of Articles 77 through 134, Uniform Code of Military Justice (UCMJ), violations of which are punishable by court-martial. The punitive articles include clarification regarding the text of the article (brief description of the offense), elements of the offense, explanations, lesser included offenses, maximum punishment, and sample specifications for the offense regarding the punishable offense. For full descriptions of punitive articles, maximum punishments regarding applicable discharge, forfeiture of pay and allowances, confinement; and specifications regarding the circumstances, refer to Manual for Courts-Martial (MCM), Part IV, Punitive Articles. **Note:** Article 134 is designed to address unspecified offenses, termed "disorders and neglects," that are punishable because they either prejudice good order and discipline or otherwise discredit the armed forces in the view of society. Article 134 also provides elements and definitions for certain military-specific offenses not addressed elsewhere in the punitive articles of the UCMJ.

21.13. Types of Courts-Martial

Congress established three levels of courts-martial: General (GCM), Special (SPCM) and Summary (SCM). The levels differ according to the limitations upon punishment that can be imposed by each. The three types are described here.

Summary Court-Martial. Summary courts-martial have jurisdiction to try enlisted members subject to the UCMJ accused of any noncapital offense made punishable by the UCMJ. No person with respect to whom summary courts-martial have jurisdiction may be brought to trial before a summary court-martial if he or she objects. If objection to trial by summary court-martial is made, trial may be ordered by special or general court-martial, as appropriate. Summary courts-martial may, under such limitations as the U.S. President may prescribe, adjudge any punishment not forbidden by the UCMJ except death, dismissal, dishonorable or bad-conduct discharge, confinement for more than one month, hard-labor without confinement for more than 45 days, restriction to specified limits for more than two months, or forfeiture of more than two-thirds of one month's pay. A summary court-martial consists of one commissioned officer and is a non- criminal forum. A finding of guilty at a summary court-martial does not constitute a criminal conviction.

Special Court-Martial. Special courts-martial have jurisdiction to try members subject to the UCMJ for any noncapital offense made punishable by the UCMJ, and under such regulations as the U.S. President may prescribe, for capital offenses. Special courts-martial may, under such limitations as the President may prescribe, adjudge any punishment not forbidden by the UCMJ except death, dishonorable discharge, dismissal, confinement for more than one year, hard labor without confinement for more than three months, forfeiture of pay exceeding two-thirds pay per month, or forfeiture of pay for more than one year. A special court-martial may consist of a military judge with a panel of four members (plus alternate members if authorized by the convening authority), a military judge alone, or in some cases, with the consent of the parties involved, a military magistrate.

A subset of Special Court-Martial is the Judge-Alone Special Court-Martial. If charges are referred to a judge-alone special court-martial, the maximum punishments of a traditional special court-martial are further limited to confinement of no more than six months and forfeitures of pay of no more than six months. Further, a punitive discharge may not be imposed. If charges are referred to a judge-alone special court-martial, the maximum punishments of a traditional special court-martial are further

limited to confinement of no more than six months and forfeitures of pay of no more than six months. Further, a punitive discharge may not be imposed.

General Court-Martial. General courts-martial have jurisdiction to try persons subject to the UCMJ for any offense made punishable by the UCMJ and may, under such limitations as the U.S. President may prescribe, adjudge any punishment not forbidden by the UCMJ, including the penalty of death when specifically authorized by the UCMJ. General courts-martial also have jurisdiction to try any person who, by the law of war, is subject to trial by a military tribunal, and may adjudge any punishment permitted by the law of war. However, in certain circumstances, general courts-martial shall not have jurisdiction to try any person for any offense for which the death penalty may be adjudged unless the case has been previously referred to trial as a noncapital case. A general court-martial may consist of a military judge with a panel of eight or more members, a military judge alone, or in capital cases, a military judge with a panel of twelve members.

21.14. Determining Court-Martial Jurisdiction

Courts-martial jurisdiction is concerned with two questions:

Personal jurisdiction (Is the accused a person subject to the UCMJ?)

Subject-matter jurisdiction (Is the conduct prohibited by the UCMJ?)

If the answer is “yes” in both instances, then and only then does a court-martial have jurisdiction to decide the case.

Personal Jurisdiction. Personal jurisdiction involves status, that is, the accused must possess the legal status of a service member or a person otherwise subject to the UCMJ before personal jurisdiction can attach. Article 2, UCMJ, includes the following as persons subject to court-martial jurisdiction: (1) members of a Regular Component of the U.S. Armed Forces, including those awaiting discharge after expiration of their terms of enlistment; (2) cadets, aviation cadets, and midshipmen; (3) while on inactive duty training, members of a Reserve Component and members of the Air National Guard, but only when in Federal service; (4) retired members of a Regular Component of the U.S. Armed Forces who are entitled to pay; (5) retired members of a Reserve Component who are receiving hospitalization from an armed force; (6) members of the Fleet Reserve or Fleet Marine Corps Reserve; (7) persons in custody of the U.S. Armed Forces serving a sentence imposed by a court-martial; (8) members of the National Oceanic and Atmospheric Administration, Public Health Service, and other organizations, when assigned to and serving with the Armed Forces; (9) prisoners of war in custody of the Armed Forces; (10) in time of declared war or contingency operation, persons serving with or accompanying an armed force in the field; (11) subject to any treaty or agreement to which the United States is or may be a party or to any accepted rule of international law, persons serving with, employed by, or accompanying the U.S. Armed Forces outside the United States and outside the Commonwealth of Puerto Rico, Guam, and the Virgin Islands; (12) subject to any treaty or agreement to which the United States is or may be a party or to any accepted rule of international law, persons within an area leased by or otherwise reserved or acquired for the use of the United States which is under the control of the Secretary concerned and which is outside the United States and outside the Commonwealth of Puerto Rico, Guam and the Virgin Islands; (13) individuals belonging to one of the eight categories enumerated in Article 4 of the Convention Relative to the Treatment of Prisoners of War, done at Geneva August 12, 1949, who violate the law of war.

Subject-Matter Jurisdiction. Courts-martial have the power to try any offense under the UCMJ except when prohibited from doing so by the U.S. Constitution. Courts-martial have exclusive jurisdiction when a purely military offense, such as desertion, failure to obey orders, or disrespect toward superiors, is involved. However, if the offense violates both the UCMJ and a civilian code,

concurrent jurisdiction may exist. For example, if a RegAF military member is caught shoplifting at an off-base merchant, the member can be tried by court-martial for larceny in violation of Article 121, UCMJ, and tried by a civilian court for a larceny offense recognized in the local jurisdiction. The determination as to whether a military or a civilian authority will try the member is normally made through consultation or prior agreement between appropriate military authorities (ordinarily the Staff Judge Advocate) and appropriate civilian authorities. A member to be tried by both a court-martial and a state court for the same act is constitutionally permissible; however, a member who has been tried by a state court normally will not be tried by court-martial for the same act. Only the Secretary of the Air Force may approve such prosecutions, and only in the most unusual cases when the ends of justice and discipline can be met in no other way.

21.15. Trial

When a case is referred to trial, the convening authority, generally the wing or Numbered Air Force commander, details members in their opinion, who are the best qualified for the duty by reason of age, education, training, experience, length of service, and judicial temperament. No members are eligible to serve as a member of a general or special court-martial when they are the accuser or witness for the prosecution or have acted as an investigating officer, preliminary hearing officer, or as counsel in the same case. When it can be avoided, no panel member should be junior in rank or grade to the accused. Throughout the court-martial process, commanders, convening authorities and all other persons subject to the UCMJ are expressly forbidden to exercise any improper influence on the action of the court.

Trial Counsel. Trial counsels are similar to prosecutors in civilian criminal trials. They represent the government, and their objective is justice, not merely securing a conviction. Trial counsel present evidence they believe is admissible and seek to persuade the court that the accused committed the alleged offenses. Trial counsel argues the inferences most strongly supporting the charges. Trial counsel also presents evidence and arguments to address defenses raised on behalf of the accused. Trial counsel may not ethically permit the continuance of the cause of action against the accused knowing the charges are not supported by probable cause. Additionally, trial counsel has an affirmative duty to disclose to the defense any evidence that negates the accused's guilt, mitigates the degree of guilt, or reasonably tends to reduce the punishment of the accused.

Defense Counsel. Military defense counsel is similar to defense attorneys in civilian criminal trials. In a trial by court-martial, the accused may be represented by military defense counsel, free of charge. The accused may also hire a civilian lawyer at their own expense. An accused may request representation by a particular military lawyer, and if that lawyer is reasonably available, he or she will be detailed to represent the accused. Defense counsel will, within the bounds of the law, zealously represent the accused.

Office of Special Trial Counsel (OSTC). Provides expert, specialized, independent, and ethical representation of the United States, under the direct civilian control of the SecAF, in the investigation and trial-level litigation of covered offenses, as prescribed by Article 1(17), UCMJ, and other offenses over which the office exercises authority pursuant to Article 24a, UCMJ. OSTC reports directly to SecAF with no intervening authority.

Military Judge. A military trial judge presides over each open session of the court-martial. Military trial judges are selected from highly qualified, experienced judge advocates. The military judge of a court-martial may not consult with members of the court except in the presence of the accused, trial counsel, and defense counsel, nor does he or she vote with the members of the court.

Victims' Counsel. In addition to the brief description of the Victims' Counsel (VC) regarding the Sexual Assault Prevention and Response Program, the Air Force Judge Advocate General Corps created the VC pilot program in 2013. Since then, it has expanded to include 112 world-wide personnel

with an independent chain of command through the Air Force Legal Operations Agency in Washington, D.C. The VC's primary responsibility is to their client and the VC is bound by professional ethical responsibilities to him or her. VCs provide independent legal representation, which might include opposing the government of the United States to promote the individual interests of their clients without regard to how their actions might otherwise affect the Air Force as an institution. An VC's legal representation includes advocacy to relevant entities within the Air Force, representation in courts-martial proceedings, post-trial and appellate review, and advocacy or assistance regarding related matters outside the military justice process.

Findings and Sentence. The verdict of a court-martial is called the findings. An accused cannot be found guilty unless guilt is proved beyond a reasonable doubt. A finding of guilty does not require a unanimous agreement but requires at least three-fourths of the members to vote for a finding of guilty. Voting is by secret written ballot. In the event of a not-guilty verdict (acquittal), the trial ends. If there is a finding of guilty, a pre-sentencing procedure follows immediately to help the court determine an appropriate sentence. A sentence of death requires a unanimous vote by panel members on both the findings of guilt and the propriety of death as punishment.

21.16. Appellate Review

After a sentence is announced in a court-martial, the accused may submit matters to the convening authority for consideration in the exercise of the convening authority's powers. Once the convening authority takes action, the military judge of a general or special court-martial shall enter into the record of trial the judgment of the court. The judgment reflects the result of the court- martial, as modified by any post-trial actions, rulings, or orders. The entry of judgment terminates the trial proceedings and initiates the appellate process.

The Judge Advocate General. The Judge Advocate General is the review authority in general court-martial cases where the sentence does not include death, dismissal, punitive discharge, or confinement for one year or more. The Judge Advocate General may also elect to certify (refer) a case to the Air Force Court of Criminal Appeals. The Judge Advocate General instructs convening authorities to take action according to the court's decisions.

Air Force Court of Criminal Appeals. The Air Force Court of Criminal Appeals is the first level of formal appellate review. It is an independent appellate judicial body of at least three military appellate judges appointed by the Judge Advocate General. Each judge must be a member of a bar of a federal court or of the highest court of a state and must be certified by the Judge Advocate General as qualified by reason of education, training, experience, and judicial temperament, for duty as an appellate military judge. The Air Force Court of Criminal Appeals reviews cases for legal error and for factual sufficiency when an issue of factual sufficiency is raised by the appellant. Unless appellate review is waived by an appellant, the Air Force Court of Criminal Appeals automatically reviews all cases involving a sentence that includes death, dismissal of a commissioned officer, a punitive discharge, or confinement of two years or more. Additionally, the Air Force Court of Criminal Appeals reviews timely appeals submitted by an accused for sentences to confinement greater than six months. In this forum, the appellant is provided a military counsel (free of charge) who is an experienced trial advocate and a full-time appellate counsel. Civilian appellate counsel may be retained at the appellant's own expense. The government is represented by appellate government counsel. If the Air Force Court of Criminal Appeals rules against the appellant, he or she may request review by the U.S. Court of Appeals for the Armed Forces. **Note:** Appellate review cannot be waived in death penalty cases.

U.S. Court of Appeals for the Armed Forces. The U.S. Court of Appeals for the Armed Forces is composed of five civilian judges appointed by the President. It is the highest appellate court in the military justice system. The court reviews all cases in which the death sentence was imposed, and

cases previously reviewed by the Air Force Court of Criminal Appeals forwarded on the Judge Advocate General's order. Review in other cases is discretionary upon petition of the appellant and upon good cause shown. Air Force appellate defense counsel is appointed to represent the appellant before the U.S. Court of Appeals for the Armed Forces. If an appellant's case is reviewed and relief is not granted by the U.S. Court of Appeals for the Armed Forces, the appellant may petition the U.S. Supreme Court for further review.

U.S. Supreme Court. Decisions of the U.S. Court of Appeals for the Armed Forces may be reviewed by the U.S. Supreme Court. The accused may petition the U.S. Supreme Court for a writ of certiorari (request for the lower court to send up all documents in a case for review) without prepayment of fees and costs or security, and without filing the affidavit.

Finality of Proceedings, Findings, and Sentences. The appellate review of records of trial provided by the UCMJ; the proceedings, findings, and sentences of courts-martial as approved, reviewed, or affirmed as required by the UCMJ; and all dismissals and discharges carried into execution under sentences by courts-martial following approval, review, or affirmation as required by the UCMJ, are final and conclusive. The judgment of a court-martial, orders publishing the proceedings of courts-martial, and all action taken pursuant to those proceedings, are binding upon all departments, courts, agencies, and officers of the United States, subject only to action upon a petition for a new trial under Article 73, to action by the Secretary concerned as provided in Article 74, and the authority of the U.S. President.

Chapter 22
FITNESS AND READINESS

Section 22A—Air Force Fitness

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 22— FTINESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22A—Air Force Fitness	B	C	C	C	D

22.1. AFMAN 36-2905, Air Force Physical Fitness Program

According to AFI 1-1, Air Force members must be physically fit to support the Air Force mission. An active lifestyle increases productivity, optimizes health, and decreases absenteeism, which helps maintain a higher level of readiness. Health and readiness benefits increase as body composition improves and physical activity and fitness levels increase. Members are encouraged to optimize their readiness status by improving their overall fitness. The goal of the Physical Fitness Program (PFP) is to motivate all Airmen to participate in a year-round physical conditioning program that emphasizes total fitness, to include proper aerobic conditioning, muscular fitness training, and healthy eating. **Note:** Refer to the latest version of AFMAN 36-2905 for the most current fitness standards. This guidance is applicable to the entire Air Force, including uniformed members of the RegAF, the Air Force Reserve, and the Air National Guard.

22.2. Roles & Responsibilities Snapshot

Air Force Services Center Fitness and Sports (AFSVC/VMS). The organization supports the development of training materials in alignment with the Air Force Physical Fitness and Body Composition Working Group Charter and in coordination with health, fitness, and exercise professionals. It works closely with the A1 Digital Transformation Activity on software updates and issues related to the Physical Fitness Reporting Platform (PFRP), and jointly with AFPC to approve Regular Air Force user access requests for myFitness. This includes assigning Senior Management, Admin, and RegAF FIM user roles upon receipt of required documentation—such as the DD Form 2875, written order, user agreement, and signed FIM appointment letter—and maintaining records for all appointed positions. The organization also contributes to systems management user guides for myFitness in collaboration with AFRC, AFPC, and NGB, and provides subject matter expertise to Air Force FIMs, Fitness Program Managers, and Fitness Assessment Cells regarding the physical fitness guidelines in this AFMAN. Additionally, it reviews unit MICT items to ensure compliance with established physical fitness guidance.

National Guard Bureau Force Management (NGB/A1PS). The position provides policy oversight and advocacy for the Air National Guard's physical fitness health awareness program, ensuring alignment with broader Air Force fitness objectives. It also delivers physical-fitness-related advisories to the Air Force Board for the Correction of Military Records (BCMR) on cases affecting ANG members, offering expert guidance to support accurate and fair record corrections.

Installation or Base Commander/ANG Wing Commander. The installation commander oversees the base Physical Fitness Readiness Program (PFRP) in coordination with Tenant Wing Commanders and ensures compliance with this manual. They determine whether unit testing will be conducted and set local testing guidance, including appointing PFRA Administrators to support the Fitness Assessment Cell (FAC). The commander is responsible for providing adequate manpower, safe facilities, equipment, and funding for PFRP and FAC operations, and they approve plans to use PFRA Administrators while ensuring their use does not create undue burden on units. They also approve and certify cardiorespiratory assessment courses in collaboration with CES, FSS, and Wing Safety, and manage certification and recertification procedures. Additionally, the commander plans and budgets

PFRP-related training—including FAC, UFAC, UFPM, MFL, PFL, FRP, and AFP programs—and coordinates with the local MTF/DHA for medical support. At the wing level, commanders establish local policy for duty-time physical conditioning, promote a healthy lifestyle environment, oversee the PFRA appeals process, and determine whether the wing will conduct unit testing with corresponding local guidance.

Force Support Squadron. The Force Support Squadron (FSS) oversees the operation and management of the Fitness and Sports Center, Master Fitness Leaders (MFLs), and the Fitness Assessment Cell (FAC), ensuring safe, well-resourced, and properly funded fitness operations. It ensures MFL and FAC staff are fully trained to support and train PFRA Administrators, UFPMs, UFACs, and PFLs, including those at geographically separated units—and provides adequate facilities, equipment, and resources at both home station and deployed locations. The FSS ensures APF-funded staff are trained to support the PFRP, while non-APF personnel are not authorized for this role. Fitness Center staff and MFLs must receive required training to lead group exercise and support program standards. The FSS also provides monthly fitness metrics and status reports to leadership, including PFRA outcomes, overdue assessments, and participation in AFP and FRP programs. Additionally, the FSS appoints qualified personnel as FIMs, FAC Managers, and MFLs, and provides a representative to the Airman Medical Readiness Optimization (AMRO) board when requested.

Commands and Units. Commanders at all levels are responsible for creating an environment that promotes healthy lifestyles through proper fitness and nutrition while ensuring compliance with this AFMAN. They direct and support officers and NCOs in enforcing unit physical conditioning and must establish a Physical Conditioning Program (PCP) as part of the duty day, along with a unit PFRP that includes appropriate administrative action for non-compliance. ARC units must still augment the installation FAC during UTA/RSDs, and commanders must establish a UFAC when no FAC or host-tenant agreement exists, ensuring required equipment is available. Commanders appoint UFPMs and receive monthly fitness metrics, including PFRA results, overdue assessments, AFP/FRP enrollment, UFAC status, PFRA Administrator status, and PFL status. They must notify the medical treatment facility of any changes in a member's medical condition related to fitness assessments, ensure members with unsatisfactory scores are enrolled in FRP, and ensure those with medical limitations are placed in an AFP. Commanders also review members on PFRA Hold for over a year to determine AMRO Board referral, make retention or discharge recommendations for members with repeated PFRA failures or prolonged non-testing, and approve extended-duration profiles for members on PFRA Hold beyond one year in consultation with medical providers.

Medical Group Commander. The commander ensures that Medical Treatment Facility (MTF), Guard Medical Unit (GMU), and Reserve Medical Unit (RMU) providers receive both initial and annual refresher training on fitness profiles and proper completion of AF Form 469 in accordance with AFI 48-133. They also ensure providers meet DoWI 1308.03 requirements by documenting physical limitations for PFRAs on AF Form 469 to support medically approved exercise programs. Additionally, the ARC medical unit commander appoints a credentialed provider to serve as the Medical Liaison Officer, who acts as the program's consultant to all medical providers and support staff.

Chief, Aerospace Medicine or Equivalent. Ensures AF Form 469, *Duty Limiting Condition Report*, related to fitness restrictions, fitness assessment restrictions are in compliance with AFI 48-133, Duty Limiting Conditions. **Note:** At stand-alone ARC bases, the Exercise Physiologist will complete the AF Form 469. Ensures high-risk DAF Form 4446A, *Air Force Physical Fitness Screening Questionnaire (FSQ)*, responses are reviewed and dispositioned by MTF medical providers consistent with current medical practice standards.

Fitness Information Manager. FIMs are appointed by the Force Support Squadron Commander or Director and must be NCOs or higher, including APF-funded civilian equivalents, while non-APF

personnel are not authorized to support the PFRP. They request myFitness system access by submitting the required documentation—DD Form 2875, written order, user agreement, and signed appointment letter—to the appropriate approving authority. FIMs update myFitness to correct administrative errors or implement approved appeal outcomes and are responsible for provisioning system access for FAC, UFAC, UFPMs, and commanders once all required documents are received. They must also maintain complete records for all appointed positions.

Unit Fitness Program Manager (UFPM). The Unit Fitness Program Manager (UFPM), appointed by the unit commander, must be an NCO or higher (or an APF-funded civilian equivalent) trained in accordance with program requirements, with additional UFPMs permitted at lower grades under NCO supervision. The UFPM ensures the Physical Conditioning Program is led by a certified MFL or PFL, manages the unit's PFRP, and serves as the liaison between the commander and the UFAC or FAC. They must provide required documentation—including the DD Form 2875, written order, user agreement, and appointment letter—to the FAC/UFAC. The UFPM reviews PFRA scheduling requests, validates FSQs and AF Form 469 status, enters exemptions, and refers high-risk FSQ responses to appropriate medical providers. They ensure current AF Form 469s are uploaded, schedule members for PFRAs, record counseling and participation in myFitness, and notify commanders of missed FRP appointments. When a member receives an unsatisfactory PFRA, the UFPM initiates AF Form 108 with required FRP details and informs leadership, repeating the process for subsequent failures. They also enroll members with medical exemptions into AFP, notify commanders when a member has been on PFRA Hold for a year, and alert leadership when a member reaches four unsatisfactory PFRAs within 24 months after medical review has ruled out limiting conditions, prompting a discharge or retention recommendation.

Air Force Reserve. The AFR Exercise Physiologist Career Field Manager serves as the Exercise Science subject-matter expert for physical fitness, body composition, health promotion, and resilience programs, maintaining all required professional certifications. They maintain regular communication with AFR PFRP leaders and share relevant updates across the field. The role collaborates with the A1 Digital Transformation Activity on software issues and updates, approves AFR user access to myFitness, and assigns Air Staff, MAJCOM, and FIM roles to authorized personnel. They also provision FIM access upon receipt of required documentation, ensure exercise, nutrition, and behavioral health education are integrated into program training, and implement Working Group–approved Physical Conditioning and Fitness Reconditioning Programs. Additionally, they conduct SAVs at installations upon request, contribute to systems management user guides in coordination with AF/REP, ANG, AFPC, and AFSVC, and review unit MICT items to ensure compliance with AFMAN fitness guidance.

AFR Exercise Physiologist (EP). Serves as the AFR Stand-alone Installation Fitness and Health Promotion Manager and is the SME for the Installation Fitness Program. The Fitness and Health Promotion Manager will design, implement, and report comprehensive physical fitness/sports medicine program, fitness and health assessment, education, and intervention program aimed at enhancing combat readiness of AF Reserve members, IMAs, RegAF assigned and overall fitness/health promotion of dependents, DoW civilians, and retirees of the installation.

Fitness Assessment Cell (FAC) Manager. The FAC Manager, appointed by the FSS Commander or Director when no MFL is assigned, must be an NCO or higher (including APF-funded civilian equivalents), though lower-graded FAC staff may serve under NCO supervision. When no qualified 3F1X1 NCOs are available or the Fitness Center operates under a NAF agreement, installation leadership may select NCOs or APF-funded civilians from any AFSC to serve as FAC Manager, reporting to the Sustainment Services Flight Chief. The FAC Manager oversees all FAC operations to ensure compliance with this AFMAN, trains UFACs, UFPMs, PFRA Administrators, and PFLs on

responsibilities and PFRA procedures, and maintains training records for validation and inspection. They maintain PFRA Administrator training and provide required documentation to the FIM, provision system access for UFPMs, UFACs, and commanders in myFitness, and deliver PFRA refresher training to FAC augmentees. The FAC Manager publishes PFRA schedules in myFitness, ensures assessments follow Chapter 3, uploads required forms, and enters PFRA scores within five duty days. They oversee UFACs, process appeals, conduct annual inspections, and ensure PFRA Administrators understand local procedures. For ARC units, they manage weekday and UTA/RSD PFRA schedules. At locations without a major installation, UFACs fulfill FAC duties under their guidance. The FAC Manager also provides Tier 2 BFAs for members with WHtR greater than .55 and trains PFRA and UFAC personnel on BFA procedures.

Peer Fitness Leaders. The Peer Fitness Leader (PFL), appointed by the unit commander, may be any rank or APF-funded civilian equivalent and reports to the UFPM for the unit's Physical Conditioning Program. PFLs must be trained in accordance with program requirements and maintain a PFRA score of 80 or higher; if their score drops below 85 or they become Not Ready, their appointment is suspended for 30 days and reinstated only after achieving a qualifying PFRA and completing required retraining. Civilian PFLs are not required to take a PFRA and may also serve as PFRA Administrators. Each PFL must provide the UFPM with an appointment letter and proof of required training.

Medical Liaison Officer. Ensures all medical providers receive adequate training on the PFRP procedures. Training will include program policies, medical conditions, medications affecting assessments, and fitness profile procedures.

Member. Members are responsible for maintaining year-round physical fitness and using allotted time to optimize their conditioning, remaining Ready as required. They must seek medical evaluation when a condition may affect PFRA performance, monitor their exemptions, schedule necessary medical appointments, and arrange PFRAs in a timely manner through myFitness, contacting the UFPM if no assessment options are available. Members complete the FSQ before assessments, report any medical issues identified on the FSQ, and update the UFPM or PFRA Administrator if changes occur before testing. They acknowledge assessment results by signing AF Form 4446, wear authorized physical conditioning gear, and promptly report any medical condition that may impact readiness or assessment completion. Members must notify the UFPM upon receiving an AF Form 469 with fitness restrictions, upload the most current form in myFitness, and ensure it reflects all exemptions and expiration dates. They are also responsible for ensuring they are in a qualified duty status for assessments, whether in active-duty or inactive-duty statuses as defined by policy.

22.3. BCA Assessment. The initial recorded BCA is considered a "baseline assessment." Continual evaluation is conducted of the BCP during the adaptation period. The assessment implemented provides a military standard for body composition and an associated health risk to meet Air Force service requirements:

Meeting Standard (Low-Moderate Risk): (WHtR < 0.55)

Not Meeting Standard (High Risk): (WHtR ≥ 0.55)

22.4. BCA Roles & Responsibilities Snapshot

The BCP is a unit commander driven program. Units will adhere to the following policy guidance published on 5 January 2023 when administering the BCP:

Commanders or equivalents. Commanders or equivalents will execute, enforce, and ensure administration of BCA across the unit by providing safe facilities and equipment, necessary resources, and funding to support the BCP. Identify male and female Body Composition Managers (BCM) within units to administer BCAs and manage the IT system platform (myBodyComp) for their unit/PAS Code. Units must have at least one of each sex; there is no grade requirement. Purchase required

equipment (e.g., non-stretch tape measure in inches). Enroll Airmen initially identified during the adaptation period with a WHtR of > 0.55 into a 12-month required informal self-directed Body Composition Improvement Program (BCIP) using the AF Form 108, *DAF Fitness Education and Intervention Processing.*

Enrollment in the informal self-directed BCIP is not considered a failure to meet the BCP standard. Commanders will not take administrative actions during the informal self-directed BCIP.

Commanders or equivalents will encourage compliance with the body composition improvement plan developed by Airmen and reassess WHtR after completing the informal self-directed BCIP. Enroll Airmen in a formal self-directed BCIP after subsequent failures to achieve BCP standards using the AF Form 108.

Enrollment in the formal self-directed BCIP is considered the first failure to meet the BCP standard. Reassessments will be conducted during the next birth month or 12 months from the last BCA.

When no medical condition exists that would preclude Airmen from meeting the BCP standard, commanders or equivalents will consider administrative actions to include separation for repeated failures.

Body Composition Managers (BCM). BCMs will attend mandatory training before executing duties as required by the BCP. Training dates are forthcoming via MyPers messaging. Administer BCAs within the unit and only assess members of the same sex. BCMs will utilize member's sex reflected in Military Personnel Data System for BCAs. Input WHtR results into myBodyComp to include exemptions. Communicate program requirements (e.g., body composition improvement plan) for Airmen enrolled in informal and formal self-directed BCIP and assist members using the AF Form 108. Provide unit BCP metrics and reports available in the myBodyComp platform to the unit commander upon request. Inform the unit commander of Airmen who do not meet program requirements (i.e., overdue BCA, not meeting BCP standards, non-compliance with programe qr uirements).

Airmen. Airmen will assess annually within their birth month or 12 months (out-of-cycle assessment). To ensure decoupling of the PFA and to allow for mission and personal flexibility, members may opt to accomplish their BCA one calendar month before their birth month or reassessment date. BCAs

will not be taken when a member is provided a deployment, commander, or ARC non-participating exemption. Members are required to accomplish a BCA within two months after the exemption expiration. **Note:** all members will have a BCA taken when on a medical restriction unless a profile (AF Form 469, *Duty Limiting Condition Report*) indicates a BCA exemption.

Airmen will complete the following if identified with a WHtR of $\geq$ 0.55:

Enroll in the 12-month informal self-directed BCIP and reassess WHtR upon completion. Schedule a medical evaluation and assessment for risk factors with their Medical Treatment Facility. ARC members will schedule a medical records review with the Reserve Medical Unit/Guard Medical Unit. Review the Health and Readiness Optimization (HeRO) Body Composition Guide, which provides information and resources on achieving a healthy body composition. Develop a body composition improvement action plan that outlines the strategy, resources, and counseling options the member will use and submit it to the BCM and unit commander.

Airmen will complete the following if identified as not meeting standards (WHtR > 0.55) after completion of the informal self-directed program:

Enroll in the formal self-directed BCIP. Review, continue, and/or adjust body composition improvement plan utilizing resources to achieve the BCP standard (e.g., Medical, HeRO Guide, local helping agencies). Reassess WHtR during the next birth month or 12 months from the last BCA (out-of-cycle assessment). Re-enroll in formal self-directed BCIP if identified as failing to meet standard after subsequently meeting standard.

Section 22B—Official Fitness Assessment

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 22—FITNESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22B—Official Fitness Assessment	B	C	C	C	D

22.5. Fitness Assessment Composite Score

The frequency of a member's PFRA depends on their most recent score, with assessments tied to a specific month or date within the cycle. Members scoring Excellent (≥ 90) or Satisfactory (75–89.9) without exemptions retest every six months, while ARC members test annually. Those scoring Unsatisfactory (≤ 74.9) must retest within three months and may only test earlier with commander approval. A Did Not Finish result counts as Unsatisfactory, and members who miss required cycles are considered Not Ready. Members with one or more component exemptions enter PFRA Hold and cannot test until completing a Reconditioning Period, while those with modality-specific exemptions may still assess using alternate components. Acclimatization periods apply after extended travel involving major altitude or climate changes, and Reconditioning Periods ensure safe preparation following the expiration of medical limitations.

22.6. Documenting Assessment Failures

Commanders may use a range of optional administrative and personnel actions in response to unsatisfactory PFRA results, applying progressive discipline as failures accumulate. Early failures may result in counseling, admonishments, or reprimands, while repeated failures allow for more serious actions such as limiting supervisory duties, referral evaluations, delaying promotions, establishing UIFs, restricting reenlistment eligibility, denying training opportunities, or placing members on a control roster. After a fourth failure within 24 months, commanders must initiate a separation package, though they may still apply additional actions as appropriate. ARC-specific options include transferring members to Reserve sections. Commanders may also designate reenlistment ineligibility rather than non-selection to allow short extensions for members working to improve fitness. When a member repeatedly alternates between passing and failing, commanders are encouraged to escalate administrative measures.

22.7. Fitness Assessment Components – Explained

To assess total fitness, the fitness assessment components include muscular fitness (to include push-ups and sit-ups), and aerobic fitness.

Physical Fitness Readiness Assessment (PFRA). The Air Force PFRA consists of body composition, muscular strength, core endurance, and cardiorespiratory fitness components to measure the effectiveness of PCP. The body composition component is an evidence-based age-agnostic assessment of health risk. The physical fitness components are sex and age specific and occupationally independent with science-based, health, and general fitness standards.

22.8. Additional Fitness Concepts and Principles

There are several additional fitness principles that should be applied to a fitness routine. Fitness routines do not need to be complicated. They can be simplified, tailored to individual needs, and designed to address certain concepts to help maximize training efforts and benefits.

Pre-Workout Warm-up. Warm-ups help increase body temperature and blood flow, and guard against muscle, tendon, and ligament strains. Before beginning any vigorous physical activity, prepare your body for exercise with a warm-up. A five-to-seven-minute dynamic warm-up increases the flow of blood to the muscles and tendons, thus helping reduce the risk of injury and increasing the joint's range of motion, positively affecting the speed of muscular contraction. A recommended sequence of dynamic warm-up activities before vigorous exercise is provided here.

Slowly jog in place or walk to generate a gradual increase in the heart rate, blood pressure, circulation, and temperature of the active muscles.

Slowly rotate joints to gradually increase their range of motion.

Slowly mimic the activities to be performed. When warming up for weight lifting, lifting lighter weights helps prepare the neuromuscular pathways.

Post-Workout Cool-down. Cool-downs provide a gradual reduction in activity to prevent blood pooling, hasten recovery, and avoid injury. After a workout, take a few minutes to gradually bring your body back to its normal resting state by slowly decreasing the intensity of your activity. A few examples of how to cool down after a workout are provided here.

After a run, jog slowly and then walk for one to two minutes. Do this while rehydrating to cool down without allowing the blood to pool in the muscles and reducing blood flow to the heart and brain.

Repeat activities similar to those done in the warm-up to help ease muscle tension and soreness.

Flexibility Training. Flexibility is considered to be the maximum ability to move a joint freely, without pain, through a range of motion. Although flexibility is not assessed during the fitness assessment, it is an important aspect of overall health and should be part of a well-balanced physical activity routine. Two aspects of flexibility are stability and mobility. Stability deals with maintaining non-movement functional positions, including postural stability. Mobility deals with controlled, functional movement through an active range of motion in the various planes of motion.

Stretching. Stretching is one form of exercise that takes very little time relative to the benefits gained

and may be done easily at home or work. Repetitive movements at work or a more sedentary job can increase tension in specific muscle groups, which would benefit from mild stretching during the course of the day. Stretch when the muscles, tendons, ligaments, and connective tissue are warmer (above normal body temperature), and hold stretches for 10 to 30 seconds. Repeat each stretch three to four times. Ballistic stretching (bouncing) is not recommended. Also, after a workout, the muscles are warm from activity and should not be over-stretched.

Principle of Specificity. Target specific muscle groups or target areas by doing a simple assessment of functional movement. By incorporating specific moves into a strength training program, Airmen can improve strength and improve work-related tasks while reducing injuries by conditioning muscles needed to perform on the job. An Airman whose job requires lifting objects from the ground and moving them to overhead locations has a work-related task that is equivalent to the functional movement of a squat and an overhead press with a weight.

Principle of Regularity. Exercise routinely to produce a training effect. Establishing a routine of three workouts per week is best for optimal gains. Airmen should strive for exercising all target muscle groups at least twice each week. Some Airmen may maintain a moderate level of strength by doing proper strength workouts once a week for a short period of time after a strong baseline level of muscular fitness is established.

Principle of Recovery. Allow at least a 48-hour recovery period between workouts for the same muscle groups. A way to do this and maintain an active fitness routine is to train leg muscles with weights on Monday, Wednesday, and Friday, and train upper body muscles on Tuesday, Thursday, and Saturday. Also, consider recovery times during a workout. The recovery time between different exercises and sets depends, in part, on the intensity of the workout. Normally, the recovery time between sets should range from 30 seconds to three minutes.

Principle of Balance. When developing a strength training program, remember the importance of including exercises to work all the major muscle groups – in both the upper and lower body. Also, most muscles are organized into opposing pairs; therefore, activating one muscle results in a pulling motion, while activating the opposing muscle results in the opposite or pushing motion. When planning a training session, one training technique is to follow a pushing exercise with a pulling exercise resulting in movement at the same joints. For example, following an overhead press with a lateral pull-down exercise helps ensure good strength balance between opposing muscle groups which may, in turn, reduce the risk of injury.

Principle of Variety. Using different equipment, changing the exercises, and altering the volume and intensity of workouts are good ways to add variety, and may also produce better results. Periodically substitute different exercises for given muscle groups. Do squats with a barbell instead of leg presses on a weight machine. Also, for variety or when workout equipment is limited, switch to partner-resisted exercises or another form of resistance training.

Section 22C—Nutrition

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 22—FITNESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22C—Nutrition	B	B	B	C	C

22.9. Diet and Nutrition

Airmen are responsible for always being mission ready and must recognize that nutrition plays an important role in maintaining good health and performance. The following nutrition recommendations are for the average, healthy airmen under normal operating and training conditions. Recommendations for specific performance and medical needs can be discussed with a Registered Dietitian. Maintaining a healthy energy balance is important. Calories from foods and beverages need to be balanced with calories burned through metabolism and physical activity to meet individual metabolism and weight goals. Calorie requirements can be calculated using age, sex, metabolic rate, and physical activity level. Estimated energy ranges in this section reflect consolidated guidance from the Dietary Guidelines for Americans 2020-2025 and AFI 44-141, Nutrition and Menu Standards for Human Performance Optimization. The following values represent balanced estimates appropriate for healthy Airmen:

Activity Level	Adult Male Calories Per Day	Adult Women Calories Per Day
Sedentary	2,000-2,300	1,600-1,800
Low Active	2,300-2,500	1,800-2,000
Active	2,500-2,900	2,000-2,300
Very Active	2,900-3,300	2,300-2,700
Extremely Active	3,300-4,000	2,700-3,000

Within each category, the low end of the range is for sedentary individuals, and the high end of the range is for active individuals. Gradual changes incorporated into a healthy lifestyle are more likely to be maintained by following the key dietary guideline recommendations for a healthy eating pattern that accounts for all foods and beverages within an appropriate calorie level. Suggestions for a healthy eating pattern include the following variety

Vegetables, fruits, whole grains, fat-free or low-fat dairy, proteins, and healthy fats from plant sources (nuts, seeds, olives, avocado, or canola oil). Gradual, sustainable habits support long-term success. When setting nutrition and fitness goals, use the SMART framework: Specific, Measurable, Attainable, Relevant, and Time-bound.

Examples of SMART nutrition and fitness goals include:

I will exercise (bike or jog at a moderate heartrate) for 30 minutes, 5 days a week, for one month starting today, and 2) I will reduce my fast-food consumption to one (non-supersized) meal, one time per week, for two months starting today. **Note:** Maintaining a healthy weight is a key to health and readiness. An imbalance of calorie intake and lack of physical activity are primary causes for unintended weight gain and increased potential health risk. Being overweight or obese increases the risk of high blood pressure, high blood cholesterol, heart disease, stroke, Type 2 diabetes, arthritis, joint injuries, breathing problems, and some cancers.

22.10. Food for Fuel

Snacking and staying hydrated throughout the day can help maintain proper blood sugar levels, particularly during a workout. Carbohydrates can be digested relatively quickly and turned into energy that can be readily available within 30 to 60 minutes. After a workout, a snack or light meal may help replenish carbohydrates burned during exercise and convert them into energy storage (glycogen) for later use. Adding protein to a meal or snack helps rebuild muscle fibers during exercise. Simple healthy snack ideas include low fat yogurt, nuts and dried fruit, string cheese, and fruit bars. **Note:** An optimal composition of a post recovery beverage or snack is a four-to-one carbohydrate to protein ratio. This means that for every four grams of carbohydrates there should be one gram of protein. As an example, an eight-ounce glass of chocolate milk contains about 29 grams of carbohydrates and eight grams of protein, which serves as a great post- recovery replenishment.

22.11. Micronutrients

Micronutrients include vitamins, minerals, trace elements, amino acids, and other essential nutrients. They are required in small amounts for healthy living and are important for our bodies to function normally. Eating foods rich in micronutrients, such as whole grains, fresh fruits, vegetables, and lean proteins can promote healthy brain, heart, blood, and metabolism functions.

22.12. Macronutrients

Macronutrients make up the bulk of the diet, supply energy, and provide many essential nutrients.

Carbohydrates. Carbohydrates are the primary fuel source for the brain and body. Carbohydrates are broken down into glucose to provide energy and are stored as glycogen for energy reserves. Carbohydrates provide four calories per gram.

Simple Carbohydrates. Simple carbohydrates increase blood glucose levels rapidly rather than gradually over a longer period. Simple carbohydrates are often found in packaged or processed foods such as table sugar, brown sugar, corn syrup, honey, fruit drinks, soft drinks, and candy.

Complex Carbohydrates. Complex carbohydrates increase blood glucose levels slowly over a longer period, providing a more sustainable source of energy than simple carbohydrates. Healthy, complex carbohydrates can be found in fruits, breads, cereals, grains, milk, and starchy vegetables (potatoes, corn, peas, and squash). An estimated serving size is about the size of the palm of your hand. The general recommendation for carbohydrates is 45-65 percent of total daily caloric intake.

Fiber. Fiber can help regulate bowel movements, lower unhealthy cholesterol levels, manage blood glucose levels, and provide satiety. Fiber is found only in plant foods such as oatmeal, wheat bran, nuts and seeds, legumes, whole wheat bread and other whole grains, barley, brown rice, vegetables and fruits. The average American consumes 12-15 grams per day, whereas the recommended total fiber intake is 28 grams per day for females and 34 grams per day for males.

Protein. Proteins are used by our bodies for tissue maintenance, replacement, function, and growth of our muscles. If our body is not getting enough calories from dietary sources or tissue stores, protein may be used for energy. The general recommendation for protein intake is 10-35 percent of total calories (0.8-1.6 grams per kilogram of body weight) to meet daily needs. Protein can be found in meats, poultry, fish, legumes, tofu, eggs, nuts, seeds, milk, milk products, and grains. Individuals should focus on lean meats and low-fat milk products to reduce saturated fats. The recommended serving size of meat is the size of a deck of cards and contains about 21 grams of protein. Proteins provide four calories per gram.

Fats. Fats are a major energy source and help our bodies maintain temperature and protect organs from trauma. Balanced fat intake is essential to maintain energy reserves. Fats can be found in oils, high fat cuts of meat, baked sweets, whole-fat milk and cream, butter, cheeses, nuts and seeds, avocados, and fish. The general recommendation for fats is 20-35 percent of total calories. Fats provide nine calories per gram.

Trans Fats. Trans fats have been linked to coronary heart disease. Intake of these fats should be kept as low as possible. They can be found in small amounts in the fatty parts of meat and milk products and in foods that contain partially hydrogenated oils. Trans fats are typically made from vegetable oils through a process called hydrogenation and are found in foods, such as frozen pizzas, frozen pies, cookies, margarine spreads, and other processed foods.

Saturated Fats. Saturated fats have been linked to coronary heart disease due to the ability to raise low-density lipoprotein cholesterol (bad cholesterol). Saturated fats should make up less than 10 percent of daily calories. Foods that contain saturated fats are usually solid at room temperate and can be found in high-fat cheeses, high-fat cuts of meat, whole-fat milk, cream, butter, ice cream, and palm and coconut oils.

22.13. Unsaturated Fats.

Unsaturated fats may help improve cholesterol levels and reduce the risk of heart disease when used in place of saturated fat. Unsaturated fats are typically liquid at room temperature and include monounsaturated and polyunsaturated fats. Unsaturated fats typically come from plant sources, such as canola oil, olive oil, nuts, seeds, flaxseed, fatty fish and avocado.

Sodium is a necessary element of our diets; however, high sodium intake raises blood pressure which is a major risk factor for the nation's leading cause of death – heart disease. Most diets include salt in the form of processed or preserved foods, canned foods, soups, cheeses, and deli meats. On average, Americans consume about 3,400 milligrams of sodium every day. The Dietary Guidelines for Americans recommends that adults limit sodium intake to 2,300 milligrams per day (about one teaspoon of table salt). Those in extreme environments, or under increased physical demands, may need more. Consult a Registered Dietitian for specific sodium requirements. See the 'Warfighter Nutrition Guide' for more about general sodium guidelines at hprc-online.org. The best way to ensure a low sodium diet is to eat whole foods, such as: fresh or frozen fruits and vegetables, lean and unprocessed protein sources, unsalted nuts, whole grains, and low- fat dairy products, such as skim milk or yogurt.

22.14. Supplements

Dietary supplements may fall into many categories, such as vitamins, minerals, herbs, botanicals, amino acids, or other substances that are sold as pills, powders, bars, packs, gels, drinks, or shakes. Be aware that bodybuilding, performance enhancement, and weight loss products most likely contain undeclared ingredients that may be presented as proprietary blends or delivery systems on the label. These blends do not specify the amount of each ingredient and increase the risk of overdosing on ingredients, such as creatine or caffeine. The Food and Drug Administration does not test supplements before they are sold. Dietary supplements, including those sold on military installations, do not always contain ingredients which are safe, effective or legal. Look for third party verification/certification labels before purchasing supplement products to be sure they have been tested for quality. Airmen can choose a high-quality supplement utilizing the Operational Supplement Safety (OPSS) Scorecard located on www.opss.org. OPSS is a DoW program offering evidenced-based guidance on dietary supplements per DOW Instruction 6130.06. Airmen are prohibited from using any dietary supplements containing ingredients on the 'DoW Prohibited Dietary Supplement Ingredients' List also located on www.opss.org. **Note:** Airmen on flying status must consult with their flight surgeon before taking

supplements; however, all Airmen are encouraged to discuss supplement use with a Registered Dietitian or healthcare provider.

22.15. Hydration

The body is made up of about 60 percent water. We need to drink water to maintain the body's fluid balance, transport nutrients, regulate body temperature, digest food, and assist many of the body's other functions. Consumption requirements differ depending on individual needs, physical activity, body composition, environmental conditions, and other lifestyle conditions. Generally, a total daily water consumption (water, beverages, and food) is 2.7 liters per day for women, and 3.7 liters per day for men. Dehydration occurs with fluid losses of greater than two percent of body weight and increases risk for cognitive and mental performance, heat illness, exhaustion, and stroke. Exercise substantially increases fluid loss; therefore, hydration before, during, and after intense workouts is critical. **Note:** Excess fluid can lead to over-hydration, resulting in symptoms, such as chills, vomiting, dizziness, disorientation, altered mental status, fatigue, headache, and even death. The key to fluid intake is to replace losses and monitor signs and symptoms of under/over hydration. All airmen are encouraged to discuss their hydration and electrolyte requirements with a Registered Dietitian or their healthcare provider. More information can be found on Warrior Heat- and Exertion-Related Events Collaborative (WHEC) at hprc-online.org.

Sports Drinks. While drinking water is generally best for remaining hydrated, when engaging in prolonged exercise or physical exertion, a sports drink may be preferred to help replace electrolytes and carbohydrates. Sports drinks, or carbohydrate-electrolyte beverages that are designed to hydrate, generally contain a mixture of carbohydrates, sodium, and potassium, which have been shown to improve exercise performance.

Caffeine. Caffeine does not cause dehydration with moderate intake. Caffeine is a stimulant present in a variety of products including coffee, tea, soda, energy drinks, dietary supplements, over-counter medications, and some foods. Caffeine used in moderation has been shown to improve cognitive and physical performance in individuals. A cup of coffee typically has 100 milligrams of caffeine. Up to 400 mg per day of caffeine is considered safe. In general, up to 200 mg at any one time is appropriate. Caffeine takes about an hour to reach peak blood levels. Avoid consuming caffeine 6 hours before bedtime. Excessive amounts of caffeine can cause headaches, nervousness, shakiness, sleep problems or more severe adverse reactions.

Energy Drinks. Energy drinks have been linked to a range of adverse effects, including headaches, jitteriness, stomach upset, sleep disturbances, and chest pain, with more severe reactions also reported. These side effects can negatively impact mission readiness. Concerns surrounding energy drinks stem from both their caffeine content, which can vary significantly, and the combination of ingredients they contain, such as taurine, glucuronolactone, B vitamins, herbal extracts, and amino acids. While these ingredients are generally considered safe individually, limited reliable data exists on their safety when consumed together. To mitigate risks, avoid energy drinks or shots immediately before, during, and after strenuous activity, and refrain from consuming them within 6 hours of bedtime. Furthermore, do not mix energy drinks with alcohol. Consult the DoD Nutrition Committee Energy Drinks and Energy Shots Position Statement for further information, located on opss.org.

Alcohol. Alcohol does not hydrate. Anything in excess is not a good idea, particularly for alcohol. The Dietary Guidelines for Americans 2020 to 2025 advise limiting alcohol to one drink per day for women and two drinks per day for men. The serving size for beer is 12 ounces, wine is five ounces, and 1.5-oz shot of liquor. Alcohol can be a significant contributor to caloric consumption in the diet, with no nutritional value. Always exercise good judgment when consuming alcohol, whether otherwise

restricted by public law or military directive. Alcohol may lead to excess weight gain, increased risk for chronic diseases, osteoporosis, stress injuries, and impair short- and long-term cognitive function. Drinking excessive amounts of alcohol can be harmful to your health and may increase the risk of high blood pressure, liver cirrhosis, and several forms of cancer.

22.16. Food Insecurity

Food insecurity is when a household has limited or uncertain access to adequate, nutritious food. Airmen may experience food insecurity due to many factors including frequent moves which contribute to unstable partner employment, being stationed in high cost of living locations or remote duty stations where food access or variety might be limited.

The following resources are available to assist Airmen and their families experiencing food insecurity:

Military Aid Societies: Air & Space Forces Aid Society (AFAS) provides financial assistance, including help with food costs. More information can be found at afas.org.

On-Base Resources: Contact the installation's Military and Family Readiness Center for information on local food pantries, meal programs, and financial counseling services. They can also connect families with resources such as the Supplemental Nutrition Assistance Program (SNAP) or the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), if eligible.

Chaplain: Installation chaplains are a confidential source of support and can help connect airmen with resources.

Registered Dietitians (RD): Consult with a Registered Dietitian for personalized education on healthy eating on a budget, meal planning strategies, and maximizing the nutritional value of available foods.

22.17. Resources

Recommendations for specific performance and medical needs can be discussed with a Registered Dietitian or healthcare provider. Credible, military-focused online resources pertaining to nutrition include:

Operational Supplement Safety by the DoW Dietary Supplement and Substance Program for the Military: opss.org, OPSS Scorecard: opss.org/opss-scorecard

DoD Prohibited Dietary Supplement Ingredients List: opss.org/dod-prohibited-dietary-supplement-ingredients

Human Performances Resources by the Consortium for Health and Military Performance, sponsored by Uniformed Services University: hprc-online.org

Warfighter Nutrition Guide: hprc-online.org/nutrition/warfighter-nutrition-guide

Warrior Heat- and Exertion-Related Events Collaborative: hprc-online.org/resources-partners/whec Military Onesource: militaryonesource.mil

Nutrition and Fitness Resources: militaryonesource.mil/health-wellness/fitness-nutrition/

Food Insecurity: https://www.militaryonesource.mil/health-wellness/fitness-nutrition/food-security-access/

Dietary Guidelines for Americans: dietaryguidelines.gov AFI 44-141, Nutrition and Menu Standards for Human Performance Optimization: www.e-publishing.af.mil

Section 22D—Substance Use or Abuse

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 22—FITNESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22D—Substance Use or Abuse	B	B	C	C	C

22.18. Tobacco-Free Force

The Air Force goal is to have a tobacco-free force. Optimal health and total fitness are force multipliers and critical to our military mission. Tobacco use includes all products that may be configured to deliver nicotine, including but not limited to cigars, cigarettes, electronic cigarettes/vape pens, stem pipes, water pipes, hookahs, vaporizers, smokeless products, and any other nicotine delivery system defined as a tobacco product. Using tobacco products is non-conducive to promoting mission readiness and productivity and is inconsistent with the Air Force's goal of a mission-ready, healthy, and fit force.

The significant costs associated with tobacco use are both physical and financial. TRICARE has estimated that tobacco use costs the DoW $1.7 billion annually because of increased healthcare utilization and decreased work productivity due to smoke breaks and illnesses. No less significant is the fact that the cost of smoking a pack a day for a year is one- month's base pay for an Airman Basic.

22.19. Tobacco Restrictions

DAFI 48-104, *Tobacco Free Living*, describes designated tobacco use areas and restrictions for tobacco products on Air Force installations. Commanders and leaders should minimize the number of designated tobacco use areas to as close to zero as possible. Installation minimum distances are at least 50 feet from building entrances, and air intake ducts. The minimum distance from playgrounds is at least 100 feet. The Air Force prohibits all students in technical training, in- residence professional military education, accession, and graduate medical education programs from using tobacco products while in uniform, and prohibits tobacco use at all times during basic military training.

22.20. Health Risks of Tobacco Use

Tobacco use is the single most preventable cause of disease and death in the United States. Tobacco smoke is a Class "A" carcinogen and is estimated to cause 480,000 deaths per year, of which, approximately 41,000 are from secondhand smoke exposure. Smokeless tobacco contains 28 different cancer-causing agents (carcinogens). Oral cancers from tobacco products affect 30,000 people annually, and one person dies every hour because of this disease. Only 50 percent of people are alive at five years after diagnosis. In addition to several forms of cancer and cardiovascular disease, tobacco use affects all bodily systems. Tobacco use decreases endurance, night vision, and fine motor coordination (the coordination needed to hold a weapon steady). And tobacco use increases the risk of injuries (such as fractures), poses post-operative respiratory complications, and impairs (or slows) wound healing. Estimates show smoking increases the risk for coronary heart disease and stroke by two to four times, and for men and women developing lung cancer by approximately 25 times.

22.21. Tobacco Cessation

Nicotine found in tobacco products is addictive. Seven out of 10 smokers in the United States have indicated that they want to completely quit smoking, and nearly one-half have tried to quit in the past year. Some studies suggest that it may take some people up to 30 tries before successfully quitting smoking, others suggest that once you've made the conscious decision to quit, and you no longer consider yourself a smoker, tobacco user, or dipper, you change your lifestyle and kick the habit, regardless of temptation. Commanders are expected to support Airmen trying to quit tobacco products. Installation health promotion programs provide strategies for education, motivation, and intervention to discourage tobacco use. Formal, structured tobacco cessation programs designed to assist members

in breaking the addiction to tobacco products are available as well. State telephone-based tobacco cessation quit lines can be reached at no-cost by U.S. residents of each state, the District of Columbia, Guam, and Puerto Rico at 1-800-QUIT-NOW.

22.22. Alcohol and Drug Abuse Prevention and Treatment Program

The Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program is designed to promote readiness, health, and wellness through the prevention and treatment of substance misuse and abuse. Participation in ADAPT may serve to minimize the negative consequences of substance misuse and abuse to the individual, family, and organization; provide comprehensive education and treatment to individuals who experience problems attributed to substance misuse or abuse; and restore function and return identified substance abusers to unrestricted duty status or assist them in their transition to civilian life. **Note:** To ensure military readiness, the ingestion of products containing or derived from hemp seed or hemp seed oil, including but not limited to delta-8- tetrahydrocannabinol (delta-8-THC) and cannabidiol (CBD), is prohibited. Products made with hemp seed, hemp seed oil, and CBD may contain varying levels of tetrahydrocannabinol, an active ingredient of marijuana, which is detectable through Air Force drug testing. Failure by military personnel to comply with the prohibition on the ingestion of products containing or products derived from, hemp seed or hemp seed oil and CBD, is a violation of Article 92, Uniform Code of Military Justice.

22.23. Leadership Responsibilities

Signs and symptoms of substance use and misuse may exist. If signs do exist, talk with the individual to determine if professional assistance is needed. Document and discuss specific instances of unusual behavior or acknowledgement of a substance use problem with the supervisor, first sergeant, or unit commander to help expedite care, as needed. The responsibility to diagnose a substance disorder lies with ADAPT personnel.

Identifying individuals who may need treatment is a critical first step in helping them break free of the tremendously potent cycle of denial, negativity, and increased substance use; however, entering treatment is only a first step. A member's substance use problem did not develop overnight, and treatment and recovery will likely take time. The treatment team, consisting of the commander, supervisor, member's counselor, medical consultants, other appropriate helping agencies, and the member, provide continued support throughout treatment. Supervisors remain focused on the member's duty performance, attendance in the program, and maintenance of standards. Commander, first sergeant, and supervisor involvement in the treatment team, and meeting at key points in the patient's treatment and recovery, are important. The commander or first sergeant and the supervisor must be involved at program entry, termination, and anytime there are significant treatment difficulties. The primary objective of the treatment team is to guide the clinical course of the treatment after examining all the facts. **Note:** All RegAF members involved in alcohol- related misconduct will be referred for a substance use assessment.

22.24. Substance Use Assessment and Treatment

The central purpose of the substance use assessment is to determine the patient's need for treatment and level of care required. ADAPT program managers conduct required reviews of medical records and all documentation within seven calendar days of notification to determine diagnosis, treatment planning, and delivery of substance use services. Substance use treatment is divided into two services: non-clinical and clinical.

Nonclinical Services. Members who do not meet diagnostic criteria for a substance use disorder will receive targeted prevention and education services tailored to the individual based on a thorough assessment and determination of risk. Follow-up appointments and review will be conducted to

reassess the need for continued services. Additional counseling addressing bio- psychosocial issues identified in the assessment may be prescribed. Length of involvement will be determined based on the patient's presenting problems and agreed-upon services or behavioral contract. Individuals being processed for separation are provided appropriate medical care (including but not limited to detoxification) prior to separation. Separation action is not postponed because of a member's participation in ADAPT.

Clinical Services. Those who meet the diagnostic criteria for a substance use disorder will be entered into substance use treatment with the level and intensity of care determined by the ADAPT program manager. Depending on the member's needs, variable lengths of stay or duration of treatment are provided within an array of treatment settings that reflect a multidisciplinary approach to assist the patient to achieve full recovery, free of the negative effects of substance use. To the greatest extent possible, patient detoxification will be managed on an outpatient basis. Individuals assessed as requiring medically managed (inpatient) detoxification will be entered into an appropriate medical facility. Family involvement is strongly encouraged. **Note:** Individuals diagnosed with a substance use disorder will refrain from the use of alcohol during the initial phase of treatment and are strongly encouraged to continue to abstain during aftercare. Involvement in self-help recovery groups is encouraged as an adjunct to treatment. The frequency of attendance is determined by the treatment team with the patient.

Successful Completion. Patients will not be considered to have successfully completed treatment until the patient has completed treatment and continuing care (aftercare). Based on Veterans Affairs/DoW Clinical Practice Guidelines for Management of Substance Use Disorders, current Diagnostic and Statistical Manual of Mental Disorders criteria and American Society of Addiction Medicine criteria, the treatment team determines patient progress toward agreed-upon goals and issues as stated in the treatment plan and determines when the patient is effectively in recovery and no longer requires program resources.

Failing the Program. The treatment team may determine failure of a patient's participation in the program based on a demonstrated pattern of unacceptable behavior; inability or unwillingness to comply with their treatment plan; or involvement in alcohol or drug-related incidents after receiving initial treatment. An individual who has failed ADAPT will be considered for administrative separation by their commander. Decisions regarding aftercare services will be based on a current assessment of status and will include establishment of an aftercare treatment plan identifying specific goals, interventions, and means to assess interventions.

22.25. Management of Personnel with Substance use Disorders

The commander is responsible for all personnel and administrative actions pertaining to patients involved in ADAPT, to include assignment availability, promotion eligibility, reenlistment eligibility, personnel reliability program, and security clearance. Application of administrative restrictions should be based on the establishment of an unfavorable information file or control roster resulting from the member's unacceptable behavior and not solely based on their involvement in ADAPT.

The Line of Duty Determination. A member's substance use misconduct can lead to a line of duty determination. A line of duty determination is a finding made after an investigation into the circumstances of a member's illness, injury, disease, or death. The line of duty determination protects the interests of both the member and the U.S. Government. The finding concludes: (1) whether or not the illness, injury, or disease existed prior to service, and if an existed prior to service condition was aggravated by military service; (2) whether or not the illness, injury, disease, or death occurred while the member was absent without authority; and (3) whether or not the illness, injury, disease, or death was due to the member's misconduct. A line of duty determination may impact retirement and severance

pay, forfeiture of pay, period of enlistment, as well as veteran benefits. Additional guidance may be found in DAFI 36-2910, *Line of Duty (LOD) Determination, Medical Continuation (MEDCON), and Incapacitation (INCAP) Pay*.

Medical Care Referrals. Medical personnel must notify the unit commander and the ADAPT program manager when a member is observed, identified, or suspected as being under the influence of drugs or alcohol while seeking medical care; receives treatment for an injury or illness that may be the result of substance use; is suspected of abusing substances; or is admitted as a patient for alcohol or drug detoxification.

Section 22E—Readiness State of Mind

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 22—FITNESS AND READINESS	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 22E—Readiness State of Mind	B	C	C	C	D

22.26. Mental Preparedness

One of the telltale signs of a military professional is preparation. When the time comes to use the skills we've learned, military professionals are ready. Most experience is gained by accepting opportunities as they come, even when conditions are not perfect. Through experience, professionals build the confidence, judgment, courage, and integrity needed to continue developing professionally. The Air Force is committed to taking care of Airmen and families and has a wide-range of support capabilities available to address issues and take care of the Total Force. Despite how ready we may feel, demands of the mission can sometimes increase stressors affecting well-being and resiliency.

22.27. Psychological First Aid

Psychological first aid is a way of reducing initial and ongoing stress by developing adaptive coping and recovery skills. Airmen who take care of themselves by getting adequate sleep, eating a balanced diet, and making time for rest and relaxation, combined with the use of positive stress management skills, can reduce actual and perceived stress in their lives. Whether deployed or in garrison, we all need a place to reset and recharge. Consider the following aspects of coping with stress, for yourself and for others.

Have a physically and emotionally safe place to recuperate or to relax.

Know (or be) someone who understands, listens, and is compassionate.

Find opportunities to connect with others while at the gym, dining facility, or local events.

Provide or demonstrate coping skills that empower others to return to 'normal' state.

Seek supportive services, such as religious affairs, first sergeants, or mental health providers.

Contact Military and Family Life Counselors for counseling and supportive services.

22.28. Mental Strength and Resilience

All people experience stressors (challenges or problems) and distress (negative feelings associated with stressors). Long workdays, increased deployments, and financial issues are just a few of the conditions that cause stress. The frequency of stress and the significant negative effect stress can have on people and organizations make this a major concern for Airmen at all levels. As an organizational concern, stress can negatively affect performance, organizational effectiveness, and mission accomplishment. As a personal concern, experiencing stress over an extended period of time can lead to health problems and affect overall quality of life. Therefore, it is important to personally and professionally recognize stress and learn how to manage it effectively.

22.29. Stress Reactions

For Airmen today, stressors occur within the work environment as well as outside the work environment, often involving family, relationship, and financial issues. We know when we feel stressed, but recognizing some of the key signs of stress can help deal with issues before they evolve into bigger problems. Stress reactions typically appear in four different categories: cognitive, emotional, behavioral, and physical. Reactions associated with these categories are provided here so they may be recognized and addressed early by minimizing, adjusting, or successfully coping with the cause.

Cognitive Stress. Cognitive stress can manifest as memory problems, an inability to concentrate, poor judgment, seeing only the negative, anxious, or racing thoughts, or constant worrying.

Emotional Stress. Emotional stress can manifest as apathy, anxiety, depression, irritability, job dissatisfaction, memory problems, or mental fatigue.

Behavioral Stress. Behavioral stress can manifest as appetite changes, increased arguments, increased smoking, neglecting self-care, social withdrawal, substance abuse, or violence.

Physical Stress. Physical stress can manifest as frequent illness, headaches, high blood pressure, increased heart rate, physical exhaustion, sleep disturbances, or weight gain or loss.

22.30. Individual Stress Management

The key to recognizing stress is knowing what feels normal so you can recognize when something feels off. The earlier stress can be identified, the earlier stress reduction techniques can be applied. Each of the following steps can help in developing a well-rounded stress management plan.

Make Adjustments. Reduce stress by identifying potential stressors before they arise. For example, if you are stressed by crowds and long lines, adjust your plans so that you may minimize the exposure to crowded environments. While planning can't prevent all stress, it is extremely valuable in minimizing or preparing for exposure to stress before a stressor occurs.

Time Management. Not having enough time to complete a task can be a significant stressor for some people. If time management is an issue, reduce stress by using effective time management skills and tools, like developing a task list and prioritizing tasks.

Overload Avoidance. For most people to eliminate or reduce the effects of overload-related stressors is relatively simple. For a start, identify and avoid busy work, delegate, or empower others, when possible, learn to say no, and attempt to negotiate unreasonable deadlines.

Relaxation. Relaxation can help manage stress and help you stay alert, energetic, and productive. Relaxation techniques, such as meditation, reading, and listening to music can improve your heart rate, regulate your blood pressure, and decrease your respiratory rate. By incorporating relaxation skills into your daily routines, you can train your body to respond differently to stress.

Exercise and Nutrition. Regular exercise combined with a healthy diet is an effective stress management technique. Exercise can provide an outlet for excess energy and tension caused by stress. Eating nutritious foods ensures your body has the nutrients needed to manage stress and helps prevent overeating. Exercising and eating a balanced diet help your body become more resistant to the negative results of stress, such as high blood pressure, heart attacks, and frequent illness.

Social Support. Having a strong social support network, such as family, friends, social groups, and peers, can help manage stress. Being able to discuss problems with people who care about you and your well-being can help reduce stress by providing a more positive outlook, suggesting solutions to your problems, or just listening.

Prioritize. On the job, identify potential sources of stress, determine the importance of each task, and eliminate tasks that are not necessary or productive. If a job requires long hours, consider using elements of job enrichment, like adequate time off or periodic breaks to help reduce potential stress. If possible, restructure the job to accommodate individual needs to help reduce stress and enhance productivity.

22.31. Post-Traumatic Stress Disorder

Post-Traumatic Stress Disorder (PTSD) is a mental health condition that can occur after someone has gone through a traumatic event, such as war-related combat, sexual or physical assault, or a natural or

man-made disaster. The Air Force strongly encourages Airmen to seek treatment early or encourages early intervention. Because this disorder impacts not only the person who suffers from it, but those who are close to them, it is important for all military members to be educated about PTSD. With enhanced awareness, many people may be prevented from developing this condition, and those who suffer from PTSD may receive treatment before symptoms become disabling and chronic.

Symptoms of Post-Traumatic Stress Disorder. Symptoms of PTSD include: (1) intrusive or unwanted thoughts, such as distressing memories, nightmares, or flashbacks; (2) avoidance behavior in the form of efforts to avoid reminders of the traumatic event; (3) negative thoughts and moods, such as feeling disconnected from others or believing that the world is a dangerous place; and (4) hyper-arousal symptoms, including difficulty sleeping and irritability. Approximately seven to eight percent of the United States population will have PTSD at some point during their lives. Fortunately, within the last decade researchers have developed highly effective treatments that can lead to symptom reduction and even loss of the diagnosis of PTSD.

Helpful Actions to Take. Knowing how to respond to someone with an invisible wound, such as PTSD, is challenging because there is so much going on inside the individual that is not visible on the outside. Some of their behaviors or moods may make you feel uncomfortable, confused, or even annoyed. However, it is important to remember that a person with PTSD may be so distracted by painful thoughts, memories, or physical injuries, that they are not fully able to focus and concentrate as well as they would like to.

A great way to determine how to respond to a person with an invisible wound is to put yourself in their shoes, to practice empathy:

Try to imagine how you would feel in their situation, even if you don't know all of the details of what they've experienced.

Remind yourself and those around you of the sacrifice that has been made in service of our country.

Don't be afraid to ask about what is going on. Give yourself permission to intervene if you think they need help and make the time to have a sincere conversation with them. Question starters to help you talk about this topic are:

"What's going on in your life? I've noticed you seem upset." "I'm concerned about you. Can we talk about it?"

"Is there something I can do to help you?" "What do you think might help?"

Once you've asked a question, allow time and space for the answer. Encourage them to share without fear of judgment or interruption. Listening shows you care, will help you understand, and builds rapport.

Acknowledge the distress. It is not helpful to tell them they shouldn't feel a certain way. PTSD is a real condition that produces measurable changes in brain function. Acknowledging distress is a key step in dispelling myths about invisible wounds and removing the stigma associated with getting help.

Discuss needs and offer to help make a plan to address them. Often, this means suggesting a helping resource. Offering to accompany them can be a good way to make getting help seem less difficult.

Additional training on how to interact with Airmen with invisible wounds, such as PTSD, can be found in the invisible wounds videos located at the DAF Resilience website (https://www.resilience.af.mil/).

22.32. Redeployment, Recovery, and Reconstitution

Deploying Airmen receive just-in-time training on stress reactions, psychological first aid, and referral

resources through pre-deployment mental health training. While preparation, deployment, and post-deployment support are all important, receiving continued support upon return from deployment is an emphasized aspect of readiness. The intent of the ongoing redeployment support process is to provide continuous, integrated support from the deployed area to home station while assisting with the transition from the deployed environment to family life and worksite. Taking leave after arduous duty and deployment can have a beneficial effect on an individual's psychological and physical status, and an immediate recovery period allows returning Airmen to tend to personal needs neglected during lengthy periods away from home. Sometimes readjustment from deployment requires participation in structured recovery time and activities for members and families prior to leave. The redeployment support timeline identifies activities at the critical redeployment, recovery, reintegration, and reconstitution junctures.

22.33. Psychological Services

Mental health services are designed to strengthen the readiness capability of the force and ensure Airmen are equipped for peak performance. Seeking care for a mental health problem is a sign of strength, not a sign of weakness. Seeking help early increases the likelihood of recovery and reduces risk for subsequent negative consequences of mental health symptoms. More than 12 percent of Air Force personnel voluntarily seek mental health services each year. Willingness to seek help when needed is a sign of good self-awareness and judgment. The fear of having a negative impact on one's career for seeking care at the mental health clinic is diminishing across the Air Force. Time has proven that seeking help appropriately often does not have a long-term negative career impact. In fact, seeking help can improve performance and enable people to better solve problems. In many cases, seeking mental health treatment early can actually save one's Air Force career.

22.34. Air Force Suicide Prevention Program

When suicides occur in the Air Force, they result in a number of serious consequences: the loss of human life; grief and loss to the deceased's family, friends, co-workers, and military community; and a direct impact on mission capability through loss of the deceased's skills, experience, and productivity. While suicide prevention is the responsibility of every Airman, the Air Force has identified that leadership support and action across all levels of command are critical to the goal of reducing suicide in the Air Force. Military and civilian leaders will build an environment that promotes healthy and adaptive behaviors, fosters the wingman culture, and encourages responsible help-seeking actions of all Airmen. **Note:** In an effort to promote help-seeking actions by Airmen who are experiencing legal or administrative problems, the Air Force instituted the Limited Privilege Suicide Prevention Program in accordance with AFI 44-172, *Mental Health*, which provided an added layer of confidentiality that allows Airmen who are under investigation to receive mental health care without the risk of information disclosed during treatment being used to incriminate them in the future. This is important since Airmen who are under investigation for legal problems are at significantly elevated risk for suicide and other negative outcomes. Mental health providers are required by DoDI 6490.08, *Command Notification Requirements to Dispel Stigmas in Providing Mental Health Care to Service Members*, to disclose safety (suicidal or violent thoughts or self-injurious behavior) and fitness for duty issues to commanders, but all other information is confidential.

22.35. Recognition

Airmen must know the importance of recognizing that anyone can become suicidal, regardless of how well they have previously managed military or personal stress. Warning signs can be sudden, may signify a person is in distress, and require immediate support. Sudden changes, such as sleep difficulties or discipline problems, may be warning signs. Those most likely to spot a person at risk for suicide are the ones with whom an individual interacts on a daily basis (friends, coworkers, and

immediate supervisors). These individuals are best positioned to notice changes in behavior, mood, or performance. If you hear someone comment or indicate they're considering suicide, take it seriously, get involved, and get them the help they need. Even if there appears to be no real indication of a serious problem, be observant for any sudden changes in behavior or attitude that could be a sign that they need help. Find out what caused the observed changes, assist in choosing resources to resolve stressors, and communicate concerns with the chain of command, as appropriate.

Leaders and Airmen of all ranks have a vested interest in knowing the people they work with, investing in their professional and personal development, and quickly addressing issues whenever they arise. The following actions can be taken to support and help resolve life's challenges and reduce the number of suicides: (1) know co-workers, their usual moods and behaviors, and how they are functioning; (2) be able to recognize early signs of risk, stress, and distress; (3) engage with Airmen to determine what may be stressful or problematic; (4) assist Airmen with choosing the most appropriate resource to help resolve the problem; and (5) follow-up with Airmen to ensure the stressors are resolving and new ones are not taking their place.

Risk Factors. Risk factors for suicide can include, but are not limited to relationship difficulties, problems at work, legal and financial problems, mental health diagnosis, substance misuse, and previous suicide attempts. Some factors leaders should watch for and address to ensure effective supervision and open communication exist in the organization are: (1) tunnel vision on the mission; (2) not engaging with Airmen; (3) difficulty recognizing risk factors and warning signs; (4) lack of knowledge of Air Force supported resources and the true impact of seeking help on a Air Force career; and (5) inappropriately sheltering Airmen from the consequences of their actions or failing to take proper action.

Protective Factors. Protective factors include social support, connectedness, sense of belonging, sense of purpose, effective individual coping skills, and cultural norms that promote and protect responsible help-seeking behavior.

22.36. Ask, Care, and Escort Model

Suicide prevention is everyone's responsibility. The Ask, Care, and Escort (ACE) Model was developed to assist Airmen in intervening when an Airman experiences stress, distress, or faces challenges. Understanding the appropriate steps to suicide risk prevention and the available Air Force approved resources can aid in saving the career and life of a fellow Airman. The acronym ACE is one that people can easily remember.

Ask. When you see or hear any of the warning signs discussed in this section, or are aware of risk factors in someone's life, ask questions to learn more about the person's situation. If you have any uncertainty about someone's safety, calmly but directly ask the question, "Are you thinking of killing/hurting yourself?" Asking about suicide gives people permission to talk about a subject that may otherwise be difficult to bring up. It lets the Airman know you are ready to discuss what they are experiencing. Do not promise to keep thoughts of suicide a secret. Airmen need to remember the importance of sharing these concerns with leaders and professionals who can help.

Care. Showing care and concern for those at risk is important. Simply taking the time to ask about problems, and asking specifically about suicide, shows caring and concern. If someone acknowledges thoughts of suicide, listen, and allow them to share what is troubling them. Avoid making judgmental statements, immediately trying to solve their problem, or trying to talk them out of suicide. If they share thoughts of suicide with you, accept that they are in distress, listen to their concerns, and begin getting them help. Determine if they have a plan for suicide, what the plan is, and take reasonable steps to secure the potential means of suicide, but do not put yourself in harm's way. Airmen in distress who are seeking access to lethal means, such as a firearm, should be considered at risk for self-harm. If you

are not able to secure the potential means of self-harm, or you have significant concern about the individual's safety, then contact command and emergency services. Building time and space between Airmen in distress and access to lethal means (including firearms and medications) can reduce the risk of suicide attempts and deaths.

Escort. After asking about suicide and showing concern, the final step is to escort the person to command or professional support that can provide appropriate assistance. Do not leave the person in distress alone. At most bases, professionals are on call through the command post, and evaluations can be conducted in local emergency rooms if on-base services are not accessible. If a distressed Airman will not agree to go with you and you have significant concern about the individual's safety you should contact your chain of command, contact emergency services; local, civilian, or national resources; dial 911; go to the emergency room or mental health clinic; or call the Veterans Crisis Line (1-800-273-8255). The most important step is to get the individual the help they need if they are in distress.

22.37. Comprehensive Airman Fitness

Comprehensive Airman Fitness (CAF) is a holistic approach to build and sustain a thriving and resilient Air Force Community by taking care of each other and ourselves through wellness in four domains – mental, physical, social, and spiritual. The intent is to equip Airmen and families with the tools and skills needed to continually assess and adjust to the unique challenges of a military lifestyle. The Wingman concept is a core element of CAF essential to building fit, resilient, and ready Airmen by dedicating time to focus on individual and unit wellness and fostering a culture of Airmen taking care of Airmen.

Mental Domain. The mental domain is defined as the ability to effectively cope with unique mental stressors and challenges needed to ensure mission readiness. The tenets of the mental domain are awareness, adaptability, positive thinking, and decision-making.

Physical Domain. The physical domain is defined as the ability to adopt and sustain healthy behaviors needed to enhance health and wellness. The tenets of the physical domain are endurance, strength, nutrition, and recovery.

Social Domain. The social domain is defined as the ability to engage in healthy social networks that promote overall well-being and optimal performance. The tenets of the social domain are connectedness, teamwork, social support, and communication.

Spiritual Domain. The spiritual domain is defined as the ability to strengthen a set of beliefs, principles, or values that sustain an individual's sense of well-being and purpose. The tenets of the spiritual domain are purpose, core values, perseverance, and perspective.

Additional information, tools, and programs designed to strengthen individual and unit CAF can be found by visiting the DAF Resilience website.

22.38. Support Agencies

Commanders, supervisors, wingmen, and individuals have many resources to help resolve problems and challenges for themselves, their families, and others, in healthy, safe, and constructive ways. A few of the sources are provided here for a quick reference screenshot.

Support Agencies Quick Reference:

Air Force Integrated Resilience Program https://www.resilience.af.mil/. Military One Source Online: http://www.militaryonesource.mil/.

Military One Source Help Line: 1-800-342-9647. Veterans Crisis Line: 1-800-273-8255 (Press 1).

Veterans Crisis Line Chat: https://www.veteranscrisisline.net/.

Veterans Crisis Line Text: 838255.

22.39. Medical Care

The military health system supports all uniformed service personnel, retirees, and their families. It provides the direction, resources, health care providers, and other means necessary for promoting the health of the beneficiary population. Military health support includes developing and promoting health awareness issues to educate customers, discovering, and resolving environmentally based health threats, providing health services (including preventive care, problem intervention services, pastoral care, and religious support), and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health support. Army, Navy, and Air Force medical professionals help ensure those in uniform are medically ready to deploy anywhere around the globe on a moment's notice. These medical professionals not only send service members on their way, they're with them.

Defense Health Agency. The Defense Health Agency is a joint, integrated combat support agency within the military health system that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to CCMDs in both peacetime and wartime. The Defense Health Agency supports the delivery of integrated, affordable, and high-quality health services to military health system beneficiaries and is responsible for driving greater integration of clinical and business processes across the military health system.

22.40. Air Force Medical Service

Specifically, the Air Force Medical Service's mission is to enable medically fit forces, provide expeditionary medics, and improve the health of all who serve to meet our nation's needs. The Air Force Medical Service's vision is to ensure that patients are the "Healthiest and Highest Performing Segment of the United States by 2025." The service's four primary objectives are: promote and sustain a healthy and fit force, prevent illness and injury, restore health, and optimize human performance. It is increasingly called upon to deliver medical capabilities throughout the range of military operations, consisting of civil-military operations, global health engagement, or humanitarian assistance/disaster relief, as part of joint or multinational operations.

Chapter 23
DRESS AND APPEARANCE

Section 23A—Professional Image

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 23—DRESS AND APPEARANCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 23A—Professional Image	C	C	C	C	D

23.1. Professional Military Image

According to AFI 1-1, first impressions are often drawn based upon appearance. For military members, presenting a professional image matters just as much as professional behavior. Pride in one's personal appearance and uniform wear greatly enhances the esprit-de-corps essential to an effective military force. Projecting a professional military image reflects not only on the individual, but also on the Air Force, both on- and off duty. While this list is not all inclusive, keep the following expectations in mind for portraying a professional image.

When in uniform, do not smoke or use smokeless tobacco products, except when authorized in designated smoking areas.

Use of personal electronic media devices, including cellular phones, earpieces, speaker phones, or text messaging while walking in uniform is unauthorized. Military customs and courtesies take precedence.

Do not consume food while walking in uniform. Beverage consumption is authorized. Commanders may authorize food consumption while walking in uniform during special functions. Military customs and courtesies take precedence.

Do not engage in public displays of affection, except when briefly permitted in situations where physical contact is a commonly accepted etiquette, such as weddings, graduations, promotions, retirement ceremonies, or upon departure for or return from deployment.

23.2. Dress and Personal Appearance Standards

Dress and personal appearance standards are established to ensure every Airman reflects pride in personal appearance, professionalism, and esprit de corps. Deeply rooted in our Air Force heritage, our dress and appearance standards provide visible examples of self-discipline, commitment, and a willingness to set aside individuality for the betterment of the whole. As outlined in DAFI 36-2903, *Dress and Personal Appearance of United States Air Force and United States Space Force Personnel*, standards of dress and personal appearance consist of five elements: neatness, cleanliness, safety, uniformity, and military image. It is every Airman's responsibility, regardless of position or rank, to comply with and respectfully enforce the prescribed standards. **Note:** More restrictive standards regarding personal appearance maybe imposed on- or off-duty, to adhere to cultural sensitivities, for those performing highly visible special mission requirements, or for those in special duty positions.

23.3. Hair Standards

Hair. Will be conservative, clean, well-groomed, and present a professional appearance. Regardless of hairstyle, hair must not exceed length and bulk standard, and ensure proper wear of headgear, helmet, or chemical mask to conform to safety requirements. Will not contain excessive amounts of grooming aids (e.g., gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow (Exception: female bangs), or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground. If applied, dyes, tints, bleaches, and frostings must result in natural hair colors, present a natural appearance and be complementary to facial hair e.g., eyebrows, lashes, beards (if authorized for medical or religious reasons), etc. Examples of natural hair colors are

brown, blonde, brunette, natural red, gray, or black. All Airmen are authorized to wear natural color hair regardless of their natural born hair color, but when highlighted or frosted, the colors must blend as to naturally. Example: Hair colors may be displayed as a “salt-and-pepper” look as this presents a naturally blended hair color and is, therefore, authorized.

Wigs/Hairpieces/Extensions. Are authorized and will meet the same standards required for natural hair, be of good quality, fit properly, and comply with safety, functionality, and professional military standards. If synthetic hair or extensions are added to hair, they will be natural hair colors, and must blend with Airmen’s hair, as to not create an unnatural appearance (Note: Extensions are prohibited for males). Wigs/Hairpieces/Extensions will not be used to cover unauthorized hair styles. Synthetic hair or other materials are not authorized when prohibited by safety and mission requirements. Commanders may authorize Airmen to wear plain (single color, without additional ornamentation, frills/ruffles, excess fabric that extends down the back) caps (black, navy, or tan) while indoors due to a medical condition (e.g., Alopecia, radiation and/or chemotherapy). Airmen are still required to wear appropriate headgear while outdoors. **Note:** Head scarves are not authorized.

Hairnets. Worn as required for health or safety reasons. Made of natural or a synthetic material; must be conservative (plain and moderate, being within reasonable limits; not excessive or extreme), solid color similar to the member's hair color, also strong enough to support and control hair and contain no metal fasteners. Hairnets are only authorized when performing related duties as determined by applicable commander.

Unauthorized Hair Colors. Hair will not be burgundy, purple, orange, fluorescent, or neon (not all inclusive). Ombre (a gradual lightening or darkening along the lengths of the hair) or black hair with blonde highlights and blonde hair with black are unnatural in appearance and not authorized for wear. Other unauthorized examples include instances where hair and facial hair drastically contrast.

Unauthorized Styles. Mohawk, mullet, or etched design. Other cultural or societal trends that reasonably appear unnatural or that display vastly different shades of natural colors, regardless of the universally applied name. Males only: dreadlocks, coils, braids, twists, designs, and/or hair extensions are not authorized; see **Figure 23.1** for examples. Females only: Partially shaved sides and/or back of the head with long hair on the top (requiring the wear of a ponytail, bun, or braid) is prohibited. See **Figure 23.2** for examples of unauthorized hairstyles.



Figure 23.1 Male—Unauthorized Hair Examples



Figure 23.2 Female—Unauthorized Hair Examples

Hair (Male). Tapered appearance on both sides and the back of the head, both with and without headgear so that when viewed from any angle the member's hair conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists, or spiking. A block-cut is permitted with tapered appearance. Hair will not exceed 2 ½ inches in bulk, regardless of length and 1/4-inch at natural termination point; allowing only closely cut or shaved hair on the back of the neck to touch the collar (see **Figure 23.3**). Hair will not protrude under the front band of headgear. Cleanly shaven heads, military high-and- tight or flattop cuts are authorized. Airmen may have one (cut, clipped, or shaved) front to back, straight-line part, not slanted or curved, on either side of their head, above the temple. Part will not exceed 4-inches length or 1/4-inch width (See **Figure 23.5**). See **Figure 23.4** for examples of appropriate sideburns, mustache, and male hair standards.

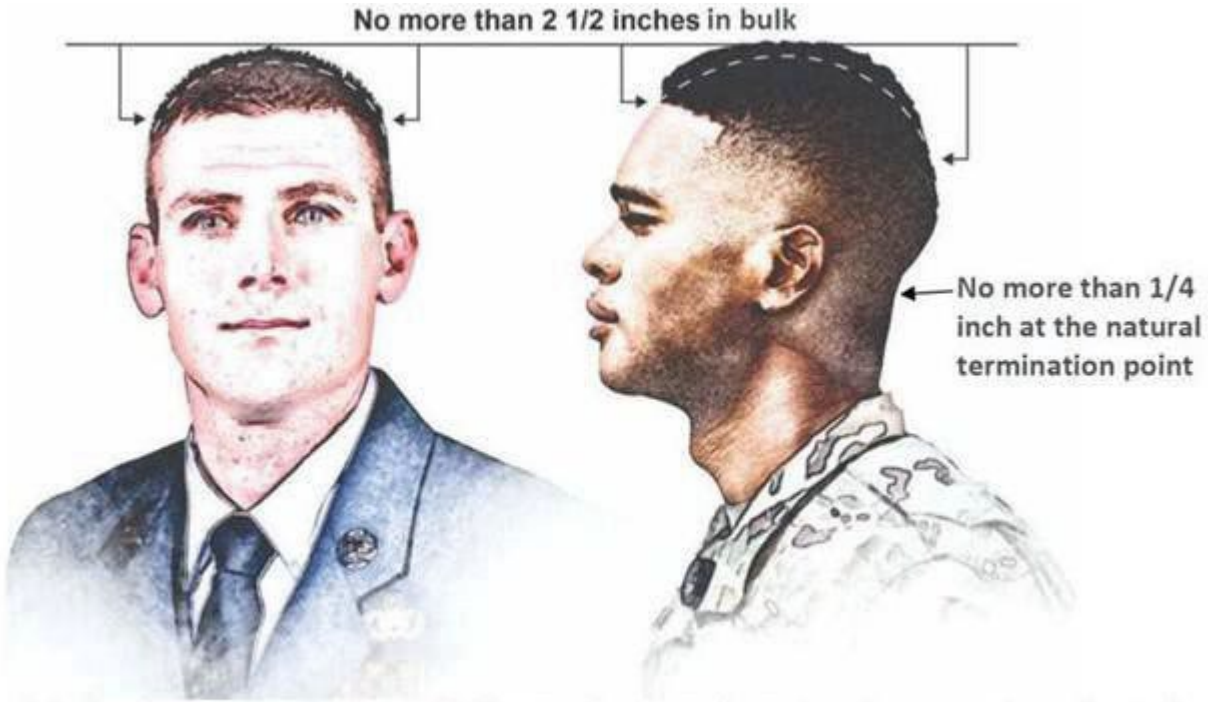


Figure 23.3 How to Measure Hair Bulk

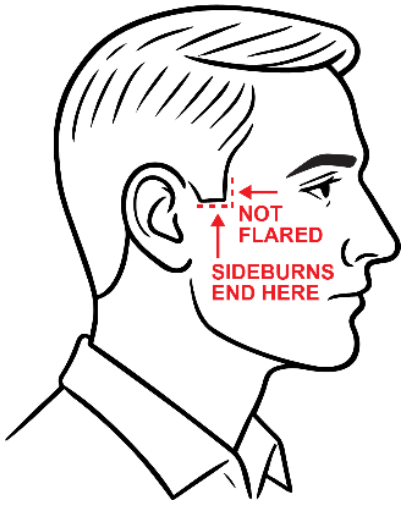


Figure 23.4 Male Hair Standards Examples

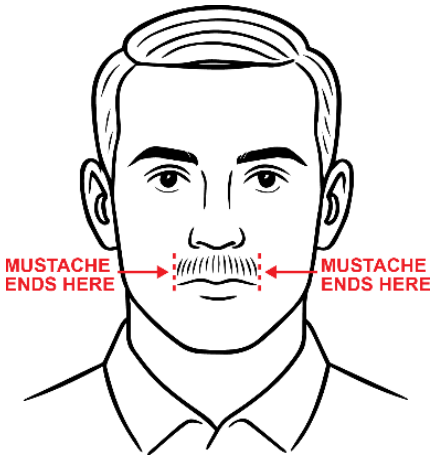


Figure 23.5 Cut, Clipped, or Shaved Part

Sideburns. If worn, sideburns will be straight and even width (not flared) and and will be above the ear opening Sideburns will end in a clean-shaven horizontal line. See **Figure 23.4**.



Mustaches. Mustaches must present a natural appearance to the Airman's hair color of the head. Mustache handlebars, twist, curls, and goatee are prohibited. Male members may wear mustaches. No portion of the mustache shall extend below the upper lip line, and it must not go beyond the corners of the mouth or into a respirator seal zone. Mustaches must be neatly trimmed and should match the natural hair color of the Airman's head. Handlebar styles, twists, curls, and goatees are strictly prohibited.



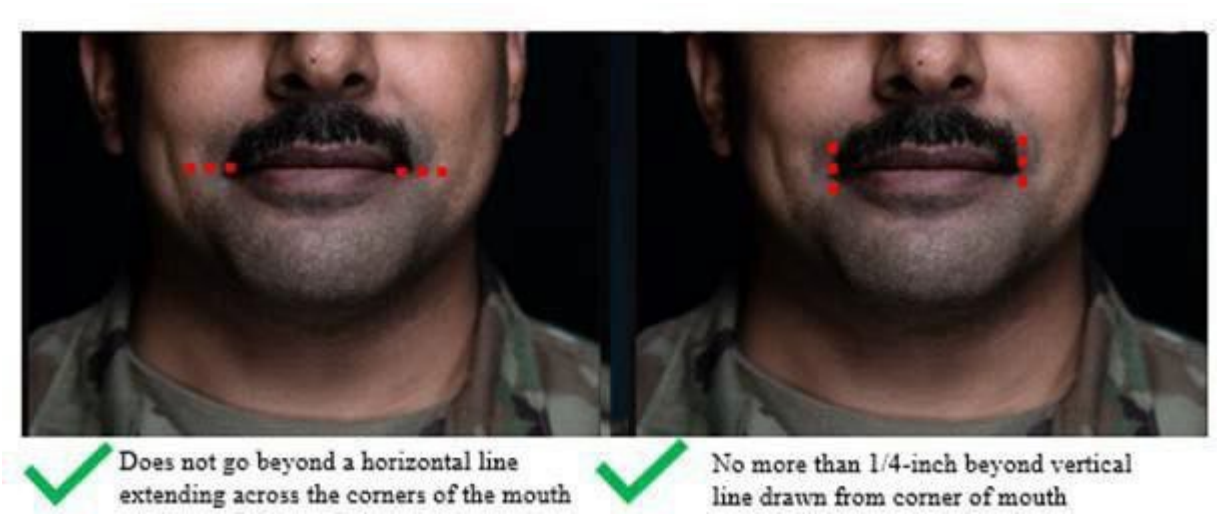


Figure 23.6 Mustache

Beards. At the start of each duty day, male Airmen must be clean-shaven. Beards are not authorized unless for medical reasons, when recommended by a medical official and approved by the unit commander, or as authorized pursuant to a request for a religious accommodation. When authorized for medical reasons, members will keep all facial hair trimmed to the same length and it may not to exceed 1/4-inch in length. Individuals granted a shaving profile may shave or trim their facial hair to present a neat, clean, professional military image (**Figure 23.7**). Members may not overly shave, shape, or taper beard to achieve different styles of beard (e.g., goatees, faded beards, etc. are not authorized). Beards must present a natural appearance to the Airman's hair color of the head. Beards are not authorized to be bleached or dyed. Beard wear authorized for religious reasons are governed by DAFI 36-2903, Chapter 11.



Facial Hair neatly trimmed to present neat, clean, professional image.

Figure 23.7 Shaving Waiver Example

Hair (Female and Male with approved unshorn hair religious accommodations). No minimum hair length, to a maximum bulk of 4-inches from scalp and allows proper wear of headgear. Minimum hair standards must present a symmetric (around the axis of the head) or tapered appearance when viewed from all angles. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side unless pulled back and secured or worn in an authorized ponytail or equivalent or long braid(s). When hair is pulled back and secured behind the head (will not be gathered at the crown or worn on the top of the head), radius will not exceed 6-inches to the left or right from the point where the hair is gathered for a total of 12-inches in width, 6-inches in bulk and must allow for proper wear of headgear. One or two braids or a single ponytail or equivalent may be worn down the member's back with length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. The braid(s), ponytail or equivalent shall extend down the member's back and cannot be worn over the shoulder or pulled in front of the body. Bangs, or side-swiped hair, may touch eyebrows but will not touch or cover eyes. When in doubt, assess the correct length of hair with the Airman standing in the position of attention. See **Figure 23.8**., **Figure 23.10**, and **Figure 23.11** for examples of female hair standards. **Exception**: While wearing the Physical Training Gear (PTG), long hair will be secured but may have loose ends and may extend below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades.



Pull-through Bun | Chin-length Bob | Bun

Figure 23.8 Female Hair Examples

Pinned-up hair should be styled in a manner that prevents loose ends from extending upward on the head and may not start at the crown of the head or be worn on the top of the head. When hair is in a bun, the bun must be a single bun; all loose ends must be tucked in and secured. Hair must allow for proper wear of headgear.

Hair accessories. If worn, hair accessories (e.g., fabric scrunches, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) must be black or match hair color. Invisible hairnets and hairnets that match hair color are authorized. Headbands or fabric scrunches will not exceed 2-inches in width. Ornaments are *not* authorized (i.e., ribbons, beads, jeweled pins). See **Figure 23.9**.



Figure 23.9 Female Hair Accessories

Locs, braids, twists, micro-braids, French braids, Dutch braids, and cornrows are authorized. A braid or twist is two or more portions of interwoven hair. If adding additional hair, it must be a natural-looking color, matching the individual's hair color. Multiple locs, braids, twists or cornrows may come together down the back in one or two braids, or a single ponytail as described in **Figure 23.10**. All locs, braids and twists, when worn will be of uniform dimension, no wider than one-inch, with natural spacing between the locs, braids, and twists and must be tightly interwoven to present a neat, professional, and well-groomed appearance. When worn, multiple locs, braids, or twists shall be of uniform dimension, no larger than 1/4 in diameter, show no more than 1/4-inch of scalp between the locs, braids, or twists and must be tightly interwoven to present a neat appearance.

A braid/twist must continue to the end of the hair without design and following the contour of the head and may be worn loose or in a secured style within hair standards as described above. ***Exception***: Micro-braids or twists are not required to continue to the end of the hair. See **Figure 3.10** for examples of braids, twists, micro-braids.



Figure 23.10 Authorized Female Hair Styles Examples of Locs, Braids, and Cornrows



Figure 23.11 Authorized Ponytails/Equivalent and Long braid(s) Hair Styles Examples

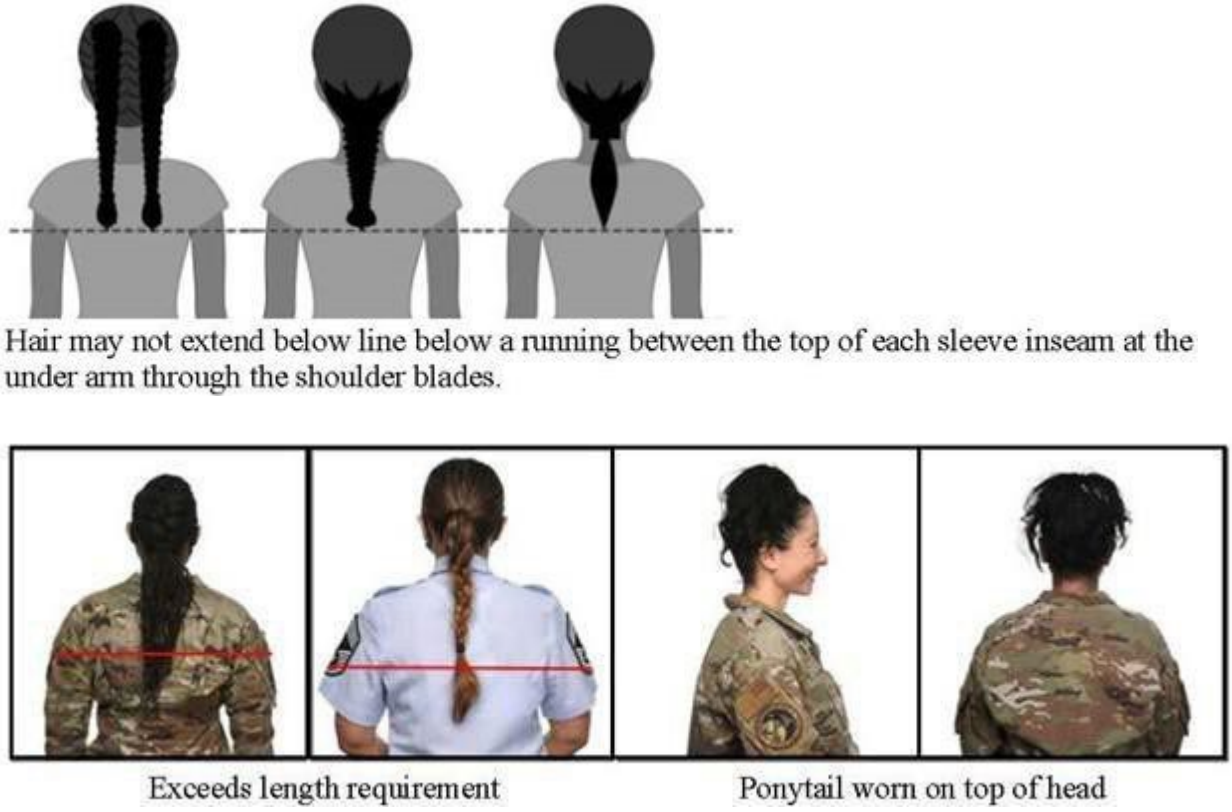


Figure 23.12 Ponytail/Braid Length

Fingernails. Fingernails must not exceed 1/4-inch in length beyond the tip of the finger and must be clean and well groomed. Fingernails must not interfere with the performance of assigned duties or hinder proper fit of prescribed safety equipment or uniform items. Male Airmen are not authorized to wear nail polish. If worn by females, nail polish will be clear or French or American Manicure. French manicures include white tips with a base of clear and American manicures include ivory white or cream tips with a base of clear. Ombre manicure style is not authorized. Do not apply designs to nails.

Cosmetics. Male Airmen are not authorized to wear cosmetics. Female Airmen may wear conservatively styled cosmetics. Lipstick, if worn by female Airmen, will be a conservative shade that does not detract from the uniform. Eyeliner, if worn by female Airmen, cannot extend past the corners of eye opening (i.e., winged liner not authorized). Cosmetics will not be worn during field conditions. Eyelash extensions are not authorized unless for medical reasons and documented on an Air Force Form 469, Duty Limiting Condition Report. If medical authorization is obtained from a military medical treatment facility provider and documented on an Air Force Form 469, eyelash extensions will be Airman's natural eyelash color and will not exceed 12mm in length.



Figure 23.15. Authorized and Unauthorized Eyelash Extension Examples

Tattoos/Brands/Body Markings. For purposes of DAFI 36-2903, a tattoo is defined as a picture, design, or marking made on the skin or other areas of the body by staining it with an indelible dye, or by any other method, including pictures, designs, or markings only detectible or visible under certain conditions (such as ultraviolet or invisible ink tattoos). A brand is defined as a picture, design, or other marking that is burned into the skin or other areas of the body. Body markings are pictures, designs, or other markings as a result of using means other than burning to permanently scar or mark the skin. Failure to obey the mandatory provisions in DAFI 36-2903, paragraphs 3.2.1, 3.2.1.1, and 3.2.2 constitutes a violation of Article 92(1), UCMJ–failure to obey lawful general order or regulation. Article 92(1) of the UCMJ does not apply to members while in Title 32 status (that is, activated for state duty under state command), but ANG members may be subject to an equivalent article under a state military justice code. Violations may also result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

Unauthorized content/locations. Tattoos/brands/body markings will not be on the head, face, tongue, lips, eyes, and scalp. Tattoos/brands/body markings anywhere on the body that are obscene, commonly associated with gangs, extremist, and/or supremacist organizations, or that advocate sexual, racial, ethnic, or religious discrimination are prohibited in and out of uniform. Indecent tattoos/brands/body markings are grossly offensive to modesty, decency, or propriety, or shocks the moral sense, because of its vulgar, filthy, or disgusting nature, or its tendency to incite lustful thought. It is indecent if it tends reasonably to corrupt morals or incite libidinous thoughts. It must not violate community standards. Commanders should contact their servicing AFOSI unit for additional information on potential identification of gang/hate group, tattoos/brands/body markings.

Extremist tattoos/brands/body markings are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Sexually discriminative tattoos/brands/body markings are those that advocate a philosophy that degrades or demeans a person based on sex. Racially discriminative tattoos/brands/body markings are those that advocate a philosophy that degrades or demeans a person

based on race, ethnicity, or national origin. Religiously discriminative tattoos/brands/body markings are those that advocate a philosophy that degrades or demeans a person based on religion. Tattoos/brands/body markings with unauthorized content that are prejudicial to good order and discipline, or the content is of a nature that tends to bring discredit upon the DAF are prohibited both in and out of uniform. Airmen may not cover up tattoos, brands, and/or body markings with bandages or make-up in order to comply with unauthorized content tattoo policy.

Members who have or receive unauthorized content tattoos/brands/body markings are required to initiate tattoo/brand/body marking removal/alteration. At the commander's discretion, members may be seen, on a space and resource available basis, in a DoD medical treatment facility for voluntary tattoo/brand/body marking removal. When DoD resources are not available, members may have the tattoo/brand removed/altered at their own expense outside of DoD medical treatment facilities. Permissive Temporary Duty is not authorized for this purpose.

Authorized content/locations. Tattoos are authorized on the chest and back (below the open collar uniform), arms, legs, feet, hands, and neck. One tattoo on the neck is authorized and will not exceed 1-inch in measurement in any direction. The neck tattoo will only be placed behind a vertical line at the opening of the ear orifice around the back to a vertical line at the opening of the other ear orifice and includes behind the ear (See **Figure 23.16**). Ring tattoos are limited to a single band on one finger of each hand, no more than 3/8-inch in width below the knuckle and above the finger joint (portion closest to the palm). In addition to the ring tattoo, a single tattoo is authorized on each hand; the tattoo will not exceed the size of 1-inch measured in any direction. Hand, arm, leg, neck, and ring tattoos can be exposed and visible while wearing any uniform combination(s). Chest and back tattoos will not be visible through any uniform combination(s) or visible while wearing an open collar uniform. Members may request an ETP for location or size of tattoos in accordance with DAFI 36-2903, paragraph 15.5 prior to receiving applicable tattoo. Approved tattoo ETPs will be documented on the DAF Form 4428, *Tattoo/Brand/Body Marking Screening/Verification*. An ETP request for tattoos with unauthorized content will not be considered.

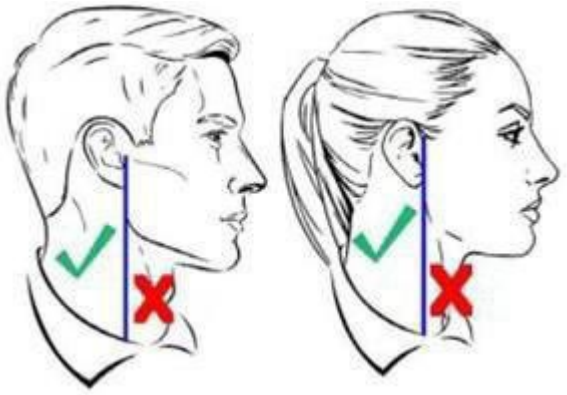


Figure 23.16. Neck Tattoo Approved Location

Cosmetic tattooing. Tattooing for cosmetic purposes is authorized when directed by licensed, qualified medical personnel to correct a medical condition, illness, or injury for both men and women. When not medically directed, cosmetic tattooing is permitted for women if done to apply permanent facial makeup (i.e., eyebrows, eyeliner) and for men if for permanent cosmetics for scalp only (micropigmentation) to create a natural hair appearance. The cosmetic tattooing must have a natural and conservative appearance.

Individuals who are initially accessed must disclose any tattoos or brands not meeting the above criteria and receive appropriate Air Force Component Recruiting Service review (AFRS, AFRCRS, ANG) to

determine eligibility when questionable for enlistment or appointment. Complete removal or alteration of unauthorized content and/or excessive tattoos/brands/body markings is otherwise required prior to being accepted in the Air Force.

Each component's senior waiver authority as defined by the Air Force Accessions and Training Division (AF/A1PT), per DAFI 36-2903, paragraph 3.2.4, may allow for individual exceptions to policy to potential Air Force applicants with hand tattoos (anywhere on the hand) that are no more than 25% of the hand. The hand is defined as the end part of a person's arm beyond the wrist, including the palm, fingers, and thumb. All content tattoo restrictions still apply. This authority may be further delegated at the discretion of the Senior Waiver Authority but no lower than Recruiting Squadron Commanders (RCS/CCs) (RegAF/Reserve) and Recruiting & Retention Chiefs (ANG). This authority will only be used for exceptionally qualified applicants as determined by the Waiver Authority and is limited to undermanned critical career fields/specialties unable to fill shortages with applicants unless an ETP is granted to the applicant. Exceptionally qualified applicants include those with critical skill sets, degrees, certifications, or experience directly related to the specialty for which they are being considered.

Approved hand tattoo ETPs will be documented on the DAF Form 4428, *Tattoo/Brand/Body Marking Screening/Verification*.

Commanders will use these provisions in determining the acceptability of tattoos, brands, and body markings displayed by members in uniform.

Per DAFI 36-2903, paragraph 2.14.4, commanders will retain the authority to be more restrictive for covering tattoos, body ornaments and personal grooming based on legal, safety, sanitary, and/or host nation agreements.

23.4. Body Piercing/Ornamentation

In civilian attire on official duty and in uniform on or off a military installation: With the exception of earrings as listed in DAFI 36-2903, paragraph 7.3.1.1, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, eyebrows, lips, or any exposed body part (includes visible through the uniform).

Dental ornamentation. Teeth, whether natural, capped, or veneered, will not be ornamented with designs, jewels, initials, etc. The use of yellow gold, white gold, or platinum caps (permanent or temporary) merely to add ornamentation to the teeth and not required by dental/medical necessity is prohibited. Waivers are not required for Air Force members or recruits with permanent yellow gold, white gold or platinum caps that were applied as a result of dental/medical necessity. Members with official documentation that they received permanent yellow gold, white gold, or platinum caps which were not applied as a result of dental/medical necessity, prior to 13 June 2011, are exempted. No other dental ornamentation is exempted.

23.5. Body Alterations and Modifications

Intentional alterations and/or modifications to a member's body that result in a visible, physical effect that disfigures, deforms, or otherwise detracts from a professional military image are prohibited. Examples of prohibited conduct include (but are not limited to) tongue splitting or forking, tooth filing, acquiring visible, disfiguring skin implants, and gauging (piercing holes large enough to permit light to shine through). Members who intentionally alter and/or modify any part of their bodies in order to achieve a visible, physical effect that disfigures, deforms, or otherwise detracts from a professional military image may be subject to disciplinary action or involuntary separation, as determined appropriate by the member's commander. Failure by RegAF members, AFR members on active duty or inactive duty for training, and ANG members in Title 10 status to obey the mandatory provisions in this paragraph constitutes a violation of Article 92 (1), UCMJ – failure to obey lawful order or regulation. ANG members

in Title 32 status performing full-time National Guard duty or inactive duty for training, who violate the mandatory provisions of DAFI 36-2903, may be held accountable through similar provisions of their respective state military codes.

Section 23B—Military Uniforms

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 23—DRESS AND APPEARANCE	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 23B—Military Uniforms	C	C	C	C	D

23.6. Air Force Uniform

Wearing the Air Force uniform means carrying on a tradition–one that represents the profession of arms. The Air Force uniform is plain yet distinctive and presents the appearance of a military professional. All Air Force members in uniform will adhere to standards of neatness, cleanliness, safety, uniformity, and military image, and will present the appearance of a disciplined service member. Air Force members will procure and maintain all mandatory clothing items, follow local supplements and procedures, and keep uniforms neat, clean, pressed, buttoned, and properly maintained. Members are responsible for knowing authorized uniform combinations, maintaining all mandatory uniform items, and displaying the correct placement of ribbons, insignia, and other uniform items, as required. When in doubt about appropriate wear of the Air Force uniform or uniform items, seek clarification through supervisors, first sergeants, or commanders regarding dress and personal appearance standards. Additional details regarding the Air Force uniform can be found in DAFI 36-2903.

23.7. Formal and Mess Dress Uniforms. The formal and mess dress uniforms are worn for official formal evening functions and state occasions where a white and black-tie tuxedo or evening gown is the civilian equivalent. A name tag is not worn on the formal or mess dress uniforms. **Note:** The formal dress uniform is worn by officers only. The mess dress uniform is mandatory for officers and optional for enlisted. Enlisted may wear the semi-formal service dress uniform if they do not have a mess dress. Saluting is not required when wearing the formal or mess dress uniforms.

Male Formal and Mess Dress Uniforms (Figure 23.18).

Coat. Officers will wear the mess dress coat. The coat will be blue, single- breasted, with a straight back and three "wing and star" buttons on each side of the front of the coat. The coat will have a satin shawl collar and lapels. With arms hanging naturally, semi-fitted sleeves will end 1/4 to 1/2-inch below the wrist. The center of the back of the coat will extend 3 1/2 to 4-inches below the natural waistline. Officers will wear the formal dress coat without silver chain fasteners.

Shoulder Boards. Officers will wear shoulder board rank as close to the shoulder seam as possible. General officers will wear a 3/4-inch wide silver sleeve braid, 3-inches from the end of the sleeve. All other officers will wear a 1/2-inch silver sleeve braid, 3-inches from the end of the sleeve.

Rank (Mess Dress only). Enlisted will wear either 3 1/2 or 4-inch, white chevron rank centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle.

Shirt. The shirt will be a commercial design, plain, white, and long-sleeved. The shirt will not have military creases. A white V-neck or tank top undershirt will be worn under the shirt. Both shirts will be tucked into the trousers. The Formal Dress shirt will have a wing collar. The Mess Dress shirt will have turn down collar, pleats, and French cuffs.

Bow Tie. The bow tie is mandatory and will be white with square ends for Formal Dress Uniform and blue-satin for Mess Dress Uniform.

Vest/Cummerbund. The vest is worn with the Formal Dress Uniform in place of the cummerbund; it will be white, single-breasted, low-cut, rolled collar vest with pointed collar. The vest will not be visible below the mess dress coat. The cummerbund is worn with the Mess Dress Uniform and will be plain blue-satin, worn half-way between the shirt and trousers, with the open edge of the pleats

facing upward.

Suspenders (Mess Dress). Suspenders will be either solid white, dark blue or black and will be attached to the trousers and will not be visible.

Trousers (Formal and Mess Dress). Trousers will be blue, without pleats and cuffs. They will have a high-rise with side pockets and 7/8-inch blue striping down pant legs with no bunching at the waist or bagging at the seat.

Footwear. For wear and description see DAFI 36-2903, paragraph 7.4.

Female Formal and Mess Dress Uniforms (Figure 23.19).

Coat. Officers will wear the mess dress coat. The mess dress coat will be blue, single-breasted, loose fitting at the waist with three "wing and star" buttons on each side of the front of the coat. The coat will have a satin shawl collar and lapels. With arms hanging naturally, semi-fitted sleeves will end 1/4 to 1/2-inch below the wrist. The center of the back of the coat will extend 2 1/2 to 3-inches below the natural waistline. The front opening will gap approximately 2 to 3-inches at bottom.

Shoulder Boards. Officers will wear shoulder board rank as close to the shoulder seam as possible. General officers will wear a 3/4-inch wide silver sleeve braid, 2 1/2-inches from the end of the sleeve. All other officers will wear a 1/2-inch silver sleeve braid, 2 1/2-inches from the end of the sleeve.

Rank (Mess Dress only). Enlisted will wear either 3 1/2 or 4-inch, white chevron rank centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle.

Blouse. The mess dress blouse will be worn with the female formal dress uniform. The blouse will not have military creases. White undershirts may be worn in the V-neck, tank top or crew-neck and if worn, must be tucked into the skirt.

Tie Tab. The tie tab is mandatory and will be a 1-inch crescent-shaped silver metallic cloth, lamé tie tab for Formal Dress Uniform and a blue satin inverted-V tie tab with self-fastening tails for Mess Dress Uniform.

Cummerbund. The cummerbund for Formal Dress Uniform will be plain silver satin, cummerbund for the Mess Dress Uniform will be plain blue satin. Cummerbunds will be worn halfway between the shirt and skirt with open edge of pleat facing upward.

Skirt. The mess dress skirt will be used for the female formal dress uniform. There are two types of blue mess dress skirts authorized. The primary mess dress skirt is the A-line style without the split. The optional straight hanging skirt with the side-split to the top of the knee is available through Army Air Force Exchange Service (AAFES) or Military Clothing Sales Store (MCSS) as a special order. Both will be ankle length (no higher than ankle, no longer than the bottom of the heel).

Trousers/slacks. Mess dress trouser or slacks will be blue, without pleats and cuffs. They will have a high-rise with side pockets and inch blue striping down pant legs. Trousers/slacks will fit naturally over the hips with no bunching at the waist or bagging at the seat. The bottom front of the pant legs will rest on the front of the shoe or on top of the foot if wearing pumps, with a slight break in the crease. The back of the pant legs will be approximately 7/8-inch longer than the front. The trousers/slacks will be tailored, straight hanging, with no flare at the bottom or additional alterations to further taper the leg. The trouser material will match the mess dress coat fabric and shade. Suspenders are optional for women and will be either solid white, dark blue or black and will be attached to the trousers and will not be visible if worn.

Footwear. For wear and description see DAFI 36-2903, paragraphs 7.4.1.1, 7.4.1.2, 7.4.1.5, 7.4.1.6.

Formal and Mess Dress Uniform Accoutrements (Male and Female).

Medals. Wear all medals, in miniature, on the formal and mess dress uniform. Anodized medals are authorized. Miniature medals will be centered on the wearer's left between the lapel and arm seam and midway between the top shoulder seam and top button of the coat. Wear of foreign badges and decorations or medals on the mess dress uniform is authorized, however, members must request and receive permission to wear foreign decorations they accept (refer to DAFMAN 36-2806, *Military Awards: Criteria and Procedures* regarding acceptance). Wear criteria depends on the type of device the decoration represents. When wearing more than one foreign decoration (miniature medal), wear them in the order earned.

Duty Badges and Command Insignia Pin. For wear and description see DAFI 36-2903, paragraphs 12.2 and 12.4.

Cuff Links (Optional for females and mandatory for males). They will either be silver, satin finish or highly polished with the "wing and star" design; silver, highly polished with the AF symbol; or plain silver, highly polished, commercial design with dimensions and shape similar to the "wing and star" cuff links. When worn, must be worn as a set.

Studs (Optional for females and mandatory for males). Studs can be either pearl centered, silver rimmed, highly polished or satin finished or plain silver, highly polished, commercial design with dimensions and shape similar to the pearl centered studs. The finish must match cuff links. When worn, must be worn as a set.

Headgear. The only authorized headgear is the blue winter cap. The blue winter cap will only be worn with a full-length outer garment. For wear and description see DAFI 36-2903, paragraph 7.2.6.

Outer Garments. For wear and description see DAFI 36-2903, paragraph 7.1.5.

Accessories. Garment accessories will be conservative and plain without design or ornamentation. For wear and description see DAFI 36-2903, paragraph 7.3.

Footwear. For wear and description see DAFI 36-2903, paragraph 7.4.

23.8. Semi-Formal Dress Uniform (Enlisted Only). The male and female semi-formal dress uniform is worn for social functions of a semi-formal and/or official nature as prescribed by the commander or equivalent. The enlisted semi-formal dress uniform coat is the service dress uniform coat without a name tag. Semi-formal is the same term used when describing the civilian equivalent. When in semi-formal dress, saluting is not required. See **Figure 23.17**.

Male Semi-Formal Dress Uniform.

White Long-Sleeve Shirt. The white long-sleeve shirt will be plain, knit, or woven, commercial type with a short or medium point collar, with button or French cuffs. Military creases are not authorized. A white V-neck or athletic style tank top undershirt will be worn under the shirt. Both shirts will be tucked into the trousers.

Ties are mandatory wear in accordance with DAFI 36-2903, paragraph 4.6.1.2.

Trousers. The enlisted semi-formal dress uniform trousers are the same as the service dress uniform trousers.

Female Semi-Formal Dress Uniform.

Blouse. The semi-form fitting white blouse will be polyester or cotton, princess line, button front,

with small-pointed collar. Military creases are not authorized. A white V-neck or, tank top undershirt may be worn under the shirt. If either style of undershirt is worn, the undershirt will be tucked into the skirt.

Tie Tab. The blue satin inverted-V tie tab with self-fastening tails is mandatory.

Skirt or Slacks. The enlisted semi-formal dress uniform skirt or slacks are the same as the service dress uniform skirt or slacks.

Semi-Formal Dress Uniform Accoutrements (Male and Female).

Ribbons. For wear description see DAFI 36-2903, paragraph 4.5.2.

Duty Badges. For wear and description see DAFI 36-2903, paragraphs 12.3.4 through 12.3.6, and 12.4.

Cuff Links. Cuff links are optional with the semi-formal dress uniform. They will either be silver, satin finish or highly polished with the "wing and star" design; silver, highly polished with the AF symbol; or plain silver, highly polished, commercial design with dimensions and shape similar to the “wing and star” cuff links. When worn, must be worn as a set.

Belt and Buckle. The enlisted semi-formal dress uniform belt and buckle are the same as the service dress belt and buckle.

Headgear. The only authorized headgear is the blue winter cap. The blue winter cap will only be worn with a full-length outer garment. For wear and description see DAFI 36-2903, paragraph 7.2.6.

Outer Garments. For wear and description see DAFI 36-2903, paragraph 7.1.5.

Accessories. Garment accessories will be conservative and plain without design or ornamentation. For wear and description see DAFI 36-2903, paragraph 7.3.



Figure 23.17. Male and Female Semi-Formal Dress Uniform



Figure 23.18. Male Mess Dress Uniform



Figure 23.19. Female Mess Dress Uniform

23.9. Service Dress Uniform (Class A and B – Male and Female).

The service dress uniform is worn as Class A and the service blue uniform as Class B. The Class A uniform is worn with the service dress coat. The Class B uniform is worn without the service dress coat. Gig Line will be straight and neat.

Coat (Class A). The service dress coat will be polyester and wool-blend, serge weave; semi-drape, single-breasted with three buttons and will have one welt pocket on the upper left side and two lower pocket flaps. Officer coats will have epaulets; enlisted coats will not. General officers will wear a 1 1/2-inch-wide blue sleeve braid, 3-inches from the end of the sleeve. All other officers will wear a 1/2-inch wide blue sleeve braid 3-inches from the end of the sleeve. With arms hanging naturally, sleeves will end 1/4 to 1/2-inch below the wrist. The bottom of the coat will extend 3 to 3 1/2-inches below the top of the thigh. The sleeves and lapel will be roll-pressed.

Officer Rank Insignia. Officers will center regular size rank insignia 5/8-inch from end of the epaulet and parallel with the sleeve seam, when applicable. See **Figure 23.20**.

General officers will wear 1-inch stars point-to-center; 3/4-inch stars are optional, if unable to wear the 1-inch stars.

Generals will evenly space all four stars between the button securing the epaulet and the sleeve seam.

Lieutenant Generals will place one star on the center point of the epaulet and center the two remaining stars between the first star and the button securing the epaulet and the sleeve seam.

Major Generals will evenly space their stars between the center point of the epaulet and the button securing the epaulet and the sleeve seam.

Brigadier Generals will center their star between the button securing the epaulet and the sleeve seam.

Colonel rank insignia is worn with the eagle’s beak facing forward.

The stem on the Lieutenant Colonel and Major rank insignia will point away from the collar.

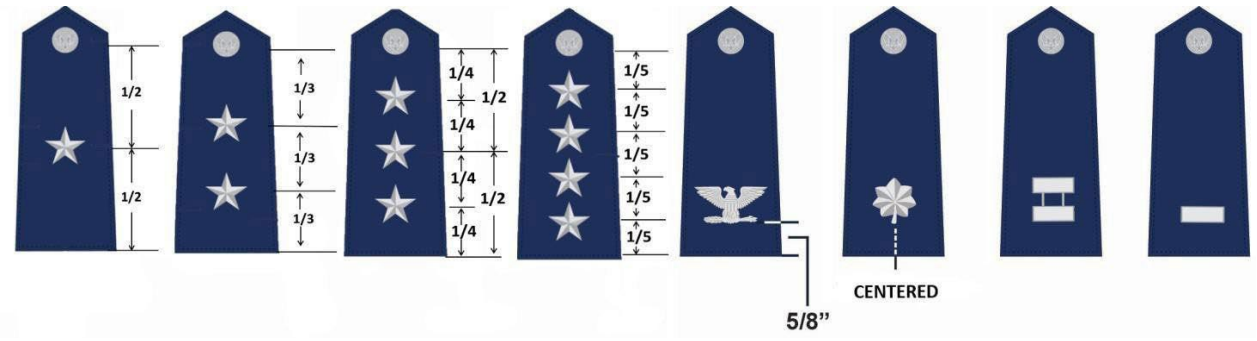


Figure 23.20. Officer Rank Insignia Placement on Epaulet

Enlisted Insignia. Enlisted will wear 3 1/2 or 4-inch, chevron rank centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle. See **Figure 23.21**.



Figure 23.21. Enlisted Rank Placement

Service Dress Coat Accoutrements (Class A) (See Figures 23.22 and 23.23.).

U.S. Lapel Insignia. The U.S. lapel insignia is placed halfway up the seam, resting on but not over it. The “U.S.” letters in the insignia are parallel with the ground. “U.S.” insignias for officers do not have circles. Circles are worn around the U.S. insignias for enlisted personnel only.

Nametag. The name tag is metal engraved, brushed satin silver finish with the last name engraved in blue lettering. The name tag will be centered on the wearer’s right between the sleeve seam and top of the lapel. The bottom of name tag will be parallel with bottom of ribbons.

Ribbons. All or some ribbons and devices will be worn on the service dress coat. Wear ribbons centered, resting on (but not over) the edge of the pleated pocket on the wearers left. Wear of foreign badges and decorations/medals on the service dress uniform is authorized; however, members must request/receive permission to wear foreign decorations they accept (refer to DAFMAN 36-2806, Military *Awards: Criteria and Procedures* regarding acceptance). Wear foreign medals and ribbons on service dress uniform when they are the same size as Air Force medals and ribbons. Wear criteria depends on the type of device the decoration represents.

Duty Badges and Command Insignia Pin. For wear and description see DAFI 36-2903, paragraphs 12.2.4, and 12.3.7 through 12.3.9.



Figure 23.22. Male Service Dress Uniform (Example Configurations)



Figure 23.23. Female Service Dress Uniform (Example Configurations)

Male Blue Shirt and Female Blouse (Class A and B).

Long-Sleeve/Short-Sleeve Blue Shirt (Male). The long-sleeve and short-sleeve blue shirt will be light blue in color with two pleated pockets, convertible cuffs (long-sleeve only), and epaulets. The collar of the shirt will be visible 1/4 to 1/2-inch above the service dress coat collar. With arms hanging naturally, sleeves will end 1/4 to 1/2-inch below the wrist, but not be visible below the sleeves of the service coat. The blue shirt will be neatly tucked into the trousers. The shirt may be altered for a tapered fit. A white V-neck or tank top, or crew neck (long sleeve blue shirt only) undershirt will be worn under the shirt.

Nametag. The name tag will be blue plastic with the last name engraved in white lettering. The name tag will be centered, resting on, but not over the edge of the pleated pocket on the wearer's right.

Tie. A tie will be worn with the service dress uniform and/or service blue uniform, long-sleeve blue shirt. The tie will be either blue polyester or silk, herringbone twill. The tip of the tie must cover a portion of the belt buckle but cannot extend below the bottom of the belt buckle. A tie tack or clasp may be worn with the tie. If worn, the tie tack or clasp will be the "wing and star" design, Air Force symbol, or rank insignia. The tie tack or clasp will be centered between the bottom edge of the knot and bottom tip of the tie. A tie is required to be worn with the long-sleeve blue shirt however, it is optional with the short-sleeve blue shirt unless worn with service dress.

Blouse (Long and Short-sleeved) (Female). The pointed-end collar of the shirt must show 1/4 to 1/2-inch above the service dress coat collar with arms hanging naturally. It will not have military creases and will have epaulets. With arms hanging naturally, long-sleeves will end 1/4 to 1/2-inch below the wrist, but not be visible below the sleeves of the service coat. The long-sleeved blouse will have rounded cuffs with buttonhole closures on each cuff. The blouse may be modified at the Airman's expense to accommodate cuff links. White, V-neck, tank top or crew neck (long sleeve blouse only)

undershirts are optional. If worn, they will be tucked into the skirt or slacks.

Tuck-in Style Blouse (Long or Short-Sleeved). The blue blouse will have a tapered fit and will be tucked into the slacks or skirt.

Semi-Form Fitting Blouse (Long or Short-Sleeved). The blue blouse will be a semi-form fitting princess line.

Nametag. The name tag will be blue plastic with the last name engraved in white lettering. The name tag will be centered, even within 1 1/2-inches higher or lower than the first exposed button on the wearer's right.

Tie Tab. An inverted-V tie tab will be worn with the service dress uniform and/or long-sleeve blue shirt. The tie tab will be blue polyester herringbone with self-fastening tails when worn with the tuck-in style blouse and with or without self-fasteners with the semi-form fitting blouse. A tie tab is required to be worn with long-sleeved blouse however, it is optional with the short-sleeved blouse unless worn with service dress.

Male Blue Shirt and Female Blouse Accoutrements.

Officer Rank Insignia. Officers wear shoulder mark insignia.

Enlisted Insignia. Enlisted will wear 3 1/2 or 4-inch chevron rank centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle (long sleeved-shirt) or bottom edge of the sleeve (short sleeved-shirt).

Ribbons. Wear all, some, or no ribbons and devices. If worn, center ribbons on wearer's left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.

Cuff Links. Cuff links are optional with the service dress uniform. They will either be silver, satin finish or highly polished with the "wing and star" design; silver, highly polished with the AF symbol; or plain silver, highly polished, commercial design with dimensions and shape similar to the "wing and star" cuff links.

Belt and Buckle. The belt will be blue, cotton web or elastic, solid or woven. The belt will have a silver (chrome finish) tip and a buckle. The silver tip of the belt will extend beyond the buckle facing the wearer's left for men and wearer's right for women; however, no blue fabric will be visible between the silver tip and silver buckle. General officers may wear the "wing and star" design, silver belt buckle.

Footwear. For wear and description see DAFI 36-2903, paragraph 7.4.

Headgear. For wear and description see DAFI 36-2903, paragraphs 7.2 through 7.2.7.

Outer Garments. For wear and description see DAFI 36-2903, paragraphs 7.1 through 7.1.5.

Accessories. For wear and description see DAFI 36-2903, paragraph 7.3.

Trousers, Slacks, Skirt (Class A and B).

Trousers (Male). Trousers will be blue and trim-fitted with no bunching at the waist or bagging at the seat. The trousers will be full cut, straight hanging and without cuffs or additional alterations to further taper the leg. The front of the trouser legs will rest on the front of the shoe or boot with a slight break in the crease. The back of the trouser legs will be ⅞- inch longer than the front. The trouser material will match the service dress coat in both fabric and shade.

Slacks (Female). Slacks will be blue and fit naturally over the hips with no bunching at the waist or bagging at the seat. The bottom front of the slack legs will rest on the front of the shoe, boot or on top

of the foot if wearing pumps, with a slight break in the crease. The back of the slack legs will be approximately 7/8-inch longer than the front. The slacks will be tailored, straight hanging, with no flare at the bottom or additional alterations to further taper the leg. They will have a center fly-front opening and front and back waist darts, two 1/4 top side pockets, and a waistband with five belt loops. The slacks material will match the service dress coat in both fabric and shade.

Skirt (Female). The skirt will be polyester or poly-wool, blue and hang naturally over the hips with a slight flare. The skirt will be no shorter than the top of the kneecap and no longer than the bottom of the kneecap when standing at attention. The skirt will be straight style with belt loops, a kick pleat in the back, two pockets, and a darted front. Skirts will have a back zipper and lining attached to the waist. Skirt material will match the service dress coat in both fabric and shade.



Figure 23.24. Male Long Sleeve Blue Shirt



Figure 23.25. Male Short Sleeve Shirt



Figure 23.25. Female Long Sleeve Blue Blouse



Figure 23.26. Female Short Sleeve Blouse



Figure 23.27 Officer Rank Insignia



Figure 23.28. Enlisted Rank Insignia

23.10. The Operational Camouflage Pattern (OCP), Male and Female. The OCP may be worn off base for short convenience stops and when eating at restaurants where people wear comparable civilian attire. Do not wear OCPs off base to eat in restaurants where most diners wear business attire or at establishments that operate primarily to serve alcohol. Do not starch or hot press the OCP; Light ironing is authorized; however, repeated hot pressing or heavy ironing will accelerate the overall wear of the fabric. OCPs purchased by Air Force personnel through the AAFES MCSS, or issued through Individual Equipment Elements or contract equivalent, are certified as fully compliant with all specifications. No

other suppliers are approved for organizational/unit purchases, or any appropriated, or overseas contingency operation funds expenditures. If personnel choose to use personal funds to purchase from non-AAFES suppliers, the Air Force is not responsible if the uniform is not fully compliant. The non-fire-retardant and improved hot weather combat OCP uniforms are the only OCP uniforms authorized to be worn by all Airmen. (Exception: Airmen in jobs that have occupational safety and health administration (OSHA) requirements for wear of the 100% cotton fire-retardant OCP (e.g., deployed members operating in outside the wire mission sets) will be authorized to wear this distinctive uniform/equipment item.) Additionally, firefighters and explosive ordnance disposal (EOD) personnel are authorized to wear the two-piece flight duty uniform and their uniform will be worn in the same configuration and manner as instructed in DAFI 36-2903, paragraph 9.12. (**Exception:** The firefighter badge will be worn in-lieu of the higher headquarters patch on the left sleeve.)

OCP Coat (Shirt). The coat is worn outside the trousers. **Note**: Commanders may authorize the coat to be tucked in for duty (e.g., Security Forces Airmen) if necessary. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the opening of the side (hip) pocket on the trousers. Airmen may roll up sleeves on the OCP coat; however, the cuffs will remain visible, and the sleeve will rest at, or within 1-inch of, the forearm when the arm is bent at a 90-degree angle. When sleeves are not rolled up, cuffs may remain visible or be folded inward up to twice. Commanders may prohibit rolling of sleeves and folding of cuffs. Patches or badges will not be affixed to the front pockets. Alterations that affect the functionality of the uniform are not authorized, (e.g., sewing down collars, or pockets). The OCP coat may be removed in the immediate work area as determined appropriate by local leadership, however, the OCP coat will be worn while interacting with customers or clients.

Accoutrements. Airmen will wear a basic configuration consisting of name and Air Force tapes, subdued U.S. Flag, and subdued rank. The Institute of Heraldry will develop or convert only organizational emblems to the spice brown color criteria. When authorized by Higher Headquarters (HHQ), Commanders and non-unit organizational entities as defined in DAFI 38-101, *Manpower and Organization*, such as Directorates, Air Force Elements, Detachments, Commanders Support Staff) will develop or convert patches using the spice brown color criteria. Airmen may sew-on or use Velcro® backing for nametape, Air Force tape, and rank. Tapes and rank must be either all sewn-on or all Velcro®; Airmen are not authorized to mix sewn-on and Velcro® tapes or rank. Note: Occupational badges may be either sewn-on or Velcro® (metal pin on type badges not authorized on OCP), if more than one is worn you must sew or Velcro® all badges. Only Velcro® patches are authorized on the left and right sleeves of the OCP coat. An OCP Velcro® sleeve pen/pencil holder may be worn on either sleeve but will not impede the proper wear of required patches and/or duty badges.

Spice brown rank insignia is mandatory for all personnel. (**Exceptions**: No rank required for airmen basic rank). First lieutenant and lieutenant colonel rank insignia will be black. (**Note:** GOs wear 3/4-inch diameter stars.

Name and Air Force tapes are mandatory for all Air Force personnel and will be spice brown block lettering embroidery on the OCP background.

Badges and Commander's Insignia Pin.

A maximum of four occupational, qualification and/or skill badges may be worn centered above the Air Force tape using spice brown embroidery on the OCP background. If earned and authorized, sister services' badges will maintain their subdued color(s) when worn as not to lose their distinction as being awarded from a sister service. Wear of current Air Force occupational badge(s) are mandatory if sister services' badges are worn.

When one badge is worn, it is centered 1/2-inch above the U.S. Air Force Tape.

When two badges are worn, the first is centered 1/2-inch above the U.S. Air Force tape, the second badge will be centered 1/2-inch above the first badge.

When three badges are worn, they are centered 1/8-inch above the U.S. Air Force tape either in a single vertical column with 1/4-inch between badges; or two badges are worn side by side, 1/8-inch above and centered on the U.S. Air Force tape with 1/2-inch between badges horizontally, and the third badge is centered on the U.S. Air Force tape 1/4-inch above the lower two badges (see **Figure 23.29**).



Figure 23.29. Wear of Three Subdued Badges

When four badges are worn, they are centered 1/8-inch above the U.S. Air Force tape and worn either vertically and side by side in stacks of two with 1/4-inch between the badges vertically and 1/2-inch between the badges horizontally; or two badges are worn side by side, 1/8-inch above and centered on the U.S. Air Force tape with 1/2-inch between badges horizontally, and the remaining two badges are centered on the U.S. Air Force tape and stacked vertically 1/4-inch above the lower two badges with 1/4-inch between badges. Badges stacked one on top of the other are centered on each other with the smaller badge centered above or below (according to precedence) the larger badge. Vertical spacing is measured between the larger badges (see **Figure 23.30**).



Figure 23.30. Wear of Four Subdued Badges

Occupational, qualification or skill badge order of precedence:

Group 1 (mandatory badges). Chaplain, aeronautical, space, cyberspace, multi-domain warfare and missile operations badges. When more than one aeronautical, space, cyberspace, multi-domain warfare or missile operations badge is authorized, the badge representing the current position will be worn and the second and subsequent aeronautical, space, cyberspace, multi-domain warfare or missile operations badges become optional.

Group 2 (optional badges). Parachutist wings, all other Air Force occupational and qualification badges, sister services' qualification badges, or skill badges. Wear sister service badges according to the applicable Service order of precedence however, all Air Force badges take precedence over sister service badges and should be in the wearer's highest position, from the viewer's left to right.

Foreign badges. Aviation, medical insignia, and parachutist badges are the only foreign badges authorized to be worn on Air Force uniforms, CONUS or OCONUS. Do not wear foreign aviation badges unless wearing an aeronautical badge.

Airmen may wear the large or small version of the missile badge. When worn, the top of the missile badge must not exceed the OCP coat shoulder seam.

Commander's insignia patch may be worn for officers in the rank of Colonel (O- 6) and below when currently in command. The patch will be centered 1/2-inch above the name tape, on 1-inch x 1-inch subdued cloth patch using the spice brown color criteria on the OCP pattern background. Graduated

Commander's pin may be worn on a small Velcro® patch on top of the left sleeve either centered horizontally and vertically on the flag-sized pocket flap, or (if no pocket flap) centered horizontally and 1/2-inch from the top of the Velcro® area, depending on uniform configuration. The second authorized left- sleeve patch (e.g., HHQ) will be centered vertically and horizontally in any remaining Velcro® area to present a balanced appearance.

The Inter-American Air Forces Academy (IAAFA) badge may be worn by members who receive Special Experience Identifier (SEI) HJ (officer) or 450 (enlisted) as applicable during and after assignment to IAAFA. The badge will be centered 1/2-inch above the nametape, subdued cloth patch using the spice brown color criteria on OCP background.

Patches. Patches will not extend past the boundary of the Velcro®. Airmen will comply with the shoulder patch placement configuration found in this section and DAFI 36-2903, paragraphs 5.1.6.1.1 through 5.1.6.1.2 and paragraphs 5.1.6.2 through 5.1.6.2.4. Airmen assigned, attached, detailed, or activated in support of sister service units or joint organizations may wear the sister service's or joint organization's organizational badges/patches in accordance with their respective wear instructions. Sister service and joint organization badges/patches can be worn in their current color configuration and will not be converted to the spice brown color criteria. Additionally, Airmen assigned to Department of Air Force organizations that support both Air and Space Force are permitted to wear both Air Force spice brown and Space Force full color organization patches. Award criteria for other Services' qualification badges will be in accordance with awarding Service's directives. Temporary qualification badges are not authorized for wear on the uniform. **Note:** The Airborne tab is a temporary tab and is only authorized to be worn while assigned to an organization that prescribes wear as part of the organizations shoulder sleeve insignia. DAFI 36-2903 will take precedence if joint or sister service wear instructions will cause a conflict in Air Force patch configuration guidance (i.e., changes the location of the U.S. flag , switches a patch designated as a "left sleeve" patch to the right sleeve, etc.).

Right Sleeve. A maximum of two patches may be worn.

The U.S. flag patch is mandatory and will be subdued using the spice brown color criteria (cloth) centered at the top of Velcro® and worn while in–garrison and deployed. Infra-red U.S. flags are not authorized.

Organizational unit of assignment subdued spice brown color criteria patches are mandatory upon availability (non-unit entities such as Directorates, AF Elements are optional) and will be centered in the middle of the Velcro® area under the U.S. Flag. (Exception: For accessions and while in initial training (e.g., USAFA, ROTC, OTS, BMT) the unit patch may be worn as directed by applicable commanders.) Current subdued version of unit patch or no patch may be worn until the patch color conversion has been completed by the Institute of Heraldry. **Note:** Airmen performing duties in control Air Force Specialty Codes 31PX or 3P0XX are authorized permanent wear of the Security Force shield on the OCP uniform in-lieu of the organizational unit of assignment patch worn on the right sleeve. Airmen performing duties in control Air Force Specialty Codes 3P0XXA (Military Working Dog Handler) or 3P0XXB (Combat Arms Instructor) are authorized permanent wear of the K-9 Guardians of the Night (GOTN) Patch or DAF Combat Arms Instructor Patch on the OCP uniform in-lieu of the organizational unit of assignment patch worn on the right sleeve. Commanders retain the authority to direct standardized wear of either the unit of assignment patch or the shield, the K-9 GOTN patch, or DAF Combat Arms patch, but not all. Wing commanders may authorize the wear of morale patches in the subdued spice brown color scheme on Fridays or during special events. AFR and ANG commanders may authorize wear during weekend drills on Friday, Saturday, or Sunday or during special events. Wing commanders will maintain a list of approved morale patches authorized to be worn within their wing.

Left Sleeve. A maximum of two patches may be worn. Exception: Awarded joint qualification tabs (subdued) may be worn above the HHQ patch as a third patch (e.g., Army Ranger, Sapper, Special Forces, Air Advisor, etc.). The graduated commander's insignia does not count as one of two patches (i.e., it may be worn in addition to two patches.)

The HHQ patch in the subdued spice brown color scheme is mandatory except as provided in paragraph 5.1.6.2.4 and worn centered in the middle of the Velcro® area. Higher Headquarters include but are not limited to the following organizations: Headquarters Air Force, Direct Reporting Units, Field Operating Agencies and MAJCOMs. Members of the ANG may wear the approved ANG patch, or the approved gaining MAJCOM patch as authorized by their respective Adjutant General.

Spice brown duty shields such as Inspector General and Security Forces (see note in paragraph 5.1.6.1.2 regarding Security Forces shield) are authorized on the left sleeve and will be centered at the top of the Velcro® area. The HHQ patch will be centered in the remaining Velcro® area. Air Force duty arches such as Survival, Evasion, Resistance and Escape (SERE) will also be centered at the top of the Velcro® area on left sleeve and utilize the spice brown color scheme.

Duty/Qualification Tabs. Wear a spice brown subdued cloth tab centered at the top of the Velcro® area. For an inclusive list of approved tabs that can be worn please reference **DAFI 36-2903, *Dress and Personal Appearance of Department of the Air Force Personnel***

Air Force Graduate Patches. Air Force Weapons School Graduate Patch (graduate or instructor), Air Force (or joint/international equivalent) Test Pilot School graduate patches, service level advanced studies groups patches (e.g., School of Advanced Air and Space Studies (SAASS), School of Advanced Military Studies (SAMS), Maritime Advanced Warfighting School (MAWS), School of Advanced Warfighting (SAW), etc.), and Critical Care Air Transport Team patch are authorized on the left sleeve using subdued spice brown color criteria. Additional patches may be authorized as outlined by criteria in DAFI 36-2903, paragraph 5.1.6.2.4.1. Patches may be worn in-lieu of the HHQ patch. If both HHQ and graduate patches are worn (fit on Velcro® without hanging off the edges) the graduate patch will be worn in the top position.

Additional graduate patches may be authorized for courses if they meet at least one of the following: 1) functionally aligned graduate-level courses identified in the career field's continuum of learning or career field education and training plans, 2) are development team competitively-boarded courses, or 3) otherwise identified by career field as a critical developmental education milestone in the Airmen's career progression resulting in a subject matter expertise that distinguishes them from their peers. Request for new patches should follow guidance outlined in DAFI 36-2903, paragraph 12.7. Do not request graduate patches for initial and intermediate skills training courses, skill-level upgrade courses, or other mandatory functional courses.

T-Shirt. T-Shirt will be Coyote Brown (Tan 499) and tucked into OCP trousers. Additionally, when authorized by the unit commander, USAF members may wear colored T-shirts on Fridays with utility uniforms, provided the member is not deployed, participating in an exercise, or assigned to a joint or Space Force unit. The color must reflect the authorized heraldry and heritage colors of the member's assigned unit. Commanders may authorize members of supporting units to wear the same-colored T-shirts. For example, maintainers and flight surgeons may wear the same T-shirts as the flying unit they support. Wing commanders will maintain a list of approved colors for wear within their wing. Wing or squadron commanders may approve display of organizational emblems, as officially and currently approved, not to exceed 5-inches in diameter, in cloth or silk screen on morale undershirts. If displayed, organizational emblems will be worn on the left side of chest of the Friday morale T-Shirt. The morale T-Shirt may also display the organizational emblem on the back of the undershirt in a larger diameter as authorized by commanders.

OCP Trouser. The trouser waistband will rest on the Airman's waist. Secure pockets so that items stowed in pockets are not visible. **Exception:** OCP patrol cap or beret may extend outside when placed in the OCP trouser cargo pocket. Airmen may wear the trousers tucked into the top of the boots, bloused using the draw strings at the bottom of the trousers or commercial blousing devices. Airmen will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg. When bloused, the trousers will not extend below the third eyelet from the top of the boot.

Belt. Wear a one-piece Tan 499 rigger style, nylon, web belt with OCP trousers. **Exception:** Maternity trousers. Belt may extend past buckle.

Tactical and Patrol OCP Caps. A cap will be worn outdoors at all times, unless in a designated "no hat" area. Airmen will wear a cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. Cap will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. No hair will be visible on the forehead beneath the cap. Airmen are authorized to block the patrol

cap. The Velcro® or sew-on spice brown nametape will be worn centered on the back of the cap. Tactical caps may be solid OCP material or OCP with coyote brown mesh back. No other colors or combinations are authorized. Berets, when authorized, will be worn by designated personnel, see DAFI 36-2903, paragraph 7.2.5. **Note**: Females are authorized to pull their bun or ponytail/equivalent through the back of the tactical cap. Upon acquisition of an Air Force tactical cap all other tactical caps will be unauthorized.

Officers will wear either pinned, sewn or Velcro® spice brown rank insignia centered 1/2-inch on front of caps (Exception: First Lieutenants and Lieutenant Colonels will wear black rank on OCP background). Velcro® on hat should not exceed size of insignia. The General Officer rank will be positioned horizontally with a point of each star pointing upward. General officers will wear 1-inch stars. General officers unable to wear 1-inch stars will wear 3/4-inch stars. The Colonel rank insignia is worn with the eagle's beak pointed towards the wearer's right shoulder (indicates the eagle is facing forward) and will be centered horizontally. The stem of the Major and Lieutenant Colonel rank will point toward the ground. The long end of the Lieutenant and Captain bars will be positioned vertically. Chaplains may wear the chaplain occupational badge sewn-on and centered 1/2-inch above the visor.

Enlisted members will not wear rank insignia or a subdued flag on the patrol or tactical cap. The front of the cap must not have any Velcro® or other items.



Figure 23.31. OCP Configuration

Socks. Colors will be DLA-issued Green or Coyote Brown.

Cold Weather Accessories. Cold weather accessories may be worn without wearing authorized outer garments. Except for functional items, cold weather accessories are only worn while outdoors. Authorized cold weather accessories for the OCP are:

Coyote Brown or black scarves, earmuffs, cold weather headbands, watch caps and sage green, black or coyote brown gloves.

Coyote Brown fleece may be worn, see DAFI 36-2903, paragraph 7.1.7, for additional guidance.

Sleep Shirt. The sleep shirt may be worn under the OCP coat. The sleep shirt will not be worn as an outer garment. The sleep shirt will not be visible under the OCP coat except at the neck. The sleep shirt will be coyote brown/tan 499 in color.

Thermal Underwear. Coyote brown/tan 499 thermal underwear may be worn under the OCP. Thermal underwear will not be worn as an outer garment. Thermal underwear will not be visible under the OCP trouser and coat except at the neck.

The Extended Cold Weather Clothing System (ECWCS) jackets (fleece, wind, soft shell, wet weather, or extreme cold weather) may be worn without the pants; however, the pants must not be worn without the jacket. The Level 7 (Parka Jacket) of the ECWCS can be worn with OCP utility uniform, wear OCP nametapes/insignia.

Non-Permethrin treated OCPs. Available for special ordering through MCSS.

23.11. Maternity Mess Dress (Figure 23.32) and Semi-Formal Dress Uniform (Figure 23.33). The maternity mess dress uniform is worn for social functions of a formal and/or official nature (e.g., black tie affairs). The evening gown is the civilian equivalent. The maternity semi-formal dress uniform is worn for social functions of a semi-formal and/or official nature as prescribed by the commander or equivalent. Semi-formal is the same term used when describing the civilian equivalent. Enlisted may wear the semi-formal service dress uniform if they do not have a mess dress. Saluting is not required when wearing the mess dress and semi-formal dress uniforms.

The mess dress jumper is the dark blue jumper, and the semi-formal jumper is the service dress uniform jumper. The mess dress and semi-formal dress jumper is worn over the white maternity blouse. Military creases are not authorized. The maternity jumper will be no shorter than the top of the kneecap or longer than the bottom of the kneecap.

Officers will wear shoulder mark insignia as close to the shoulder seam as possible and button blouse epaulets over jumper.

Enlisted Airmen will wear 3 1/2-inch, or 4-inch chevrons centered halfway between shoulder seam and elbow bent at 90-degree angle.

Maternity Mess Dress and Semi-Formal Dress Accoutrements.

Name Tag. Do not wear a name tag on the maternity mess dress or semi-formal dress uniform.

Medals (Mess Dress). For wear description see DAFI 36-2903, paragraph 4.2.1.

Ribbons (Semi-Formal Dress). For wear description see DAFI 36-2903, paragraph 6.4.3.

Duty Badges, and Command Insignia Pin. For wear and description see DAFI 36-2903, paragraphs 12.3.3 and 12.3.6.

Tie Tab. For wear and description see DAFI 36-2903, paragraph 4.1.2.5.

Studs. For wear and description see DAFI 36-2903, paragraph 4.2.4.

Cuff Links. For wear and description see DAFI 36-2903, paragraph 4.2.3.

Headgear. For wear and description see DAFI 36-2903, paragraph 7.2.6.

Outer garments. The only authorized headgear is the blue winter cap. The blue winter cap will only be worn with a full-length outer garment. For wear and description see 36-2903, paragraph 7.1.5.

Accessories. Garment accessories will be conservative and plain without design or ornamentation. For wear and description see DAFI 36-2903, paragraph 7.3.

Footwear. For wear and description see DAFI 36-2903, paragraphs 7.4.1.2, 7.4.1.4 through 7.4.1.7.

Maternity Service Dress Uniform (Class A and Class B). The Class A maternity service dress uniform will be worn with the blue long sleeved maternity blouse (military creases not authorized). The maternity jumper can be worn as the Class B uniform (**Figure 23.34**). If the maternity service dress jumper is worn as the Class B uniform, it will be worn with the blue short sleeved maternity blouse. The maternity jumper is configured the same as the maternity service dress uniform jumper. The blue maternity service dress jumper will be no shorter than the top of the kneecap or longer than the bottom of the kneecap.

Maternity Slacks (Class B). Slacks will be dark blue with expansion panel.

Maternity Skirt (Class B). Dark blue (polyester serge) skirt with expansion panel.

Footwear. For wear and description see DAFI 36-2903, paragraphs 7.4.1.2, 7.4.1.4. through 7.4.1.7.

Maternity Service Dress Uniform (Class A and Class B) Accoutrements.

Nametag. The Class A name tag is metal engraved, brushed satin silver finish with the last name engraved in blue lettering. The Class B name tag will be blue plastic with the last name engraved in white lettering. The name tag will be centered on the wearer's right even within 1 ½-inches higher or lower than the bottom of the V-neck of the jumper. If ribbons are worn, the bottom of name tag will be parallel with bottom of ribbons. If ribbons are not worn, the name tag will be centered on the wearer's right within 1 1/2inches above or below the first exposed button. An optional epoxy blue name tag may be worn with the Class B service dress uniform.

Duty Badges and Command Insignia Pin. For wear and description see DAFI 36-2903, 12.3.9.

Ribbons. Airmen may wear all, some, or no ribbons and devices. If worn, center ribbons on the wearer's left, parallel with the ground. Align bottom of ribbons with the bottom of the name tag. Foreign badges and decorations or medals on the maternity service dress uniform are authorized, however, members must request/receive permission to wear foreign decorations they accept (refer to DAFMAN 36-2806, Military *Awards: Criteria and Procedures,* regarding acceptance). Wear criteria depends on the type of device the decoration represents. Foreign ribbons may be worn on the service (Class B) uniform if they are the same size as Air Force ribbons.

Tie Tab. The blue satin inverted-V tie tab with self-fastening tails is mandatory.

Cuff Links. Cuff links are optional with the maternity service dress uniform. If worn, they will either be silver, satin finish or highly polished with the "wing and star" design; silver, highly polished with the AF symbol; or plain silver, highly polished, commercial design with dimensions and shape similar to the "wing and star" cuff links.

Officer Rank Insignia. Officers wear shoulder mark insignia. Place shoulder mark insignia as close as possible to shoulder seam. Button blouse epaulets over jumper.

Enlisted Insignia. Enlisted will wear either 3 1/2-inch or 4-inch chevron rank centered on the outer

arm halfway between the shoulder seam and elbow when bent at a 90-degree angle (long sleeved-shirt) or bottom edge of the sleeve (short sleeved-shirt).

Headgear. The only authorized headgear is the blue winter cap. The blue winter cap will only be worn with a full-length outer garment. For wear and description see DAFI 36-2903, paragraph 7.2.6.

Outer Garments. For wear and description see DAFI 36-2903, paragraph 7.1.5.

Accessories. Garment accessories will be conservative and plain without design or ornamentation. For wear and description see DAFI 36-2903, paragraph 7.3.

Footwear. For wear and description see DAFI 36-2903, paragraphs 7.4.1.2, 7.4.1.4 through 7.4.1.7.



Figure 23.32. Maternity Mess Dress Uniform



Figure 23.33. Maternity Semi-Formal Dress Uniform



Figure 23.34. Maternity Service Dress Uniform (Jumper) Class A (long sleeve) and Class B (short sleeve with jumper)



Figure 23.35. Maternity Service Dress Uniform (without Jumper) Class B

Maternity OCP Uniforms.

For general OCP wear, care and procurement guidance see DAFI 36-2903, paragraph 5.1.

Coat. Maternity Coats will be 50% nylon and 50% cotton. The coat is worn outside the trousers. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the opening of the side pocket on the trousers.

Commanders may prohibit or authorize rolling sleeves or folding cuffs on the OCP coat. If rolled up, the cuffs will remain visible, and the sleeve will rest at, or within 1-inch of the forearm when the arm is bent at a 90-degree angle. When sleeves are not rolled up, cuffs will remain visible or be folded inward twice. Do not affix patches or badges to the front pockets. Alterations that affect the

functionality of the uniform are not authorized, e.g., sewing down collars or pockets. The OCP coat may be removed in the immediate work area as determined appropriate by local leadership, however, the OCP coat will be worn while interacting with customers/clients.

T-shirt. Airmen may purchase and wear a long or short sleeve breastfeeding T-shirt with their utility uniform. The T-shirt will be Coyote Brown (Tan 499) in color when worn with the OCP. The breastfeeding T-shirt will be tucked in unless worn with the maternity uniform. (Note: during flight operations t-shirts must be cotton or fire-retardant material due to added protection. T-shirts made of 100% nylon or polyester are not authorized during flight.)

Accoutrements. For wear description for the OCP refer to information in this section and DAFI 36-2903, paragraphs 5.1.2 through 5.1.6.2.4.

Trousers. Trousers will be 50% nylon and 50% cotton. Maternity trousers will have a front stretch panel, covered by the OCP coat, and an elastic waistband. Maternity trousers are not required to be bloused during advanced stages of pregnancy. If not bloused, the draw string will be removed and trousers will be ankle length and hang naturally, barely resting on the boot without a break in the crease. Pockets will be secured, and items stowed in pockets will not be visible except pens stowed in the pen pocket. **Exception:** OCP patrol cap or beret may extend outside when placed in the OCP trouser cargo pocket.

All authorized maternity uniform combinations may be worn for up to six months after delivery.



Figure 23.36. Maternity Operational Camouflage Pattern Uniform

Physical Training Gear. DAF does not mandate maternity PTG. Pregnant members participating in unit PT may wear civilian clothing in the colors of blue, black, white, or grey. Commanders determine the required PTG configuration during organized PT events.

23.12. Outer Garments, Headgear, Rank Insignia, and Accessories.

Outer Garments. All outer garments (except Leather A-2 Flying Jacket) without name, insignia, AF symbol, accoutrements etc. may be worn with civilian attire.

50/50 Acrylic Wool Pullover Sweater. Can only be worn with the Class B uniform. It can be worn under the lightweight blue jacket, the topcoat, and the all-weather coat. The dark blue, V-neck, with cuffed sleeves, 50% wool and 50% acrylic blend sweater is authorized as an indoor or outdoor

garment. Tie/tab is optional. Member may wear collar of shirt inside or outside sweater. Do not expose the sweater when wearing another outer garment. Do not push up sleeves. Do not wear a name tag on the light weight, flat knit, pullover sweater. **Note:** Wing Commanders may require the wear of a tie/tab with all uniform combinations based on specific circumstances.

Officer Rank Insignia. Officers will wear shoulder mark rank insignia on the epaulets.

Enlisted Rank Insignia. Enlisted Airmen will wear metal rank insignia 5/8-inch from the shoulder/sleeve seam of the epaulet. The bottom of the rank insignia will face the sleeve seam with the metal rank positioned parallel to the edges of the epaulet. SNCOs may wear shoulder mark insignia.



Figure 23.37. Pullover Sweater

Cardigan Sweater (blue). Can only be worn with the Class B uniform. It can be worn under the lightweight blue jacket, the topcoat, and the all-weather coat. The cardigan sweater will be 50% acrylic and 50% non-irritation wool blend. It can be worn with sleeves cuffed or uncuffed and is authorized as an indoor or outdoor garment. The sweater will be buttoned while outdoors and may be unbuttoned while indoors. Exception: Members may wear unbuttoned outdoors when worn with maternity uniforms. When buttoned, the sweater will be completely buttoned. The collar of the shirt may be worn inside or outside of the sweater.

Tie/tab is optional. Do not wear sleeves pushed up. Do not expose the sweater when wearing another outer garment. Do not wear a name tag on the cardigan sweater. Hospital personnel do not wear with white uniforms.

Officer Rank Insignia. Officers will wear shoulder mark rank insignia on the epaulets.

Enlisted Rank Insignia. Enlisted Airmen will wear metal rank insignia 5/8-inch from the shoulder/sleeve seam of the epaulet. The bottom of the rank insignia will face the sleeve seam with the metal rank positioned parallel to the edges of the epaulet. SNCOs may wear shoulder mark insignia.



Figure 23.38. Cardigan (blue) Sweater

Lightweight Blue Jacket. Can only be worn with the Class B uniform and can be worn over the pullover or cardigan sweater. Females may wear the male version of the lightweight blue jacket. Blouses, if not tucked in, cannot be visible around the bottom of the lightweight blue jacket. It will be partially lined, water repellant and is authorized for wear inside and outside. It has a zipper front, two slanted pockets, knitted cuffs, and waistband. The jacket will be waist length with the zipper worn no lower than halfway between the collar and the waistband. The Air Force symbol may be embroidered on the jacket at the Airman's expense (http://www.trademark.af.mil/symbol/embroidery/index.asp). The jacket may be worn with or without an insulated liner. If worn, the liner will not be visible.

Officer Rank Insignia. Officers will center regular size rank insignia 5/8-inch from end of the epaulet and parallel with the sleeve seam, when applicable.

Colonel rank insignia is worn with the eagle's beak facing forward.

The stem on the Lieutenant Colonel and Major rank insignia will point away from the collar.

Enlisted Insignia. Enlisted Airmen may wear either 3 1/2-inch or 4-inch chevron rank centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle.



Figure 23.39. Lightweight Blue Jacket (Male and Female)

General Officer Lightweight Blue Jacket. The General Officer lightweight blue jacket mirrors the Air Force lightweight jacket in design with the following Exceptions: an elasticized crew-style collar, slash-style pockets with a snap down flap, and a tab with snap at the elasticized waistband. It may be worn inside or outside .

General officers will wear 1-inch stars point-to-center; 3/4-inch stars are optional, if unable to wear the 1-inch stars.

Generals will evenly space all four stars between the button securing the epaulet and the sleeve seam.

Lieutenant Generals will place one star on the center point of the epaulet and center the two remaining stars between the first star and the button securing the epaulet and the sleeve seam.

Major Generals will evenly space their stars between the center point of the epaulet and the button securing the epaulet and the sleeve seam.

Brigadier Generals will center their star between the button securing the epaulet and the sleeve seam.

Topcoat and the All-Weather Coat. The topcoat and all-weather coats will be blue. The length of the topcoat and all-weather coat will end between the bottom of the kneecap and the mid-calf. Can only be worn with the formal dress, mess dress, Class A, semi-formal dress, and Class B uniforms. Also, can be worn over the pullover and cardigan sweaters. Coats may be modified from double-breasted to single-breasted when wearing the maternity uniforms; remove all buttons from the front of the garment

and instead attach 3 buttons to the left side front as follows: position the buttons approximately 1 1/2inches from the left edge of the coat; align the top button with the first buttonhole and sew the other two buttons to align vertically with the top button; belt the coat in the back. Return buttons to original positions following pregnancy. For outdoor use only.

Officer Rank Insignia. Officers wear shoulder mark insignia. Center 1-inch metal rank insignia 5/8-inch from end of epaulet. All Generals wear 1-inch stars. 3/4-inch stars are optional if unable to wear the 1-inch stars.

Enlisted Insignia. Metal rank insignia is worn centered 1-inch up from the bottom of the collar and parallel to the outer edge of the collar. Alternatively, enlisted Airmen may wear 3 1/2 or 4-inch chevrons centered on the outer arm halfway between the shoulder seam and elbow when bent at a 90-degree angle.

Gen III, level VI OCP Jacket. The OCP jacket may only be worn with the OCP uniform and flight duty uniforms (see DAFI 36-2903, Chapter 9 for flight duty uniform guidance). For outdoor use only. The OCP jacket will have a spice brown slip-on rank worn on the rank tab. Jacket will be always zipped no lower than mid-point on the rank tab when worn. Exception: When worn with OCP maternity uniform, members may wear jacket unzipped. A coyote brown fleece liner may be worn under the OCP jacket; however, the fleece liner will not be visible. **Note:** Nametapes cannot be placed on the OCP jacket without affecting the jacket's performance or protection level. It is the only OCP jacket without nametapes.



Figure 23.40. Gen III, Level VI OCP Jacket and Level VII Parka

Coyote Brown Fleece (OCP). May be worn indoors or outdoors. The coyote brown fleece is authorized for wear as an outer garment with the OCP only and over the OCP coat. It will have a Velcro® OCP nametape with spice brown lettering centered between the zipper and sleeve seam on the wearer's right chest. It will also have a 2-inch squared Velcro® subdued cloth rank with OCP background flushed and centered above the nametape on the wearer's right chest. Exception: Lieutenant General and General rank will be a 3 1/4-inch by 2-inch Velcro® subdued cloth rank. A Velcro® OCP U.S. Air Force tape with spice brown, block lettering will be even with the nametape and centered between the zipper and sleeve seam on the wearer's left chest. Note: Airmen may sew-on or use Velcro® backing for nametape, USAF tape, and rank but will not mix sewn-on and Velcro® tapes or rank. Security Forces personnel and Fire Protection personnel (officer & enlisted) may wear the applicable Security Forces or Fire Protection shield (must be OCP cloth shields; metal shields are not authorized) on the left side of the fleece, centered below and flushed up to the USAF tape . The

shield may be sewn-on or attached with Velcro®. The fleece will be zipped no lower than the top of the nametape. The collar will be folded over and resting on the shoulder, chest, and back when the zipper is not completely zipped. Exception: When worn with OCP maternity uniform, members may wear the fleece unzipped. The bottom length of the fleece will match as closely as possible to the bottom length of the OCP coat. Do not roll or push up the sleeves.



Figure 23.41. Coyote Brown Fleece Jacket

N3B Cold-Weather Parka. Can be worn with all uniform combinations. For outdoor use only. The cold weather parka will be green with a fur-edged hood. When worn, the parka will be zipped at all times, rest the hood neatly on the upper back when not in use. Do not wear rank insignia on the cold-weather parka.



Figure 23.42. N3B Cold Weather Parka

Gen III, Level VII. Provides protection similar to the N3B cold-weather parka with the fur lined hood and may be worn with all uniform combinations. For outdoor use only. MAJCOM and wing commanders that issue the cold-weather climate gear will determine Gen III, Level VII wear policy for their MAJCOM or installations and should mirror the N3B cold- weather parka wear policy. Wear OCP nametapes on the Gen III, Level VII coat.



Figure 23.43. Gen III, Level VII Parka

Commercial Cold-Weather Outerwear. Commercial cold-weather OCP outerwear may be worn with the OCP uniform, for outdoor use only. If worn, commercial outerwear must be OCP pattern or coyote brown. Wear nametape, USAF tape, rank, and patches in the same configuration as the OCP uniform. **Exception:** Commercially procured maternity cold- weather outerwear may be worn without nametapes, USAF tape, rank, and patches if outerwear does not have Velcro spots for those items to be worn. Maternity cold-weather outerwear should be either OCP-patterned or solid black, dark blue, dark green, dark brown, or coyote brown in color (**Note:** Solid black and dark blue are the only colors that may be worn with service dress options).

23.13. Headgear.

The Male Service Cap (Wheel Cap). Will only be worn with the service dress (Class A) and service uniforms (Class B). For placement of appropriate clouds, darts, and cap insignia, see **Figures 23.44** and **23.45**. The visor-type service cap is banded with dark blue 1 3/4-inch braid and has a front black chin strap. An optional version has a braid of an open mesh construction and an optional black leather back strap. The cap sits squarely on the head with no hair protruding in front of the cap. Officers wear the service cap insignia without a circle and with the appropriate clouds and darts (based on rank) centered on the front of the cap. Enlisted wear the service cap insignia with a circle, centered on the front of the cap. Service cap is mandatory for Majors and above to maintain and optional for all others.

The Female Service Cap (Bucket Cap). Will only be worn with the Class A and B service dress uniforms. Women are authorized to wear the male service cap. For placement of appropriate clouds, darts, and cap insignia, see **Figures 23.44** and **23.45**. Rounded design, sides form a front brim, with a solid blue hat cover. The cap sits squarely on the head. Clear plastic rain scarf or white net wind scarf is optional. Scarf will have a helmet-type designed to cover headgear and tie under chin. Officers wear the service cap insignia without a circle and with the appropriate rank-based clouds and darts centered on the front of the cap. Enlisted wear the service cap insignia with a circle, centered on the front of the cap. Service cap is mandatory for Majors and above to maintain and optional for all others.

Service Cap Rank Indicators and Insignia.

General Officer Service Cap. The visor will have three clouds and darts on each side and the insignia will not have a circle.

Field Grade Officer Service Cap. The visor will have two clouds and darts on each side and the insignia will not have a circle.

Company Grade Officer Service Cap. The visor will be plain black (female service cap

visor will be blue) and the insignia will not have a circle.

Enlisted Service Cap. The visor will be plain black (female service cap visor will be blue) and the insignia will have a circle.



Figure 23.44. Service Cap and Insignia



Figure 23.45. Service Cap Visor Insignia

Flight Cap. Will only be worn with the service dress, service, Air Force food services, and flight duty uniforms. All shades and material are authorized with service dress, service, and flight duty uniforms. Do not tuck cap under epaulets. Women may wear the men's flight cap. For placement of appropriate rank insignia, see **Figure 23.46**.

Male and Female. The flight cap will be worn slightly to the wearer's right with vertical creases of the cap in line with the center of the forehead and in a straight line with the nose. The cap extends approximately 1-inch from the eyebrows in the front and the opening of cap is to the rear. If not worn, tuck under the belt on wearer's left side, between the first and second belt loops; cap will not fold over belt or be visible below service coat.

General Officer Flight Cap. The flight cap will be blue with a solid silver braid along the overlapping edge of the flight cap. Rank insignia will be worn on the wearer's left with the first star 1 1/2-inches from the front edge of the flight cap. The bottom two points of the stars will be parallel with the bottom of the flight cap. Stars will be lined up one immediately after the other. General officers will wear 1-inch stars or 3/4-inch stars if unable to wear the 1-inch stars.

Field Grade and Company Grade Officer Flight Cap. The flight cap will be blue with a silver and blue braid along the overlapping edge of the flight cap. Regular sized rank insignia will be worn on the wearer's left side, 1 1/2-inch from the front edge flight cap. Colonel rank insignia is worn with the eagle's beak pointed forward. The stem of the Major and Lieutenant Colonel oak leaf will point toward the ground.

Enlisted Flight Cap. The enlisted flight cap will be plain blue.



Figure 23.46. Rank Placement Example Men and Women Flight Caps

Beret. Worn only by designated Airmen and will only be worn with the Class A and B service dress, OCP and flight duty uniforms. Position headband straight across the forehead, 1-inch above the eyebrows. Drape the top over the right ear and the stiffener. Align cloth flash above the left eye. Adjust ribbon for comfort, tie in a knot, and tuck inside or cut-off. The cloth flash will be sewn to the center of the stiffener, with hook and loop backing for ease of change out for cleanliness of the flash, 1/4-inch above and parallel to the headband.

Blue Winter Cap. Cap will only be worn with a full-length outer garment, while wearing the formal dress, mess dress, semi-formal, Class A and B uniforms. It should not be worn with light-weight blue jacket, pullover sweater or blue cardigan sweaters. The blue winter cap will be commercial design with ear and neck flaps, ribbon tie or strap with a covered metal snap fastener. The blue winter cap will be wool and polyester serge mouton and have a snap fastener cover. Rank insignia will not be worn on the winter cap.

Watch Cap. Watch cap may be worn when approved by the Installation Commander. When worn, the watch cap will be pulled down snugly on the head; the bottom edge (all) of the cap may be folded to allow proper fit, but not rolled. The back of the cap should run across the nape of the neck and the front of cap should not be touching eyebrows nor higher than center of forehead; hair will not protrude from front of cap. No bunching or sagging. It will be commercially designed, plain, solid black, sage green, or coyote brown knit or fleece/microfiber material. Do not wear rank insignia.

Black Watch Cap. When permitted, may be worn with Class A and B uniforms, OCP or PTG.

Sage Green Watch Cap. When permitted, may be worn with the PTG.

Coyote Brown Watch Cap. When permitted, may be worn with the OCP uniform or PTG.

Organizational Cap. May be worn with the OCP by the following personnel/units. For placement of

appropriate rank insignia, see **Figure 23.47**.

Red Horse Squadrons may wear a red baseball cap with the RED HORSE emblem centered on the cap front. The unit numerical designation will be printed on the dozer blade in black print. Officers will center subdued metal rank on the front of the cap. For placement of appropriate rank insignia, see DAFI 36-2903, paragraph 5.1.10.1. Red Horse squadron caps will not be worn with the all-weather coat.

Combat Arms Training and Maintenance (CATM) personnel are authorized to wear a red baseball type cap with the letters CATM embossed with 1-inch black letters while performing duties on the range complex. Previous issued COMBAT ARMS caps remain authorized until replaced through attrition. The combat arms or CATMs cap is only to be worn while performing duties on the range complex and will not be worn outside the range complex.

The Air Force Honor Guard may wear a black ball cap with 5/8-inch tall USAF HONOR GUARD silver letters centered on the front of the cap. Ball cap may only be worn with the OCP utility uniform.



Figure 23.47. Rank Placement on OCP Cap

23.14. Jewelry, Eyewear, Electronic Devices, Bags, Backpacks, Cold Weather and Other Accessories. Personal accessories not listed in DAFI 36-2903 are not authorized for wear.

Jewelry. Jewelry will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the local commander.

Earrings. Male Airmen are not authorized to wear earrings while in uniform or in civilian attire for official duty but are authorized to wear earrings in civilian attire while off duty on a military installation. Female Airmen may wear small (not exceeding six mm in diameter) conservative round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple earring holes, only one set of earrings is authorized for wear in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings. When not wearing earrings, male and female Airmen are authorized to wear transparent piercing spacer(s) in lower earlobes while in uniform. Transparent spacers are not allowed in ear holes outside of the lower earlobes or any other piercing holes visible in uniform (nose, lip, eyebrow, etc.). Piercing holes will not be large enough to permit light to shine through.

Bracelets. Airmen may wear one bracelet around their wrist. If worn, the bracelet will be conservative

in design, no wider than 1/2-inch, black, gold or silver in color, and will not contain inappropriate pictures or writing. Medical alert/identification bracelets are authorized; if worn, medical alert/identification bracelets will be conservative and moderate. Gemstones/tennis bracelets may only be worn with the mess dress uniform. Bracelets espousing support for cause, philosophy, individual or group are not authorized. **Exception:** Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized. Ankle bracelets are not authorized.

Watches/Smart watches. Must be conservative and only one can be worn around the wrist while in uniform, PTG, or civilian attire in an official capacity. Conservative examples, not all inclusive, are solid color black, brown, silver or gold. Prohibited examples include diamond-covered, neon, bright colors, and bands that exceed 1-inch width. Exception: For smart watches or fitness trackers - color and band width (may be up to 1 1/2-inch width in physical training gear) restrictions do not apply when worn with physical training gear.

Rings. Service members may wear a total of no more than three rings; wedding sets count as one ring when worn as a set. Rings will be worn at the base of the finger and may be worn on the thumb.

Necklaces. Will not be visible at any time. If worn, will be concealed under a collar or undershirt.

Eyeglasses/Sunglasses. Eyeglasses and sunglasses will not be worn around the neck or on top/back of head or exposed hanging on the uniform. Eyeglasses and sunglasses may have conservative ornamentation on non-prescription sunglasses or eyeglasses, frames will be a conservative color: black, brown, white, dark blue, gray, or transparent material, or gold or silver wire. Brand name glasses may be worn with small logo on frames or lenses. Logo may contrast with frame color or lenses in conservative colors such as black, brown, matte silver/gold). Conservative wrap-around sunglasses may be worn. Conservative, clear, slightly tinted, mirrored, or photosensitive lenses are authorized. Sunglasses, to include darkened photosensitive lenses, are not authorized in formation. Exception: Sunglasses are authorized for medical reasons such as PRK/Lasik surgery and when authorized by a commander or commandant on the advice of a medical official.

Contact Lenses. Contact lenses will be natural looking in shape and design. They will be clear in color and not change the color of the member's natural eye color.

Electronic Devices. Electronic devices are small electronic equipment such as personal or official cellular phones, hands-free devices, Fitbits™ and other small, conservative size fitness trackers. One handheld electronic device may be attached to a belt/waistband on either side or clipped to a purse. Handheld electronic devices, if worn on the belt/waistband or clipped to a purse, will be plain black, silver, dark blue, or gray. Holster and other storage devices used to attach handheld electronic devices to the uniform or purse will be plain black, silver, dark blue, or gray. Handheld electronic devices not worn on the belt/waistband or clipped to a purse can be any color. Pedometers are allowed to be worn on boots or shoes while in uniform but must be dark blue or black in color and attach without interfering with the work area or causing a safety hazard.

Wear and use of an earpiece, any Bluetooth® wireless technology, or headphones, while in uniform, indoors or outdoors, is authorized for official duties or as determined by Installation Commanders, delegable no lower than squadron commanders. **Exception:** Headphones and earphones are authorized during travel on public transportation (i.e., bus, train, or air travel) and/or while wearing the PTG during individual or personal PT in the fitness center or on designated running areas unless prohibited by the Installation Commander. Use of a hands-free device is authorized while in uniform operating a motor vehicle if local policy permits.

Use of personal electronic media devices, including cellular phones, earpieces, speaker phones or text messaging while walking in uniform is authorized. Military customs and courtesies take

precedence. Note: Authorized colors of earpieces worn while in uniform are white, black, brown, dark blue or gray.

Attaché Cases/Gym/Messenger/Computer/Lunch Bags/Back Packs/Handbags/Clutch-Style Purses/Wallets, etc.

Attaché Cases/Messenger/Computer/Lunch Bags. Items will be solid black, brown, gray, or dark blue in color and carried in the left hand or shoulder if using a shoulder strap. Bags will be without design. Small logos are authorized.

Gym Bags. Gym bags will be solid black, brown, gray, dark blue, olive drab green, tan, sage green, or OCP-patterned with matching stitching and carried in the left hand. Bags will be without design unless OCP patterned. Use of a shoulder strap is authorized on either shoulder, or the strap may cross the body so long as it does not interfere with rendering the proper salute. Logos of any size are authorized on the bag.

Backpacks. Solid black, brown, gray, or dark blue back packs may be worn with any uniform combination. Backpacks will be a single color, without design unless OCP patterned. Olive drab green, tan, sage green, or OCP-patterned back packs may be worn with the OCP. Small logos are authorized. Airmen may wear either a sling style backpack or two-strap backpacks. Sling backpacks will be worn across the chest, if carried on shoulder wear on the left shoulder. Two-strap backpacks will be worn on the left shoulder or both shoulders as long as it does not interfere with rendering the proper salute. Backpacks will not have ornamentation, high-gloss, designs, or hanging/dangling objects. Small gold or silver clasp authorized but chains are not authorized.

Handbags. Handbags for all uniform combinations will be solid black, brown, gray, dark blue leather, or vinyl. Bag will be without design and without ornamentation however, a single small logo not to exceed 1-inch in diameter is authorized. Bag may be with or without plain fold-over flap, with or without single-placed silver or gold-colored clasp. Stitching will be black, white, or the same color as handbag. Handbags may have up to two adjustable shoulder straps with or without buckles on the straps.

Clutch-Style Purses/Wallets. Hand carried clutch-style purses/wallets for all uniform combinations will be solid black, brown, gray, or dark blue smooth or scotch-grain leather, patent leather, high-gloss, or manmade material without design and without ornamentation. Stitching will be black or white or the same color as purse/wallet. Fabric, suede, and patent leather may be carried with the mess dress, formal dress, and ceremonial dress uniforms. Hand carried clutch-style purses/wallets will be no larger than 6 1/2 (H) x 11(W)-inches or no smaller than 5(H) x 9(W)-inches. Hand carried clutch-style purses/wallets will have a concealed closure and may have a wrist strap.

Lanyards/Access Passes/Identification Badges/Common Access Cards. Lanyards will be conservative in nature, dark colors, silver small conservative chains, or clear plastic. Access passes, identification badges, and common access cards are only authorized for wear when required within the confines of the location for which they were issued. When worn, they will be worn on the front of the body above the waist and below the neck and must not present a safety hazard.

Umbrella. Umbrellas will be plain, solid black, gray, brown or dark blue and carried in the left hand.

Cold Weather Accessories. Cold weather accessories may be worn without wearing authorized outer garments. Except for functional items, cold weather accessories are only worn while outdoors.

Gloves. Gloves may be worn with all uniforms or authorized outer garments and must be one solid color. They will be leather, knitted, tricot or suede, or a combination of leather, knitted, tricot, and suede. Coyote brown or black gloves may be worn with OCP uniform. Black or sage green gloves

may be worn with the Flight Duty Uniform (FDU) or all authorized outer garments to the FDU. Only black gloves may be worn with the service dress uniform and all approved outer garments worn with the dress uniforms.

Scarf. A black scarf may be worn with all uniforms and authorized outer garments. A black or coyote brown scarf may be worn with OCP uniform. The scarf must be tucked in when worn with outer garments. The scarf will not exceed 10-inches in width and can be knit, all wool or cotton simplex, with or without a napped surface.

Earmuffs and Cold Weather Headbands. Black earmuffs or headbands may be worn with all uniform combinations and all authorized outer garments. Earmuffs may wrap around either the top or rear of the head.

Neckgaiter. A black neckgaiter may be worn with all uniforms or authorized outer garments. A black or coyote brown scarf may be worn with OCP uniform. It may be worn as a neck warmer or balaclava (may cover the nose).

23.15. Footwear.

Footwear (Males/Females). Footwear is required when wearing all uniforms. Athletic shoes will only be worn with the physical training gear unless medically necessary as determined by appropriate medical authorities and approved by the commander.

Black Socks (Male/Females). Socks will be plain without design, clean, and serviceable. Wear with low quarters, dress boots and black jungle/combat boots. Additional socks may be worn under the black socks as long as they are not visible. See DAFI 36-2903, paragraph 5.1.11 for OCP guidance.

Low Quarters (Males/Females). Wear black low-quarters with the formal dress, mess dress (optional for females - trousers and slacks only), semi-formal, service dress (Class A) and service uniforms (Class B) (authorized with all maternity Class A & Class B uniforms). Black combat boots and dress boots are also an option with the Class A & Class B uniforms. Shoes will be low quarter, oxford-style, lace-up with a plain rounded toe or a plain rounded-capped toe. Soles will not exceed 1/2-inch in thickness and the heel will not exceed 1-inch in height (measured from the inside front of the heel); however, the sole may have a low wedge heel. Airmen may wear taps on their shoes to preserve the heels as long as the taps do not change the intended appearance of the shoes. They will be plain, clean, and serviceable, and without ornamentation such as buckles, bows, or straps. Shoes will be smooth or scotch-grained leather or manmade material. Shoes will be shined; high gloss or patent finish is optional.

Dress Boot (Males). May wear with the Class A and Class B uniforms. If worn, the dress boot sole will be black plain rounded toe or rounded capped toe. A zipper or elastic inserts may be worn; however, if worn they will be without design. The sole will not exceed 1/2-inch in thickness and heel will not exceed 1-inch in height (measured from the inside front of the heel). High-gloss or patent finish is optional.

Dress Boots (Females). May wear with the Class A, Class B, and all blue maternity uniforms. During inclement weather, boots may be worn with skirt or slacks; however, if worn with skirt, remove boots while in the workplace and wear pumps, slip-on shoes, or low quarters. Heels will be no higher than 2 1/2-inches measured from the inside sole of the boot to the end of the heel lift. The tip of the heel must exceed 1/2-inch in diameter or larger than the body of the boot. Pointed or squared toes and extreme heel shapes are not authorized. They will be plain, clean, and serviceable, without ornamentation such as buckles, bows, or straps. The material will be smooth, scotch- grained leather or a manmade material. They may be high-gloss or patent finish.

Hosiery (Female). Hosiery may be worn with the formal dress, mess dress, semi- formal dress, and

service dress uniform (skirt). If worn, hosiery will be plain, sheer, or nylon in neutral, dark brown, black, or dark blue shades. Do not wear patterned hosiery with any uniform. If not wearing hosiery with slacks, plain (not patterned) black socks may be worn.

Pumps (Females). Will be worn with the formal dress. Optional with the mess dress, service dress Class A, Class B, semi-formal uniforms, and all blue maternity uniforms. Black pumps will be low cut and rounded throat (the top opening) with a raised heel no higher than 3-inches measured from the inside sole of the shoe to the end of the heel lift. The tip of the heel must exceed 1/2-inch in diameter or larger than the body of the shoe. Pointed or squared toes and extreme heel shapes are not authorized. They will be plain, clean, and serviceable without ornamentation such as buckles, bows, or straps. The material will be smooth, scotch-grained leather or a manmade material. They may be high-gloss or patent finish.

Slip-on Shoes (Females). Can be worn (optional) with the Class A, Class B, and all blue maternity uniforms. Commercially designed step-in shoes where the top of the shoe goes over the top of the foot, with rounded toe or plain rounded capped toe and must have a back. Pointed or squared toes and extreme heel shapes are not authorized. They will be plain, clean, and serviceable without ornamentation such as buckles, bows, or straps. The material will be smooth, scotch-grained leather or a manmade material. They may be high-gloss or patent finish.

Footwear Combat Boots (Males/Females).

Coyote Brown Combat Boots. Wear Coyote Brown combat boots only with the OCP. Athletic shoes may be worn if medically necessary, as determined by competent medical authorities at a civilian or military treatment facility and approved by the commander. Exception: Commanders may authorize wear of black combat boots in some situations. See DAFI 36-2903, paragraph 7.4.2.3. Boots must be between 6-12 inches in height (measured from the bottom of

the heel tread to the top of the back of the boot) and soling material will not exceed 2 inches in

height. Note: Airmen have until 30 September 2026 to comply with new boot height standard. Airmen may wear taps on their boots to preserve the heels as long as the taps do not change the intended appearance of the boots. Boots will be laced up with plain rounded toe or rounded capped toe with or without a perforated seam. Laces will either be tied and tucked in the boot or tied and wrapped around the boot. A zipper or elastic inserts may be worn; however, if worn, they will be without design. Boots can be either with or without a safety toe. Logos will be the same color as the boot. Designs are not authorized.

Black Combat Boots. Airmen may wear with the Class A and B uniforms.

Exception: Not authorized when wearing the skirt or maternity jumper. When worn, laces will either be tied and tucked in the boot or tied and wrapped around the boot. Logos will be the same color as the boot. Designs are not authorized. **Note:** Blousing is authorized for the following: Pararescue, Combat Rescue Officers, Survival, Evasion, Resistance, and Escape Specialists, Combat Control, Special Tactics Officers, Air-Weather Service Parachutists, Tactical Air Control Party Officers, and Tactical Air Control Party.

Installation Commanders may authorize the wear of black combat boots with the utility uniform on their installation where they deem necessary. This exception is not specifically restricted to flightline activities; it may be applied where industrial products or processes cause irreparable damage to the coyote brown combat boots. Coyote brown uniform boots must be worn when departing the installation and other areas not designated for wear by the Installation Commander.

23.16. Undergarments (Mandatory). Appropriate undergarments are required to be worn with all uniform combinations. Males will wear undershirt and underpants with all uniforms. Females will wear

bra and underpants with all uniforms. If worn, undershirts will not have pockets.

23.17. Physical Training Gear (PTG). Physical Training Gear (PTG). PTG is authorized for wear by Air Force military personnel (including retired personnel) and the Secretary and Under Secretary of the Air Force.



Figure 23.48. Physical Training Gear (PTG) and PTG Running Suit

Installation commanders may temporarily adjust wear policy to address immediate safety or mission/operation concerns and may be more restrictive with wear policy (e.g., no hats or sunglasses during organized fitness events, no head or earphones due to safety concerns, etc.) to support unit cohesion and present a standardized image.

Airmen must wear the PTG during physical fitness assessments and while participating in organized PT events as designated by the commander. Squadron Commanders may authorize the wear of the morale undershirt with all PTG on Fridays. The AFR and ANG commanders may authorize morale undershirt wear with all PTG during weekend drills on Fridays, Saturdays, or Sundays. In addition, if PTG items are worn during individual or personal PT, the following guidelines apply (exceptions noted):

PTG Jacket. If worn, the jacket will be zipped at least halfway between the waistband and collar. Sleeves will end within 1-inch of the wrist.

T-shirt.

Short-sleeved PTG shirt. Wear the short-sleeve shirt tucked or untucked into shorts or running pants. If untucked, shirt must extend to the bottom of the side pocket on the shorts and pants but will not cover the shorts reflective material. Do not remove or cut sleeves. Short and long-sleeved white, black, or light gray form fitting undershirts, (i.e., spandex, Lycra® or elastic material) to include those with a mock neck may be worn and visible under the short-sleeved PTG shirt. Undershirt must not extend lower or be longer than untucked PTG shirt. Commanders may

standardize whether shirts will be worn tucked or untucked in formations or organized unit physical training.

Optional long-sleeved PTG shirt. Wear the long-sleeve shirt tucked or untucked into shorts or running pants; if untucked, shirt must extend to the bottom of the side pocket on the shorts and pants but will not cover the shorts reflective material. Do not push up, remove, or cut sleeves. Short and long-sleeved form fitting undershirts, (i.e., spandex, Lycra® or elastic material) to include those with a mock neck may be worn and visible (at neck only) under the long-sleeved PTG shirt. Undershirt must not extend lower or be longer than untucked long-sleeved PTG shirt. There is no color restriction on the form fitting undershirt unless visible; if visible, form fitting undershirts will be white, black, or light grey. Undershirt may have a visible small trademark logo. Commanders may standardize whether shirts will be worn tucked or untucked in formations or organized unit physical training.



Figure 23.49. PTG Optional Items (Long Sleeve T-Shirt and Long Sleeve Sweatshirt)

Optional PTG sweatshirt. The sweatshirt will extend no lower than six inches below the natural waistline. Do not push up, remove, or cut sleeves. Short and long-sleeved form fitting undershirts, (i.e., spandex, Lycra® or elastic material) to include those with a mock neck may be worn and visible (at neck only) under the PTG sweatshirt. Undershirt must be tucked in. There is no color restriction on the form fitting undershirt; if visible, form fitting undershirts will be white, black, or light grey; undershirt may have visible small trademark logo.

Shorts/Running Pants.

PTG running pants. The waistband will rest at or within 2-inches of the natural waistline. Both

pant legs will extend below the ankles and will be zipped to within 1-inch of the bottom.

PTG shorts (with reflective material) and optional PTG running shorts (without reflective material). The PTG shorts waistband will rest at or within 2-inches of the natural waistline. The lining in the PTG shorts may be removed. Short, mid, and full-length solid black, white, or dark blue form fitting sportswear (i.e., spandex, Lycra, or elastic) may be worn and visible under both the PTG and optional PTG running shorts.

Footwear.

Socks. Socks are mandatory. Socks will be a solid color black, white, dark blue, gray, desert sand, tan, DLA-issued green, or coyote brown) color and may have small trademark logos. Local commanders may implement policies for standardization within units.

Athletic style shoes. Athletic style shoes are mandatory. There are no restrictions on the color of the athletic shoes.

Headgear.

Installation commanders may authorize wear of an optional solid black, white, or dark blue baseball/sport cap and/or sweatband with the Air Force symbol or U.S. Air Force printed/embroidered on the front during organized PT. This is also authorized during individual PT. If authorized, wear caps outdoors only.

Commanders may authorize wear of an embroidered" solid black, white, or dark blue baseball/sports cap for PT excellence. If worn, the baseball/sport cap will have the words "Excellence for PT", "Excellence in PT" or a combination of the two, in small, embroidered letters, no more than 1/2-inch in height. Patches, large logos, and multi- patterned caps are not authorized. Other unit or organizational issued hats are not authorized with the PTG. Headgear may be worn during individual PT, outdoors only.

Do not wear bandanas and other similar headscarves or headgear. Exception:

Airmen with an approved medical waiver.

Undergarments. Appropriate undergarments are required to be worn with all PTG combinations.

Cold Weather Accessories. Cold weather accessories may be worn outdoors only.

Watch Cap. If worn, will be plain, solid black, dark blue, sage green, or coyote brown without logos.

Gloves. Gloves will be black or dark blue, small logos are authorized not to exceed 1 square inch.

Scarf. The scarf will be black or dark blue, all wool or cotton simplex, with or without napped surface, and less than 10-inches in width.

Balaclava. A solid black balaclava made of any material may be worn with PTG while performing physical fitness activities outdoors. Tuck excess neck material into the PTG shirt.

Earmuffs and Cold Weather Headbands. Solid black or dark blue earmuffs or headbands made of any material may be worn with PTG outdoors. They may wrap around either the top or rear of the head.

Do not wear fleece outerwear with the PTG.

Airmen may wear PTG items with conservative civilian or personal attire during individual or personal PT or while off-duty (e.g., PT shirt with personal shorts/pants, PT jacket with personal shirt/pants/shorts, etc.). Do not wear PTG with civilian or personal items that contain offensive

wording, graphics, or photos.

Headphones and earphones are authorized while in the fitness center or on designated running areas unless prohibited by the Installation Commander.

Long hair must be secured and may extend below the shoulder blades.

Proper military customs and courtesies honoring the flag during reveille/retreat will apply. Saluting due to rank recognition is not required when wearing the PTG.

For accessions, Professional Military Education (PME) and academic training environments such as the USAF Academy, Squadron Officer School, or Basic Military Training, commanders, or equivalent, will determine which PT events are organized. In these environments, students and staff may wear unit-specific PT gear to meet necessary training requirements to include staff and student distinction or student squadron affiliation.

23.18. Flight Duty Uniform (FDU) and Desert Flight Duty Uniform (DFDU) Wear Guidance. The FDU and DFDU meet unique organizational and functional work requirements and are comprised of both distinctive and functional clothing items. Members will sew Velcro® on FDU/DFDU and equipment so they can remove any patches/accoutrements during contingencies.



Figure 23.50. Flight Duty and Desert Flight Duty Uniforms

Distinctive Clothing. For guidance on those items that are unique to the uniform and are worn only when performing the duties for which they are issued see DAFI 36-2903, Chapter 10.

Functional clothing items such as parkas, protective footwear, and specialized winter flight clothing will be issued as required. MAJCOM or Installation Commanders will prescribe wear instructions in supplements to DAFI 36-2903.

Exceptions. Organizations requiring exception to FDU/DFDU wear policy should submit an

Exception to Policy request through their MAJCOM/A3 or equivalent channels to HAF Total Force Aircrew Management (AF/A3T).

Maintain the FDU/DFDU and Flight Jacket in accordance with Technical Order (T.O.) 14P3-1-112, *Maintenance Instructions Nomex Flight Gear, Coveralls, Gloves*, *Jacket.*

Authorized FDU/DFDU Wear. Personnel authorized wear of the FDU/DFDU will comply with DAFI 36-2903, as well as applicable MAJCOM supplements, regardless of AFSC or unit of assignment.

The FDU/DFDU is authorized for wear for ground and flight duties by individuals who perform flying, parachutist, space, and missile crew duties: flight duty includes preparation, preflight, in-flight, post-flight, and other flight related duties associated with aircraft operations. It is authorized for wear by personnel with an Aircrew Position Identifier 1 thru 9 and A thru G (Rated Officers, Career Enlisted Aviators 1AXXX, and 1UXXX). Additionally, guidance for Rated Officers assigned to an Aircrew Position Identifier-0 and Career Enlisted Aviators assigned to Aircrew Position Identifier-Z positions that are on active aeronautical orders, or personnel identified as Operations Support/Non-interference flyers currently on active aeronautical orders authorized to perform in-flight aircrew or parachutist duties is outlined in DAFMAN 11-401, *Aviation Management*, Attachment 3. Finally, guidance on the FDU/DFDU wear authorization by personnel in Space/Missile Crew AFSCs: 13N, 13SXA, 13SXB, 13SXC, 13SXD, 13SXE, and 1C6XX; Non-rated and non-Career Enlisted Aviator AFSCs: 13HX and 1H0X1; Aeromedical Evacuation Corps AFSCs: 46F and X4N0; Flying Crew Chiefs is provided in DAFI 21-101, *Aircraft and Equipment Maintenance Management,* and Security Forces Ravens provided in DAFI 31-101, *Integrated Defense (ID)*. Airmen authorized special articles of clothing under an allowance standard will wear the uniform prescribed by the local unit commander and recommended for the type of mission performed. Space and missile crew duties will be defined by MAJCOM supplement to this instruction.

Operations Support/Non-interference Flyers. Flight clothing worn by Operations Support/Non-interference flyers is only worn on days when actual flying is planned or anticipated. (The member must be assigned to an aircrew-prefixed manpower position on the Unit Manning Document).

Personnel not on active aeronautical orders are restricted to flight-related and space and missile crew duties only. **Exception:** Space and missile crew FDU/DFDU wear guidance will be outlined in MAJCOM supplements to DAFI 36-2903.

Restrictions.

Staff Personnel. For HAF/MAJCOM/NAF/Direct Reporting Unit (DRU)/FOA staff personnel authorized and identified in DAFI 36-2903, paragraph 9.2.1, may wear their previously issued FDU when it remains serviceable. HAF/MAJCOM/NAF/DRU/FOA funds will not be expended to issue or replace functional flight clothing. Exception: Authorized aircrew members assigned to a flying staff position are exempt from this restriction. HAF staff personnel may wear the FDU/DFDU configured as directed by the Deputy Chief of Staff (DCS) or equivalent. If there is no DCS or equivalent guidance, personnel will follow DAFI 36-2903. HAF/MAJCOM/NAF/DRU/FOA funds may be used to purchase nametags for the FDU/DFDU.

Off-Base Wear. The FDU/DFDU off-base wear will be in accordance with DAFI 36-2903, paragraph 5.1, OCP guidelines for off-base wear.

The DFDU will not be worn as a day-to-day uniform. MAJCOM commander or Commander Air Force Forces may authorize DFDU to be worn during contingencies, exercises, deployments, and tactical training operations as appropriate for environmental conditions.

Special Articles of Clothing. Airmen authorized special articles of clothing under an allowance standard will wear the clothing prescribed by the local unit commander and recommended for the type of mission to be performed.

Limited Wear. Wing commanders or equivalent may prescribe further limits on the wear of FDUs based on mission requirements and in the interest of health and welfare of their personnel.

Sleeves. The FDU/DFDU will have sleeves worn down, cuffed, or tucked under at the wrist when performing aircrew duties in-flight. Sleeves may be rolled under or pulled up if not performing in-flight duties; if rolled under or pulled up (using Velcro® to hold in place), the sleeves will end at, or within 1-inch of, the natural bend in the elbow, when the wearer's arms are hanging naturally at their side.

Zippers. The centerline zipper of the FDU/DFDU will be closed no lower than even with the middle of the nametag. A single knife with clip may be secured inside a leg pocket with the clip exposed provided no more than the clip is exposed and the knife is subdued or matte color. All other zippers will be completely closed. The flight cap may be stored in either lower leg pocket without that pocket being fully zipped. A small portion of the cap may be exposed while in the pocket. However, when the cap is removed, the pocket must be fully zipped.

Pen and Pencil Pocket. The pen and pencil pocket cover located on the left sleeve may be removed unless prohibited by MAJCOM supplement or restricted due to safety of flight concerns.

Spice brown color criteria patches for the OCP are not authorized for wear with the FDU. Airmen are only authorized to wear traditional color unit emblem patches with the FDU. Airmen are authorized to wear spice brown color criteria unit patches on the DFDU. Patches worn on flight jackets will be consistent with the color configuration worn on the FDU/DFDU.

Morale Patches and Tabs. Wing commanders may authorize the wear of morale patches on the shoulder of the FDU on Fridays or during special events. AFR and ANG commanders may authorize wear during weekend drills on Friday, Saturday, or Sundays or during special events. Wing commanders will maintain a list of approved morale patches authorized to be worn within their wing.

Flight Clothing Accoutrements.

Enlisted rank is included on the nametag of the FDU/DFDU, and flight jackets identified in DAFI 36-2903, paragraph 9.4.3.

Both officer and enlisted rank insignia on the Leather A-2 Flying Jacket is on the name tag only (see DAFI 36-2903, paragraph 9.5.2.2.).

Nametags. Cloth nametags for FDU/DFDU and flight jackets will be 2 x 4-inches in size and worn over the left breast pocket. At a minimum, the Aeronautical badge, Space, Cyberspace. Multi-Domain Warfare or missile operations badges (if awarded) are mandatory, and nametags will contain individual's first and last name. Rank is mandatory for enlisted personnel and optional for officers. Embroidered nametags will be consistent in color with MAJCOM approved nametag colors. Nametags for Leather A-2 Flying Jacket will be 2 x 4-inches and made of Brown on Black leather or simulated leather. Emboss with silver wings or badges, first and last name, rank, and USAF.



Figure 23.51. Flight Duty Uniform with Accoutrements

Command Insignia. Commanders authorized to wear the Command Insignia pin will wear the insignia on the left side of the nametag. The insignia will be worn only while performing commander duties.

Nametags with call signs are authorized for daily wear on flight duty and desert flight duty uniform nametags. Officer nametags may incorporate the member's call sign or first name followed by last name. Enlisted personnel will incorporate rank, followed by the member's call sign and last name (Example: 'MSgt "Bat" Masterson').

Commanders will ensure that nametags are in good taste and reflect proper military order, discipline, morale, and professional image. When worn, patches must be consistent in color to patch configuration worn.

Right Breast Pocket. MAJCOM or equivalent emblem (ANG emblem may be worn as a MAJCOM equivalent emblem) will be centered above the right breast pocket. MAJCOM or equivalent emblem for the right breast area of the Leather A-2 Flying Jacket will have Brown on Black leather or simulated leather using color palette patch. Spice brown color criteria patches are not authorized for wear on the FDU. Airmen may wear spice brown color criteria unit emblem patches on the DFDU.

Left Sleeve. Normally, wear the U.S. flag, emblem, or appropriate wing, group, or center, positioned no lower than 1-inch from shoulder seam in accordance with MAJCOM supplements to DAFI 36-2903. If wearing spice brown palette patches, the U.S. flag will also be spice brown palette. The spice brown palette flag will be worn with the DFDU. In lieu of the U.S. Flag, members may wear the USAF Weapons School Graduate Patch (graduate or instructor), USAF (or joint/international) Test Pilot School (TPS) patch (graduate or instructor), School of Advanced Air and Space Studies (SAASS) patch, Critical Care Air Transport Team patch, and other completed equivalent school patches.

Right Sleeve. The unit emblem (squadron patch) will be worn as authorized through MAJCOM supplement to DAFI 36-2903. Organizations are required to contact their Wing Historian for assistance on development or reconfiguration of organizational emblems. When authorized to fly with another unit, individuals may wear the emblem of the unit they are attached to for flight duties.

Add-On Patches. MAJCOMs will publish guidance on wear of add-on patches (i.e., flying hour milestone, instructor, flight examiner scroll, etc.). Campaign or exercise patches are not authorized. MAJCOM commanders must approve all emblems/patches not specifically

addressed in DAFI 36-2903.

Neckwear. The wear of scarves will be addressed by MAJCOM supplements. When authorized, scarves will be worn around the neck and tucked in.

General Officer Rank Insignia. General Officer (GO) stars on the FDU/DFDU and flight jackets will be centered on the shoulder halfway between the neck and shoulder seam. Generals wear 1-inch stars on flight duty uniforms; 3/4-inch stars may be used if there is insufficient room for the 1-inch stars. GO rank insignia will be on base cloth identified in DAFI 36-2903, paragraph 9.4.5., GO stars will be Flag Blue cable #67124 and displayed point-to-center.

Rank Insignia (O-1 through O-6). Wear subdued cloth rank insignia on each shoulder of the FDU/DFDU and flight jackets (plastic covered rank insignia is not authorized). Rank will be sewn-on 5/8-inches from the shoulder seam, centered on the shoulder. Officer rank insignia cloth and cable (thread) standards: FDU base cloth is OG 107, Flag Blue cable #67124 except Second Lieutenant and Major which are Brown cable #67136; DFDU base cloth is Khaki 2120, Black cable #67138 except Second Lieutenant and Major which are Brown Cable #67136.

Over Garments.

Flight Jacket (Flyers, Jacket CWU-36/P & CWU-45/P). The green Flight Jacket may be worn with the FDU. The green or desert Flight Jacket may be worn with the DFDU. Flight Jackets are required to be zipped at least halfway. Note: Flight Jackets will not be worn with service uniforms (Class B) or OCPs.



Figure 23.52. Flight Jacket

Configure Velcro® on the Flight Jacket like the FDU/DFDU.

Accoutrements on the Flight Jacket include the nametag, MAJCOM, U.S. flag or emblem, unit patch, and rank (officers) and will follow the same guidance as the FDU/DFDU and be consistent in patch color scheme to the FDU/DFDU.

Leather A-2 Flying Jacket. The Leather A-2 Flying Jacket is authorized for ground wear only unless prohibited by MAJCOM supplement. Authorized individuals are listed in DAFI 36-2903, paragraph 9.5.2.3 and paragraph 10.7.6. The Leather A-2 Flying Jacket may be worn with service uniform (Class

B), flight duty uniform (FDU), two-piece flight duty uniform (2PFDU) or Desert FDU (DFDU) (not service dress uniform). Note: With the exception of the Secretary, and the Under Secretary of the Air Force, it is not to be worn with civilian clothes.

Configure Leather A-2 Flying Jacket Velcro® with MAJCOM patch and nametag IAW DAFI 36-2903, paragraph 9.5.2.2.

Leather A-2 Flying Jacket Accoutrements. The nametag is 2 x 4-inches, brown or black leather, simulated leather. Emboss with wings or qualifying badge, first and last name, rank, and USAF. Members may add an inside pocket, at their expense, when it does not detract from the external appearance. The wing and star patch maybe worn by individuals not assigned to a MAJCOM. Gloves if worn will be black leather, knitted, tricot or suede, or a combination of leather, knitted, tricot, and suede. **Note:** Generals (4-Star), regardless of their Air Force Specialty Code are authorized to wear the Leather A-2 Flying Jacket.



Figure 23.53. Leather A-2 Flying Jacket

Authorized Leather A-2 Flying Jacket wear. AFMAN 11-402, *Aviation and Parachutist Service,* outlines wear authorization of the Leather A-2 Flying Jacket. The Secretary, and the Under Secretary of the Air Force, rated officers, Career Enlisted Aviators, and Non-rated Aircrew members who have been permanently awarded an aeronautical badge may wear the Leather A-2 Flying Jacket. The aeronautical order permanently awarding the aeronautical badge constitutes authority to wear the Leather A- 2 Flying Jacket. Space and Missile qualified 13SX officers are authorized wear upon completion of qualification training in one of the following AFSC's 13SXA, 13SXB, 13SXC, 13SXD, 13SXE. Space Systems Operations personnel must complete qualification training and be certified as a mission ready crewmember in the 1C6XX AFSC. The CSAF is the approval/waiver authority for issue of the Leather A-2 Flying Jacket to all other individuals.

All Purpose Environmental Clothing System (APECS), Improved Rain Suit (IRS), and OCP Extended Cold Weather Clothing System (ECWCS) Parka and Pants, or OCP Gortex Jacket and pants may be worn with the FDU and DFDU during non-flying duties. Jacket may be worn without the pants; however, the pants will not be worn without the jacket.

Coyote Brown Fleece Jacket. The Coyote Brown Fleece Jacket may be worn as an over garment with the FDU and DFDU. Fleece Jacket may be worn indoors or outdoors but will not be worn while onboard the aircraft with engines running while occupying a primary crew position. At Remote Pilot Aircraft designated units, commanders may authorize the wear of the fleece jackets inside the ground shelters.

Airmen issued Sage Green commercial Safe-to-Fly outerwear (e.g., Massif or other Cold Weather Aviation System (CWAS) outerwear) may wear these items with the FDU without restriction. Airmen issued OCP commercial Safe-to-Fly outerwear (e.g., Massif or CWAS) may wear these items with the FDU or DFDU without restriction. Jacket may be worn without the pants; however, the pants will not be worn without the jacket.

Headgear. The flight cap, OCP patrol cap or tactical cap may be worn with the FDU as described in this section and DAFI 36-2903, paragraphs 5.1.10 and 7.2.4 regardless of patch configuration. Applicable cap may be stowed in the left or right lower leg pockets or right upper leg pocket in a zipped or unzipped configuration. A small portion of the cap may be exposed when in the pocket. However, when the cap is removed the pocket must be zipped. The OCP patrol cap or tactical OCP cap will be worn with the DFDU. Deployed Airmen, or Airmen as authorized by MAJCOM, may wear the OCP boonie.

Berets. Individuals authorized to wear berets in this section and DAFI 36-2903, paragraphs 10.3.1, 10.7.2 through 10.7.2.3.6 may wear their berets with the FDU/DFDU IAW DAFI 36-2903, paragraph 7.2.5.

Watch Cap. Authorized for wear by aircrew personnel subject to prolonged exposure to adverse weather only. Color is restricted to solid black, dark blue, or sage green.

Organizational Caps. Organizational caps (i.e., Baseball style) are not authorized for wear with the FDU/DFDU. Exception: When approved by MAJCOM/CC, aerial demonstration teams, and competitive teams may wear organizational caps while engaged in demonstration and competitions see DAFI 36-2903, paragraph 7.2.8 for wear guidance.

Undergarments. Undergarments are required with the FDU and DFDU. During flight operations all undergarments, to include cold weather undergarments, must be cotton or fire- retardant material and must be on the safe to fly list. Undershirts will be Coyote Brown (Tan 499). Additionally, when authorized by the unit commander, Air Force members may wear colored T-shirts on Fridays provided the member is not deployed, participating in an exercise, or assigned to a joint or Space Force unit. The color must reflect the authorized heraldry and heritage colors of the member's assigned unit. Commanders may authorize members of supporting units to wear the same-colored T-shirts. For example, maintainers and flight surgeons may wear the same T-shirts as the flying unit they support. Wing commanders will maintain a list of approved colors for wear within their wing. Wing or squadron commanders may approve display of organizational emblems, as officially and currently approved, not to exceed 5-inches in diameter, in cloth or silk screen on morale undershirts. If displayed, organizational emblems will be worn on the left side of chest of the Friday morale T-Shirt. The morale T-Shirt may also display the organizational emblem on the back of the undershirt in a larger diameter as authorized by commanders. Thermal undergarments (i.e., dickies, turtlenecks, or mock necks) will be White, Black, Cream, or Coyote Brown-colored and are authorized with the FDU/DFDU as weather conditions warrant. **Note:** Only items approved as Safe-to-Fly will be worn during flying operations.

Socks. Socks should be made of cotton or wool. Coyote Brown, or DLA-issued Green socks will be

worn with the FDU. Additional socks may be worn underneath colored socks provided they are not showing.

Footwear (Male and Female Flight Boots). Coyote Brown combat boots will be worn with the FDU and DFDU. Zipper inserts may be worn; however, they will be without design. **Note:** Only items approved as Safe-to-Fly will be worn during flying operations.

Gloves. In-garrison glove wear is in accordance with DAFI 36-2903, paragraph 7.3.8.1. Gloves may be worn with FDU/DFDU without outer garments. Guidance on the wear of flight gloves is provided in AFMAN 11-202V3, *Flight Operations*. Note: Flight gloves are a functional wear item and not authorized for wear beyond functional area.

Cell phone, Pager, and Personal Digital Assistant. These devices will be worn IAW DAFI 36-2903, paragraphs 7.3.4, 7.3.4.1, and 7.3.4.2. *Handheld Electronic Devices.*

23.19. Two Piece Flight Duty Uniform (2PFDU). Aircrew are authorized wear of the 2PFDU for ground and flight duties. For flight, use of the 2PFDU is authorized for specific MDSs IAW T.O. 14-1-1 and is used IAW 14P3-1-112 and DAFI 36-2903.



Figure 23.54. 2PFDU with Accouterments

The 2PFDU consists of coat and trousers. The 2PFDU is considered organizational clothing and meets unique functional work requirements and include both distinctive and functional clothing items. The 2PFDU is intended to be the aviator's direct alternative to the FDU and OCP uniform.

The 2PFDU is authorized for wear for ground and flight duties by individuals who perform flying, parachutist, space, and missile crew duties: flight duty includes preparation, preflight, in-flight, post-flight, hypobaric operations, and other flight related duties associated with aircraft operations. It is authorized for wear by personnel with an Aircrew Position Identifier (API) 1 thru 9 and A thru G (Rated Officers, Career Enlisted Aviators 1AXXX, and 1UXXX). Additionally, Rated officers assigned to an Aircrew Position Identifier-0 and Career Enlisted Aviators assigned to Aircrew Position Identifier- Z positions that are on active aeronautical orders, or personnel identified as

Operations Support/Non-interference flyers currently on active aeronautical orders authorized to perform in-flight aircrew or parachutist duties IAW DAFMAN 11-401, Attachment 3, are authorized wear of the 2PFDU. Finally, guidance on the 2PFDU wear authorization for wear by personnel in Space/Missile Crew AFSCs: 13N, 13SXA, 13SXB, 13SXC, 13SXD, 13SXE, and 1C6XX; Non-rated and non-Career Enlisted Aviator AFSCs: 13HX and 1H0X1; and Aeromedical Evacuation Corps AFSCs: 46F and X4N0, Flying Crew Chiefs is provided in DAFI 21-101, *Aircraft and Equipment Maintenance Management and* Security Forces Ravens provided in DAFI 31-101. Airmen authorized special articles of clothing under an allowance standard will wear the uniform prescribed by the local unit commander and recommended for the type of mission performed. Space and missile crew duties will be defined by MAJCOM supplement to DAFI 36-2903.

Operations Support/Non-interference flyers. Flight clothing worn by Operations Support/Non-interference flyers is only worn on days when actual flying is planned or anticipated.

Personnel not on active aeronautical orders are restricted to wear the 2PFDU during flight-related, space and missile crew duties only. Personnel previously issued the 2PFDU may continue wear during performance of duties. (Exception: Space and missile crew 2PFDU wear guidance will be outlined in MAJCOM supplements to DAFI 36-2903.)

2PFDUs will be issued through Individual Equipment Elements or contract equivalent and must be certified as fully compliant with all specifications to include Safe-to-Fly. (**Note:** Other suppliers are approved for organizational/unit purchases, or any appropriated funds expenditures, only when special mission requirements exist, are cleared on the Safe-to-Fly listing and approved by squadron commander or equivalent). (**Example:** 2PFDUs that have accommodations for external knee or elbow pads to protect airmen in unique mission areas.) If units choose to use funds to purchase from non-Individual Equipment Elements, the Air Force is not responsible if the uniform is not fully compliant, and these items will only be worn when directly performing flight related duties.

Staff Personnel. HAF/MAJCOM/NAF/DRU/FOA funds will not be spent to issue or replace functional flight clothing. Personnel previously issued the 2PFDU are authorized for wear during performance of staff duties. **Exception:** Authorized aircrew members assigned to a flying staff position are exempt from this restriction.

2PFDU Wear Guidance:

Operational Camouflage Pattern (OCP) is the only color/pattern authorized.

No repairs to the 2PFDU are authorized.

Nothing will be sewn to the 2PFDU. Exception: Additional Velcro® may be added above the existing Velcro®, centered 1/2-inch above the "U.S. Air Force" tape to accommodate the wear of Air Force Aeronautical, Missile, Space, Multi-Domain Warfare, Cyberspace, and EOD badge and/or centered 1/2-inch above the "last name" tape to accommodate the wear of the Commander's insignia.

Alterations or modifications to the 2PFDU are by exception only (OPR HAF/A3T).

Users will not press or starch the 2PFDU.

The user's "last name" will be stitched in spice brown block lettering, centered on an OCP background tape, and affixed over the right chest pocket with Velcro® fastener.

"U.S. Air Force" will be stitched in spice brown block lettering, centered on an OCP background tape, and affixed over the left chest pocket with Velcro® fastener. (**Note:** civilian or contract personnel authorized to wear this uniform for flight duties, may also wear "Civilian" or "Contractor" if desired.)

The user's grade insignia will be spice brown palette sewn grade insignia on an OCP background, approximately 2" tall by 1 3/4" wide and affixed to the center chest Velcro® fastener.

Officer rank will be spice brown; 1Lt and Lt Col will be Black.

Enlisted rank will be spice brown. (Note: Civilian personnel authorized to wear this uniform for flight duties, may wear spice brown civilian insignia.)

Organizational and Unit Patches. Patches will be attached to shoulders using Velcro® fastener. Airmen may wear only nametape, USAF tape, rank, and flag until organizational and unit patches are designed and fielded. Organizations are required to contact Wing Historian for assistance on development or reconfiguration of organizational emblems. No badges or other accoutrements will be affixed to shirt pockets.

Right Sleeve. A maximum of two patches may be worn. The cloth U.S. flag patch is mandatory and will use the spice brown color criteria centered at the top of Velcro® (or placed on flag-sized upper pocket flap, if equipped) and worn while in– garrison and deployed. Organizational unit of assignment spice brown color criteria patches are mandatory (non-unit entities such as Directorates, AF Elements are optional) and will be centered vertically and horizontally in the remaining Velcro® area under the U.S. flag patch. Note: Current subdued version of unit patch or no patch may be worn until the patch color conversion has been completed by the Institute of Heraldry. Wing Commanders may authorize the wear of morale patches on Fridays or during special events. Wing Commanders will maintain a list of approved morale patches authorized to be worn within their wing. Morale patches must adhere to current subdued spice brown color scheme.

Left Sleeve. A maximum of two patches may be worn.

While performing their duties, certain AFSCs may wear spice brown cloth, or subdued infra-red (IR) call sign patch centered at the top of the Velcro® area. Authorized duty/qualification tabs are listed in Table 5.1 (Note: Only tabs listed in Table 5.1 are authorized. The tactical call sign patch should only be worn for tactical (radio) call signs assigned/ordered by the unit commander. When not required for operations or training, the Tactical Call Sign patch should not be worn.

The HHQ patch is mandatory and will use the spice brown color criteria (cloth) centered under the functional badges or duty/qualification tabs if worn, or under the top of Velcro® area reserved for functional badges or tabs. Higher Headquarters include, but are not limited to, the following organizations: HAF, DRUs, FOAs, and MAJCOMs. Note: Current subdued version of HHQ patch or no patch may be worn until the patch color conversion has been completed by the Institute of Heraldry.

Members may wear the USAF Weapons School Graduate Patch (graduate or instructor), USAF (or joint/international) Test Pilot School (TPS) patch (graduate or instructor), School of Advanced Air and Space Studies (SAASS) patch, Critical Care Air Transport Team patch, or other approved graduate school patches (as outlined in DAFI 36-2903, paragraph 5.1.6.2.4 through 5.1.6.2.4.1) in lieu of the HHQ patch.

An OCP Velcro® sleeve pen/pencil holder may be worn on either sleeve but will not impede the proper wear of required patches and/or duty badges.

Commander's Insignia. Commander's Insignia may be worn for officers in the rank of Colonel (O-6) and below when currently in command, as authorized by DA FMAN 36-2100, *Military Classification, Technical Training and Retraining*. The insignia will be spice brown and centered 1/2-inch above the name tape, on 1-inch x 1-inch OCP pattern cloth affixed using Velcro® fastener.

Graduated Commander's badge may be worn on a small Velcro® patch on top of the left sleeve either centered horizontally and vertically on the flag-sized pocket flap, or (if no pocket flap) centered horizontally and 1/2-inch from the top of the Velcro® area, depending on uniform configuration. The second authorized left-sleeve patch (e.g., HHQ) will be centered vertically and horizontally in any remaining Velcro® area to present a balanced appearance.

Airmen performing flight duties in a deployed environment may remove all or some patches in accordance with mission directives.

Installed gated light intensifier (GLINT) tape will be covered utilizing attached Velcro® covers unless mission or theater directives direct otherwise.

GLINT U.S. Flags, and Special Warfare Airman Tactical Call Sign patches may be worn in place of cloth patches in the deployed environment in accordance with mission or theater directives.

Footwear. Coyote Brown combat boots are the only authorized colors to be worn with the 2PFDU. Zipper inserts may be worn; however, they will be without design. (Note: Only items approved as Safe-to-Fly will be worn during flying operations.)

Headgear. Headgear will be worn outdoors at all times unless in a designated "no hat" area. Airmen will wear the OCP patrol cap or tactical OCP cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap or tactical OCP cap will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. Airmen are authorized to block the patrol cap. The cap is worn so that no hair is visible on the forehead beneath the cap. The Velcro® nametape will be worn centered on the back of the patrol cap and tactical OCP cap. Officers will wear rank affixed with sew-on grade insignia centered on the front of the caps. Deployed Airmen, or Airmen as authorized by MAJCOM, may wear the OCP boonie (campaign/floppy) hat when theater conditions dictate. Berets, when authorized, will be worn by designated personnel, see DAFI 36-2903, paragraph 10.31, 10.7.2 through 10.7.2.3.6. Headgear may be stowed in any leg pocket, zipped closed, or underneath the trouser belt in the small of the back. Ball caps are not authorized. Note: Civilian or contract personnel authorized to wear this uniform for flight duties are not required to wear headgear.

Cold Weather Accessories. With the exception of functional items, cold weather accessories are only worn while outdoors. Authorized cold weather accessories for the 2PFDU are:

Coyote Brown or Black scarves, earmuffs, cold weather headbands, watch caps, and gloves.

Coyote Brown fleece may be worn indoors or outdoors. This item may not be worn while onboard the aircraft with engines on the aircraft running while occupying a primary crew position. At Remote Pilot Aircraft designated units, commanders may authorize the wear of the fleece jackets inside the ground shelters.

The ECWCS jackets (fleece, wind, soft shell, wet weather, or extreme cold weather) may be worn without the pants; however, the pants will not be worn without the jacket. APECS, IRS may not be worn for flying duties. These items will only be worn with the 2PFDU in OCP pattern. (Note: Only items approved as Safe- to-Fly will be worn during flying operations.)

Approved commercial CWAS outerwear may be worn. For flight, use these items in accordance with T.O 14P3-1-112 and Safe-To-Fly list. Jacket may be worn without the pants; however, the pants will not be worn without the jacket. (Note: Only items approved as Safe-to-Fly will be

worn during flying operations.)

For sage green CWAS outerwear configured for aircrew-style Velcro®/patches, members will wear patches IAW DAFI 36-2903, paragraph 9.12.2.9, except nametags will contain individual's rank (officers and enlisted), first and last name (e.g., LT COL JAMES BOND or SMSGT JOHN WICK). Rank will not be sewn onto the shoulders for officers. For OCP-colored CWAS outerwear configured for aircrew style Velcro®/patches, members will wear a spice brown MAJCOM (or equivalent emblem) patch on the right breast, and organizational and unit patches and U.S. flag IAW DAFI 36-2903, paragraph 9.12.2.9. Cloth name tags will be 2 x 4-inches in size and worn over the left breast. At a minimum, the Aeronautical badge, Space, Cyberspace, or missile operations badges (if awarded) are mandatory, and nametags will contain individual's rank (officers and enlisted), first and last name. Badges, lettering, command insignia (when applicable), and border will be stitched in spice brown on an OCP camouflage background. For OCP-colored CWAS outerwear configured for OCP-style Velcro®/patches, members will configure patches IAW DAFI 36-2903, paragraphs 9.12.2.6 through 9.12.2.9, except rank will be worn over the right breast name tape.

Command Insignia. On CWAS outerwear configured for aircrew- style Velcro®/patches, commanders authorized to wear the Command Insignia pin will wear the insignia on the left side of the nametag. The insignia will be worn only while performing commander duties. On CWAS outerwear configured for OCP-style Velcro®/patches, the insignia will be worn IAW DAFI 36-2903, paragraph 9.12.2.10.

The Leather A-2 Flying Jacket is authorized for wear with the 2PFDU (ground wear only) unless prohibited by MAJCOM supplement. Authorized individuals are listed in DAFI 36-2903, paragraph 9.5.2.3 and paragraph 10.7.6. MAJCOM patches will have Brown or Black leather (or simulated leather) background, in the spice brown color configuration, and blouse will be tucked in when worn with the 2PFDU.

Off-Base wear. 2PFDU off-base wear will be IAW DAFI 36-2903, paragraph 5.1., OCP guidelines for off-base wear.

Sleeves will be worn down, cuffed, or tucked under at the wrist when performing aircrew duties in-flight. Sleeves may be rolled under or pulled up if not performing in-flight duties; if rolled under or pulled up (using Velcro® to hold in place), the sleeves will end at, or within 1-inch, of the natural bend in the elbow, when the wearer's arms are hanging naturally at their side.

Belt. A one-piece Coyote Brown web belt will be worn with 2PFDU trousers. Rigger style is also authorized. Belt may extend past buckle.

T-Shirt. T-Shirt will be Coyote Brown (Tan 499). Additionally, when authorized by the unit commander, Air Force members may wear colored T-shirts on Fridays provided the member is not deployed, participating in an exercise, or assigned to a joint or Space Force unit. The color must reflect the authorized heraldry and heritage colors of the member's assigned unit. Commanders may authorize members of supporting units to wear the same-colored T-shirts. For example, maintainers and flight surgeons may wear the same T-shirts as the flying unit they support. Wing commanders will maintain a list of approved colors for wear within their wing. Wing or squadron commanders may approve display of organizational emblems, as officially and currently approved, not to exceed 5-inches in diameter, in cloth or silk screen on morale undershirts. If displayed, organizational emblems will be worn on the left side of chest of the Friday morale T-Shirt. The morale T-Shirt may also display the organizational emblem on the back of the undershirt in a larger

diameter as authorized by commanders. (**Note:** Only items approved as Safe-to-Fly will be worn during flying operations.)

Socks. Socks should be made of cotton or wool. Coyote Brown or DLA-issued Green socks will be worn with the 2PFDU. Additional socks may be worn underneath the socks provided they are not showing.

The coat should not extend below the top of the cargo pocket on the pants, and it should not extend higher than the bottom of the side (hip) pocket on the pants.

Users are not authorized to blouse the trousers unless mission conditions dictate (i.e., chemical environment).

Thermal Undergarments. Thermal undergarments (i.e., dickies, turtlenecks, or mock necks) will be Coyote Brown-colored and are authorized with the 2PFDU as weather conditions warrant. (Note: Only items approved as Safe-to-Fly will be worn during flying operations.)

When worn in the performance of flight crew duties, aircrew must adhere to the following guidelines to ensure the full protective properties of the uniform are maintained:

The 2PFDU will be worn with an undershirt (a cotton undershirt or shirt that is listed on the approved list of undergarments) tucked into the trousers during flight except when mission conditions dictate otherwise. Approved No Melt, No Drip, Next-to-Skin undershirts, and undergarments can be found on the Air Force Uniform Office Portal page.

A survival vest, body armor, or restraint harness may be worn over the 2PFDU coat during all flight operations with the coat worn outside the trousers (untucked). If none of these are worn over the coat, the coat will be tucked into the trousers except when theater or mission directives dictate otherwise.

Combat shirts may be worn when directly performing flight duties. For wear in-flight, a survival vest or body armor must be worn over the combat shirt unless the coat is worn. (**Note:** Only items approved as Safe-to-Fly will be worn during flying operations.)

Follow DAFI 36-2903, paragraph 9.12.2.6 through 9.12.2.8.2 for wear of patches with the combat shirt. (**Note:** Name, rank and badges are not required on the combat shirt if specific Velcro® accommodations do not exist.)

The sleeves of the combat shirt will be worn IAW DAFI 36-2903, paragraph 9.12.2.9.

Zippers. The centerline zipper of the 2PFDU will be closed no lower than even with the middle of the nametape. A single knife with clip may be secured inside a trouser pocket with the clip exposed provided no more than the clip is exposed and the knife is a subdued or matte color. All other zippers will be completely closed.

The coat will not extend below the top of the cargo pocket on the pants, and it will not extend higher than the bottom of the side pocket on the pants.

Users are not authorized to blouse the trousers inside the boots during the execution of flight crew duties.

23.20. Organizational Clothing and Equipment. Organizations issue items listed in Allowance Standard 016. The clothing remains the property of the organization. It meets unique functional or work requirements and includes both distinctive and functional clothing items. Members may sew reflective tape on organizational clothing and equipment or use Velcro® on jackets so they can remove it during contingencies. Functional clothing items such as parkas, protective footwear, specialized winter flight

clothing will be issued as required. MAJCOM or Installation Commanders will prescribe wear instructions in supplements to this directive.

Informal Uniform. Members of the Air Force Honor Guard, Base Honor Guard, Air Force Band and the Regional Band, Air Force Recruiters, Air Force Chaplains and Religious Affairs Airmen, Fitness Center Staff, World Class Athletes, and enlisted Aides are authorized to wear an informal uniform if approved by applicable unit commander. Personal grooming and accessory standards apply while wearing an informal uniform.

Shirts. Shirts will be short or long-sleeve, dark blue polo-style, with the officially recognized "U.S. AIR FORCE" contemporary symbol on front upper-left chest. White undershirts will be worn and must be a V-neck or athletic style tank top. With the exception of enlisted aides, functional identification will be monogrammed in white (all capital letters) on the left sleeve, above the elbow, of both the short and long sleeved shirts. The following functional identifications will be used:

"USAF HONOR GUARD" or "BASE HONOR GUARD"

"USAFA BAND" or "REGIONAL BAND"

"USAF RECRUITER"

"USAF CHAPLAIN" or "USAF RELIGIOUS AFFAIRS"

"FITNESS CENTER" or "WORLD-CLASS ATHLETE"

Nametag. Nametags will be brushed silver with rank and last name.

Occupational Badges. Occupational badges are optional for wear. If worn, they will be centered 1/2-inch above the nametag.

Trousers. Trousers will be with or without cuffs and pleats and khaki in color (shorts are not authorized).

Belt. Belt will be black with black or silver buckle.



Figure 23.55. Informal Uniform

Footwear. Wear solid black socks with plain black business casual low quarters or plain black athletic style shoes.

Headgear. A dark blue watch or baseball cap with "USAF" logo may be worn when outdoors.

Outer Garments. Airmen may wear a dark blue jacket with a removable fleece liner and a small "USAF" logo on the wearer's upper left chest.

Cold Weather Accessories. Cold weather accessories may be worn without wearing authorized outer garments when outdoors.

Gloves. If worn, gloves will be black. They will be leather, knitted, tricot or suede, or a combination of leather, knitted, tricot, and suede.

Scarf. A black knit scarf may be worn with uniform or outer garments and must be tucked in when worn with outer garments.

Earmuffs and Cold Weather Headbands. Black earmuffs or headbands may be worn with the uniform and all authorized outer garments. Earmuffs may wrap around either the top or rear of the head.

Security Forces.

Blue Beret. Defenders must wear the beret when posted at Installation access control points, as a Law Enforcement patrol, or when performing squadron or higher staff functions. Commanders may designate wear of the Blue Beret at all times when in garrison with all authorized uniforms. During inclement or extreme weather, commanders should authorize the wear of the appropriate head gear based on the current weather conditions (e.g., when temperatures are below 32 °F, the coyote brown watch cap is authorized). Position headband straight across the forehead, 1-inch above the eyebrows. Drape the top toward the right ear and the stiffener. Align cloth flash above the left eye. Adjust

ribbon for comfort, tie in a knot, and tuck inside or cut-off. The SF full cloth flash will be sewn to the center of the stiffener, 1/4-inch above and parallel to the headband. enlisted personnel wear the SF flash with SF insignia. Officers wear the plain (no insignia) SF flash and affix regular-size bright metal rank insignia centered on the flash. SF berets are worn while performing duties in control AFSC 31PX or 3P0XX billets. Airmen who permanently cross train out of the AFSC 31PX or 3P0XX will not wear the SF shield and beret. **Exception:** Continue to wear SF shield and beret together while attending professional military education and assigned to joint positions, instructor, and recruiting duties, or as approved by the HAF Security Forces Directorate (AF/A4S). Airmen may continue to wear their beret while performing special duty assignments and developmental special duty assignments (DSDs) outside of their primary AFSC. This includes Professional Military Education (PME), joint positions, instructors, recruiters, HAF, MAJCOM, NAF, DRU and FOA staff positions, and command positions (e.g., command chief, wing, group and squadron commanders, superintendents/senior enlisted leaders and First Sergeants).

OCP Ball Caps or Patrol Caps. Security Forces commanders may designate the wear of OCP ball cap or Patrol Cap for all other base defense posts not already listed in DAFI 36-2903, paragraph 10.3.1, during SF training events, when a subdued appearance is required (e.g., while in the field or deployed, or in extreme hot weather climates where the wear of the beret may result in a heat related injury.)

Berets, OCPs ball caps, or Patrol Cap (when authorized) will be worn while posted outdoors unless in an area designated as a “no hat” area. When responding to indoor situations, armed Security Forces (SF) personnel should wear the appropriate headgear based on the overall situation (e.g., Tactical Helmet for hostile situations, and either the Beret or OCP ball cap for situations where hostilities are not expected.)

Daily Uniform. Defenders posted at the Installation access control points wear the uniform of the day; however, during special events or when directed by the Security Forces commander, Defenders posted at the Installation access control points and MAJCOM elite guards may wear the following uniforms and associated items:

Dress Uniform. Beret with SF flash, bloused boots with white laces or low quarters, plain white ascot (with or without MAJCOM crest) and the issued nylon web gear or nylon duty belt.

OCP. Beret with SF flash, white or OCP patterned ascot (with or without MAJCOM crest) and the standard duty belt or plate carrier.

Brassard. When authorized, the following colors will be utilized: blue with gray lettering, black with white lettering, tan with black lettering, or as deemed appropriate for the specific area of responsibility. May be worn by augmentees performing security forces duties when authorized by the Defense Force Commander.

Lightweight Blue Jacket. When authorized, defenders may wear the Aircrew Style Name Patch (YACC-89-3) on the left side of the jacket. Officers wear the bright metal rank insignia on the epaulets of the jacket. Do not wear with service dress, maternity smock, and coat or OCP uniforms.

Raincoat, Cap Cover, Rubber Boots. Wear in inclement weather only. Must wear yellow outer garments or reflective safety vest, black boots when performing traffic or pedestrian control.

White Gloves. Worn when Security Forces commander authorizes.

Shield. Security Forces shield is worn while performing duties in control AFSC 31PX or 3P0XX billets only. Wear of the shield with the Mess Dress Uniform is optional. Exception: Continue to

wear SF shield and beret together while attending professional military education and assigned to joint positions, instructor and recruiting duties, or if otherwise approved by AF/A4S.

23.21. Flight Attendant Uniforms. The flight attendant uniform is a conservative, civilian style, dark blue or black suit or dress. All uniform items will have a tailored fit, not exceedingly loose or tight. Uniform fit, to include length, will be in accordance with requirements of similar service uniform (Class B) items contained in DAFI 36-2903. Uniform items will be worn with like colors only.

Shirt/Blouse. Solid white conservative commercial style, button-down, collared shirt. May wear long or short sleeves. Sleeves may be rolled up only while working in the galley or cargo compartment.

Dress. Dark blue or black commercial style, double or single-breasted coatdress, polyester wool blend. Wear nametag on the wearer's left side.

Skirt. Dark blue or black commercial straight style, polyester, or poly-wool blend. If made with belt loops, belt must be worn.

Slacks/trousers. Dark Blue or black commercial style, polyester, poly-wool blend, full cut, and straight hanging that matches the fabric and shade of the blazer. Trousers will be with a trim-fit, that do not bunch at the waist or bag in the seat. The front of the trouser legs will rest on the front of the shoe or boot with a slight break in the crease. The back of the trouser legs will be ⅞-inch longer than the front.

Cardigan Sweater. Dark blue or black conservative commercial style. Embroider name on wearer's left side or wear nametag . Do not wear as an outer garment away from the airplane. May be worn under the blazer; during flight, wear the blazer, vest or cardigan with slacks or skirt in the passenger cabin.

Blazer. Dark blue or black commercial style double or single-breasted, polyester wool blend. Wear nametag on the wearer's left side. Wear the blazer with slacks or skirt during passengers' arrival and departure; during flight, wear the blazer, vest, or cardigan in the passenger cabin. Blazer may be worn as an outer garment when away from the aircraft.

Vest. Dark blue or black conservative commercial style. Wear nametag on the wearer's left side. Do not wear as an outer garment away from the airplane. May be worn under the blazer; during flight, wear the blazer, vest or cardigan with slacks or skirt in the passenger cabin.

Nametag. 3-inches long and 5/8-inches wide with 1/4-inch lettering. Shiny or brushed brass-colored finish. Worn on the wearer's left side of the blazer, vest, apron, and dress. Will contain the Air Force Logo and individual's first name.

Ties. Must be conservative, plain moderate commercial style; predominate tie color will be red, blue, or gray, but may be conservatively patterned. Purchase through authorized uniform vendors. Males must wear with the collared shirt. Females must wear a tie, scarf, or pearls. Examples of unauthorized patterns include characters, emblems, and holiday themed.

Tie Clasp/Tie Tack (Optional). Must be conservative in style and in good taste.

Shoes/Belt. Will be black, conservative and comply with military dress requirements in DAFI 36-2903.

Overcoat. Dark blue or black commercial style similar to the topcoat/all-weather coat in DAFI 36-2903, paragraph 7.1.5. May be worn anytime required by the climate. Remove rank insignia when wearing the military overcoat with the Flight Attendant uniform.

Utility Shirt (Optional). Dark blue or black polo-styled shirts may be short or long- sleeve. If

worn, wear with a white V-neck or an athletic style tank top undershirt. May wear during airplane up/download; make every effort to change prior to passenger arrival. May also wear with khakis as a casual uniform on certain support missions.

Apron (Commercial Style). Wear a dark blue or black commercial style bib or tie closure commercial style apron. Airmen may embroider first name on left side (see Chef's Coat in DAFI 36-2903, paragraph 10.4.15.). For galley wear on single flight attendant crewed airplanes only, may be worn in the cabin during meal service; if worn in cabin, must wear a nametag or embroidered name.

Chef's Coat (Optional). Solid white commercial style double-breasted chef's coat (Long sleeved French cuff or 3/4 sleeve), free of design or colored trim with straight neck collar (mandarin/banded/straight stand-up style). Embroider coat with first name over wearer's left breast pocket in 1/2-inch high, cursive style, dark blue lettering. Only wear in the galley.

89th Special Airlift Mission. Authorized to wear a distinctive lightweight blue jacket with the words SPECIAL AIR MISSIONS embroidered in white on the wearer's right side arched over the top of a red SAM Fox embroidered insignia. Officers will place rank insignia on epaulet, 5/8-inch from shoulder seam. Enlisted will sew on rank as outlined in DAFI 36-2903, paragraph 7.1.3.2. Embroider the first and last name in white on the left side even with the SAM Fox insignia.

Scarves. Scarf color will be uniform for each day of the mission and purchased through authorized uniform vendors. Must be conservative commercial style (20"x20" or 56"x13" size). Predominant colors will be red, blue, or gray, but may be patterned in accordance with tie guidance. Females must wear a tie, scarf, or pearls. Size will be 7mm, 16"-18" long and knotted in between each pearl.

23.22. Medical Scrubs. Surgical Scrubs will not be worn outside except during emergency situations such as fires or evacuations. **Exception:** Ambulance crews when authorized by the Medical Treatment Facility Commander. Surgical Scrubs worn in the surgical theater will meet established infection control procedures. Remove shoe covers, caps and masks when leaving areas where they are required to be worn. Scrubs are a utility uniform, but do not wear to and from work. Members will change out of their duty uniform into scrubs at the start of their duty day and back into their duty uniform at the end of their duty day.

Shirt. Military Treatment Facility Commander authorizes and procures solid conservative color surgical scrub shirts that match the color of the surgical scrub pants. Do not wear the shirt in combination with any military uniform item or with civilian clothing. The shirt may have a left breast pocket. The shirt can be worn tucked in or left out.

Rank. Center metal rank insignia 1/2-inch above the nametag.

Nametag. Center blue nametag be centered on the right side of the shirt with the bottom edge parallel to the top of the left breast pocket or in the same relative position if no pocket.

Hospital/Organizational ID. Display the hospital ID on the upper left pocket or clipped to the shirt.

Pants. Military Treatment Facility Commander authorizes and procures solid conservative color surgical scrub pants that match the color of the surgical scrub shirt. Do not wear the pants in combination with any uniform item or with civilian clothing. The pants may have a drawstring or elastic waist.

Undergarments. Men must wear underpants; women must wear bra and underpants. May be commercially procured. Undershirts will be tucked in, and sleeves will not extend past the scrub shirt.

Footwear. White or Black. Socks must be same color as footwear.

Outer Garments. Airman may wear a lab coat or smock as designated by the Medical Treatment Facility Commander.

23.23. Equestrian Competition Service Dress Configuration. Wear the Equestrian Competition Service Dress configuration during competitions to include Dressage and Jump. The uniform is only authorized for formal competitions where the governing organization specifically authorizes military uniform wear, such as those sponsored within the governance of the United States Equestrian Federation.

Coat. The Service Dress coat is used in full configuration as outlined in DAFI 36-2903, Chapter 4, with no changes. For wear and description see DAFI 36-2903, paragraphs 4.5.1.1 through 4.5.2. All accessories and medals should be like-new and clean. Any awards presented (medals or ribbons of any kind) may be worn for the duration of the award ceremony and during the time of the competition.

Pants. Wear white riding breeches without design or ornamentation. Jodhpurs are not authorized with uniform configuration.

Belt. The belt must not show under Service Dress.

Footwear. Boots are tall, over the calf riding black leather boots with minimal visible stitching and no metal or decorative ornamentation. Low heel, not to exceed 2-inches. Spurs should be silver and non-ornamental.

Headgear. Wear a plain black or dark blue safety helmet while competing.

Gloves. Black or dark blue, solid color gloves made of any material are authorized.

23.24. Miscellaneous Uniforms.

Campaign hats.

Special Operations Units. Campaign (Air Commando) hat, with one edge rolled, may only be worn while at heritage events with a specified time and place designated by the commander. The Air Commando hat may be worn with the OCP, FDU and 2PFDU.

Basic Military Training Instructor. Campaign (bush) hat worn with service dress (Class A), service uniform (Class B), and OCP.

Defense Language Institute English Language Center Instructors. Maroon campaign hat.

Berets.

Airmen authorized to wear a beret will affix an applicable flash devise, blouse trousers and combat boots with all Class A (blues) uniform combinations except semi- formal and mess dress uniforms. Officers will also wear the metal style, miniature military rank centered and immediately below flash device on beret. The lower most edge of the rank will be level with and immediately next to the top edge of the black border trim. The flash device will be positioned centered and no more than 1/8-inches above metal rank. When positioned, flash device will not cover rank and rank will not cover black border trim.

Airmen may continue to wear their beret while performing special duty assignments and DSD assignments outside of their primary AFSC. This includes PME, joint positions, instructors, recruiters, HAF, MAJCOM, NAF, DRU & FOA staff positions, and command positions (e.g., command chief, wing, group and squadron commanders, superintendents/senior enlisted leaders and First Sergeants).

Beret Colors.

Pararescue Personnel and Combat Rescue Officers (CRO*)* wear a maroon beret.

Survival, Evasion, Resistance, and Escape (SERE) Specialists wear a pewter green beret.

Combat Control Team (CCT) Personnel and Special Tactics Officers (STO) wear a scarlet beret.

Weather Parachutist and Special Reconnaissance wear a pewter gray beret.

Tactical Air Control Party (TACP) wear a black beret with TACP cloth flash, TACP crest, and bloused trousers with combat boots. TACP Officers with a core AFSC of 19ZXB will wear the Black beret with TACP crest and metal style, miniature military rank insignia which will be worn on the black beret centered and immediately below TACP crest on cloth flash. The lower most edge of the rank will be level with the red boarder of the cloth flash. The TACP crest will be positioned centered in the upper 2/3 portion of the cloth flash above metal rank insignia. When positioned, TACP crest will not cover rank and rank will not cover red border trim of cloth flash. Do not wear beret or bloused trousers with combat boots with semi-formal or mess dress uniforms. If the TACP Officer Career Field Manager grants written approval, rated officers serving in a Unit Type Code and assigned to an Air Support Operations Squadron or Air Support Operations Group may wear the black beret with cloth flash and rank.

Security Forces wear a blue beret. Please reference DAFI 36-2903, paragraph 10.3.1 for wear instructions.

89th Special Airlift Mission. Authorized to wear a distinctive lightweight blue jacket with the words SPECIAL AIR MISSIONS embroidered in white on the wearer's right side arched over the top of a red SAM Fox embroidered insignia. Rank insignia for officers will be placed on epaulet, 5/8-inch from shoulder seam. Sew enlisted rank on the sleeves. Embroider the first and last name in white on the left side even with the SAM Fox insignia.

Presidential Airlift Group. Authorized to wear a distinctive lightweight blue jacket. Rank insignia for officers and enlisted will be placed on epaulet, 5/8-inch from edge. Place the presidential patch on front right side of jacket. Embroider "Air Force One" in white above the patch and the first and last name in white on the left side even with the patch.

Presidential Logistics Squadron (PLS). Authorized to wear a navy-blue utility uniform. name and USAF tapes will be navy blue with white embroidered letters. Occupational badges will be navy blue with white embroidering. Center USAF tape immediately above left breast pocket. Center name tape immediately above right breast pocket. Place the presidential patch on right side, 1/2-inch above nametape. The distinctive lightweight blue jacket is authorized for wear with the utility uniform and all service uniform (Class B) combinations. **Note:** A blue Gore-Tex jacket with the presidential patch on the right side shall be worn with the utility uniform only. Wear a blue-cloth, white embroidered rank insignia the front tab of the Gore-Tex jacket. The PLS will wear a navy-blue crew-neck undershirt with the Presidential Logistics logo on the left side of chest.

Leather A-2 Flying Jacket. Wear Leather A-2 flying jacket with Class B service uniform (not Class A service dress uniform), hospital whites, or flight duty uniforms. Do not wear with civilian clothes. Exception: The Secretary and Under Secretary of the Air Force wear the leather A-2 flying jacket with civilian clothes. Attach MAJCOM patch and nametag with Velcro. Name tape is 2 x 4-inches, brown or black leather or simulated leather. Emboss with wings or qualifying badge, first and last name, rank, and USAF. Members may add an inside pocket, at their expense, when it does not detract from the external appearance. The wing and star patch may be worn by individuals not assigned to a MAJCOM. **Note:** 4-Star Generals, regardless of their Air Force Specialty Code, may wear the leather A-2 flying jacket. For wear and description see DAFI 36-2903, paragraph 9.5.2 through 9.5.2.3.

Aiguillettes. Aiguillettes distinguish officer aides and attachés. The aide to the President and Vice

President of the U.S., White House social aides, aides to the Secretary and Deputy Secretary of War and aides to foreign heads of state, wear aiguillette on the right; other aides and attachés on the left.

Aiguillette for General Officer Aides. Ceremonial, silver, single loop, chrome tip with raised "wing and star" emblem. Wear the open-end loop aiguillette under the epaulet, grounded to the left shoulder seam when wearing service dress uniforms. For mess dress: silver, double loop, two chrome tips with raised "wing and star" emblem. Wear the open- end loop aiguillette under the epaulet, grounded to the left shoulder seam. Pin the closed loop under the left lapel even with the second stud on the shirt so that the chrome tips hang naturally along the lapel.

Aiguillette for Enlisted Aides. Ceremonial, silver, single loop, chrome tip with raised "wing and star" emblem. Wear closed end loop aiguillette on top of epaulet, grounded to left shoulder seam when wearing service uniform (Class A) and grounded to shoulder seam when wearing service dress, semi-formal or mess dress uniforms.

Chaplains. Chaplains may wear religious regalia, traditional garments, or civilian attire to conduct chapel-led functions and worship services. The senior Wing/Delta/DRU Chaplain may authorize appropriate civilian attire for Religious Affairs Airmen supporting chapel-led functions and worship services.

AFOSI Agents. SPECIAL AGENT tape is worn on the OCP above name in lieu of rank. AFOSI Agents do not wear rank except as directed by AFOSI/CC.

Chief Master Sergeant of the Air Force (CMSAF). Authorized to wear tie tack or clasp with CMSAF grade insignia, tie tack or cuff links with an "eagle and wreath" design. CMSAF will wear "eagle and wreath" design emblem on service cap and "wreath" encircled U.S. insignia on service coat.

The immediate staff of the Secretary of the Air Force, Air Force Chief of Staff, Chief Master Sergeant of the Air Force, Chairman of the Joint Chiefs of Staff (CJCS), Vice Chairman of the Joint Chiefs of Staff (VCJCS), and Senior Enlisted Advisor to the Chairman (SEAC) are authorized to wear specialized nametags containing their respective flag on their blues shirts.

2X-Series AFSCs Shorts. Commanders of Airmen in these AFSCs may authorize wear of dark blue shorts in lieu of the Operational Camouflage Pattern (OCP) trousers in industrial areas, such as the flight line, hangars, warehouses, or dock areas outside of climate- controlled environments and when the ambient high temperature is forecast to meet or exceed 80 degrees Fahrenheit. Note: The dark blue shorts will not be worn anywhere outside the prescribed duty location to include during transit to and from the duty location; however, short- duration trips into flight line adjacent work centers with the intent of returning to the defined industrial areas is acceptable.

The only dark blue shorts authorized for wear will be purchased/issued through the Defense Logistics Agency's Tailored Logistics Support Program at https://www.dla.mil/TroopSupport/ConstructionandEquipment/Spec-Ops-marine-lifesaving/. They are certified as fully compliant with all specifications. No other suppliers are approved for organizational/unit purchases.

Shorts will only be worn with coyote brown or Tan 499 T-shirt tucked in. Do not mix with other OCP clothing articles. Wear DLA-issued green socks or coyote brown socks; socks will extend slightly above the boot top.

Process additional AFSC's exception to this wear policy requests policy through the applicable HAF career field manger to the AF/A1PA Workflow Box (AF.A1PA.workflow@us.af.mil) for processing.

Maintenance Duty Uniform (MDU). Commanders of Airmen in these AFSCs 1D, 2A, 2F, 2G, 2M, 2P, 2S, 2T, 2W, 3E, and 1P may authorize Airmen to wear the sage MDU. The sage color MDU will be unit funded as organizational clothing and equipment. MDU will be worn with name tape, service tape and rank along with the higher headquarters patch on the left sleeve and a subdued U.S. flag and organizational patch on the right sleeve. Note: Duty identifiers, as applicable may be worn on the left sleeve. The coyote brown t-shirt, OCP patrol or tactical cap, coyote brown or green socks, and coyote brown combat boots, are worn with the uniform. The MDU will not be utilized for office work environments, non-industrial or non-labor taskings. The MDU is authorized for wear when transiting from home to duty location, off base short convenience stops, eating at restaurants where people wear comparable civilian attire and all locations on installations. It must be worn in serviceable condition. Do not wear off base to eat in restaurants where most diners wear business attire or at establishments that operate primarily to serve alcohol. Local coverall variants are still authorized but only in work centers and on the flight line.

23.25. Religious Accommodation. See DAFI 52-201, *Religious Freedom In The Department of The Air Force* for guidance on how to make a religious accommodation request from Grooming and Personal Appearance standards.

Dress and Appearance Waivers. Only AF/A1, AF/RE, NGB/CF or USSF/S1 as applicable may grant exception to policy of dress and personal appearance standards for religious accommodation not otherwise delegated to lower commanders. The approval memorandum will outline any conditions or limitations. Religious accommodation and appearance exception to policy waivers extend to temporary duty and subsequent permanent duty assignment locations.

Airmen and Guardian's Wing/Delta Commander or equivalent (O-6/GS-15 and above) may approve the following indoor/outdoor religious head coverings: 1) hijab, 2) kippah/yarmulke, and 3) kufi. MAJCOM//FLDCOM/C-FLDCOM/FOA/DRU commanders and NGB/A1 are the approval authority for only the following dress and appearance religious accommodation request: the wear of religious regalia wear for honorees during military ceremonies (e.g., retirements, promotions, reenlistments) or during community outreach events. All other requests require AF/A1 or SF/S1 decision as applicable. If a service member has multiple requests and the decision authority for one is at a lower level, send all requests up to the higher-level decision for resolution with lower-level authority recommendations. All approved religious accommodations should be worn in a neat and conservative manner (defined as, discreet, tidy, and not dissonant or showy in style, size, design, brightness, or color). Airmen and Guardians with an accommodation permitting the following faith practices must adhere to the following standards:

Hijab (Head Scarf). An accommodated Airman may wear a hijab (head scarf) made of a subdued material in a color that closely resembles the assigned uniform (generally black, brown, green, tan, or navy blue as appropriate). The material will be free of designs or markings, except that an Airmen wearing the OCP may wear a hijab in a camouflage pattern matching the uniform. When directed by a commander, the Airman may be required to wear a hijab made of fire-resistant material. The hijab will be worn in a neat and conservative manner that presents a professional military image and well-groomed appearance. The hijab must be closely fitted to the contours of the head and neck and may not cover the eyebrows, eyes, cheeks, nose, mouth, or chin. The bottom edges of the hijab will be tucked under the Airman's uniform top and all required headgear will still be worn. Hair underneath the hijab must be worn in a hairstyle authorized for the Airman according to DAFI 36-2903, paragraph 3.1.3. The bulk of the Airman's hair and hijab may not impair the ability to wear protective equipment; impede the ability to operate an assigned weapon, military equipment, or machinery; or interfere with the ability to perform the assigned military duties.



Figure 23.56. Hijab

Beards. An accommodated Airmen or Guardian's beard (which include facial and neck hair) must be maintained to a bulk not to exceed 2-inches when measured from any point on the neck, chin, or cheeks. Beard hair exceeding 2-inches in bulk, when measured from the bottom of the chin, must be rolled and/or tied to achieve the required 2-inch bulk. Beards should follow the natural contours of the face and be groomed in a neat and conservative manner that presents a professional military image and well-groomed appearance (e.g., reduce fly-aways, hairs smoothed in a downward direction). Airmen and Guardians may use styling products to groom or hold the beard in place and may use accessories such as a clear plastic band, hair tie, or bobby pin to roll or tie the beard in place. If used, hair accessories should be clear or match the wearer's beard color, should not be visible when rolled or tied, and present no safety concerns (e.g., Scrunchies are not authorized). Do not use petroleum-based products if wearing a protective mask. The bulk of an Airman or Guardian's beard may not impair the ability to operate an assigned weapon, military equipment, or machinery. A mustache worn with a beard may extend sideways beyond the corners of the mouth to connect with the beard but must be trimmed or groomed to not cover the upper lip.



Figure 23.57. Beard

Turban and Under-Turban. An accommodated Airman may wear a turban (or under- turban or patka, as appropriate) made of a subdued material in a color that closely resembles the headgear for an assigned uniform. Wing commanders may designate conditions where the under-turban will be worn instead of the turban. The turban or under-turban will be worn in a neat and conservative manner that presents a professional military image and well-groomed appearance. The material will be free of designs or markings. **Exception:** Airmen and Guardians wearing an OCP uniform are authorized to wear a turban or under-turban in a camouflage pattern matching the uniform. When directed by a commander, the Airman may be required to wear an under-turban made of fire-resistant material. Unless duties, position, or assignment require an Airman to wear protective headgear, Airmen granted this accommodation are not required to wear military headgear in addition to the turban or under- turban. For officers only, pin-on rank will be displayed on the turban or under-turban when worn in circumstances where military headgear is customarily worn and removed in circumstances where military headgear is not customarily worn, such as indoors or in no-hat/no-salute designated areas. Hair worn under the turban or under-turban is not subject to DAFI 36-2903, paragraph 3.1.2 standards but may not fall over the ears or eyebrows or touch the collar while in uniform. When Airmen wear protective headgear with the under-turban, reposition the bulk of the hair to ensure proper fit.



Figure 23.58. Turban/Under Turban

Regalia. May be worn in uniform by honoree during military ceremonies, including but not limited

to re-enlistments, retirements, special award ceremonies, promotions, and for attendees during community outreach events. If the event is outdoors, accommodated Airmen wearing regalia headgear (e.g., beaded medicine wheel with Eagle Plum, beaded headband, etc.) are not required to wear military headgear if it interferes with the wearing of the regalia.

23.26. Badges and Specialty Insignias.

Badges. The total number of occupational, qualification or skill badges worn will not exceed four in any uniform combination. The commander's pin insignia does not count as one of the four badges. If earned, wear only one foreign badge (see DAFI 36-2903, paragraph 5.1.5.1.5.3 for additional information). No more than a combined total of two chaplain, aeronautical, space, cyberspace, missile operations, multi-domain warfare or occupational badges will be worn on the wearer's left.

Badges for service dress uniforms will be shiny, metallic except the heritage aeronautical wings which may have an oxidized satin finish. OCP badges will be embroidered. Members are highly encouraged to wear their current occupational badge. When awarded, chaplain, aeronautical, space, cyberspace, multi-domain warfare and missile operations badges are mandatory and will always be worn in the highest position. When more than one aeronautical, space, cyberspace, multi-domain warfare or missile operations badge is authorized, wear the badge that reflects the current job or billet in the highest position and the second and subsequent aeronautical, space, multi-domain warfare or cyberspace badges become optional. If the chaplain badge is worn in conjunction with aeronautical, space, multi- domain warfare or cyberspace badge, then the chaplain's badge will be in the higher position.

Aeronautical, space, cyberspace, multi-domain warfare and missile operations badges are equal in precedence. Parachutist wings are optional; however, when worn will be placed above an occupational badge or below a chaplain, aeronautical, space, multi-domain warfare or cyberspace badge. All other occupational badges are optional.

All occupational badges worn will be the same size; miniature, or regular Exception: Aeronautical, space, cyberspace, multi-domain warfare and Explosive Ordnance Disposal (EOD) badges may be a different size than an occupational badge; however, multiple aeronautical, space, cyberspace, multi-domain warfare, and EOD badges will be the same size. Additionally, miniature wings may be worn with a regular size occupational badge, or regular size medical badge.

Placement of Badges.

OCP uniform. A maximum of four occupational, qualification, or skill badges are worn on the left side of the uniform front above the U.S. Air Force tape located above the left breast pocket. Wear authorized embroidered cloth badges on the OCP. Wear of current Air Force occupational badge(s) are mandatory if sister services badges are worn. Do not wear metal pin-on qualification badges of sister services on the OCP uniform.

Formal and Mess Dress uniform (males and females). Center occupational, qualification, or skill badge 1/2-inch above top row of medals or when not authorized medals, midway between shoulder and top button. Wear second badge centered 1/2-inch above first badge, when authorized.

Semi-Formal Dress uniform (males and females). Wear all or some ribbons and devices. The first occupational, qualification, or skill badge will be centered on the wearer's left 1/2-inch above the top row of ribbons. Center additional badge 1/2-inch above the first one.

Service Dress uniform (Class A) (males and females). Wear all or some ribbons and devices. The first occupational, qualification, or skill badge will be centered on the wearer's left 1/2-inch above the top row of ribbons. Center additional badge 1/2-inch above the first one. When not authorized ribbons for wear, center badge parallel to the name tag. Center additional badge 1/2-

inch above the first one.

Service uniform (Class B) (males and females). Ribbons are optional; wear all, some or no ribbons and devices. The first occupational, qualification, or skill badge will be centered on the wearer's left 1/2-inch above the top row of ribbons. If no ribbons are worn, females will center badge parallel to the name tag; males will center badge 1/2-inch above the left pocket. Center additional badge 1/2-inch above the first

Placement of Duty and Miscellaneous Badges. The wear of these badges is optional. Note: No more than four total badges will be worn at one time. This does not include the command insignia pin.

Formal and Mess Dress uniform (males). Miniature duty badges will be worn. The first duty badge will be centered on the wearer's left 1/2-inch below the bottom row of medals. The second badge will be worn on the wearer's right in the same relative position as the badge worn on the wearer's left. The third badge will be worn centered on the wearer's right, adjacent to the bottom row of medals. The missile or excellence-in-competition badges are worn on the wearer's left, 1/2-inch below the bottom row of medals. Move any duty badge(s) to the wearer's right side, in the same relative position as the badge worn on the wearer's left. Current commanders wear the command insignia pin on the wearer's right side, centered, adjacent to top of medals. Graduated commanders position insignia on the wearer's right side, adjacent to bottom row of medals. If three duty badges are worn with command insignia pin, place command insignia pin 1/2-inch above third duty badge (current commander) or 1/2-inch below third duty badge (graduated commander). The command insignia pin is mandatory for current commanders and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below.

Formal and Mess Dress uniform (females; including maternity). Miniature duty badges will be worn. The first duty badge will be centered on the wearer's right, adjacent to the member's medals on the wearer's left. The second badge will be worn on the wearer's right, adjacent to the medals to the left side, centered and spaced 1/2-inch apart from the first badge. The third duty badge will be worn on the wearer's right, 1/2-inch above and centered on the first two duty badges. The missile or excellence-in-competition badges are worn on the wearer's right, in the same relative position as the member's medals on the wearer's lefts. If a duty badge is being worn on the wearer's right, move the missile or excellence-in-competition badges to the wearer's left, 1/2-inch below the bottom row of medals. Current commanders center command insignia pin on wearer's right side, adjacent to occupational badges worn on wearer's left. Graduated commander's center commander insignia pin on wearer's right, in a relative position, adjacent to medals worn to the wearer's left. If duty badges are worn, current commanders center command insignia pin 1/2-inch above a single duty badge. If worn with two duty badges, position command insignia pin 1/2-inch above and centered on the two duty badges, with both duty badges evenly spaced 1/2-inch apart. If worn with three duty badges, position command insignia pin 1/2-inch above and centered on the third duty badge. If member is a graduated commander, center command insignia pin 1/2-inch below a single duty badge or centered 1/2-inch below duty badges, if wearing two or three duty badges. The command insignia pin is mandatory for current commanders and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below.

Semi-Formal uniform (enlisted males). Regular duty badges will be worn. The first duty badge will be on the wearer's left 1 1/2-inch below top of welt pocket and centered. The second badge will be worn on the wearer's right in the same relative position as the badge worn on the wearer's left. The third duty badge will be worn on the wearer's right centered between the arm seam and lapel. The bottom of the third duty badge will be parallel with the bottom row of ribbons. The missile and or excellence-in-competition badges are only worn 1 1/2-inch below top of welt pocket and

centered. Move duty badge to wearer's right if authorized to wear a duty badge and the missile and/or excellence-in-competition badge(s).

Semi-Formal uniform (enlisted females). Large duty badges will be worn. The first duty badge will be on the wearer's right, centered between arm seam and lapel, with bottom edge of badge parallel with top of welt pocket. The second badge will be worn on the wearer's right in the same relative position as the member's ribbons on the wearer's left side and centered and spaced 1/2-inch apart from the first badge. The third badge will be worn on the wearer's right, placed 1/2-inch above and centered on first two duty badges. The missile or excellence-in-competition badge(s) are worn on the wearer's right, centered between arm seam and lapel, in the same relative position as the member's ribbons on the wearer's left. If a duty badge is being worn on the wearer's right, move the missile or excellence-in-competition badge to the wearer's left, 1 1/2-inch below top of welt pocket and centered.

Semi-Formal uniform (enlisted maternity). Large duty badges will be worn. The first duty badge will be worn on the wearer's right in the same relative position as the member's ribbons on the wearer's left side. The second badge will be worn on the wearer's right in the same relative position as the member's ribbons on the wearer's left side, centered and spaced 1/2-inch apart from the first badge. The third badge will be worn on the wearer's right, placed 1/2-inch above and centered on first two duty badges The missile or excellence-in-competition badge(s) are worn on the wearer's right, centered between arm seam and lapel, in the same relative position as the member's ribbons on the wearer's left. If a duty badge is worn on the wearer's right, move the missile or excellence-in-competition badge to the wearer's left, centered 1 1/2-inch below ribbons.

Service Dress uniform (males). Large duty badges will be worn. The first duty badge will be centered on the wearer's left 1 1/2-inch below top of welt pocket and centered. The second badge will be worn on the wearer's right 1 1/2-inch below the name tag. If authorized, center a third badge 1/2-inch above the name tag. The missile badge is only worn 1 1/2-inch below top of welt pocket and centered. Move duty badge to wearer's right if authorized to wear a duty badge and the missile badge. The excellence-in-competition badge is only worn centered on the left welt pocket. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag for current commanders, centered 1/2-inch below name tag for graduated commanders. If duty badge is worn on the wearer's right side with command insignia pin, center duty badge 1/2-inch above command insignia pin (current commander) or center duty badge 1/2-inch below command insignia pin for graduated commander. The command insignia pin is mandatory for current commanders on all blue uniforms and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below. See **Figure 23.59**.

Service Dress uniform (females). Large duty badges will be worn. The first duty badge will be centered on the wearer's right, 1/2-inch above the name tag and centered. The second badge will be worn 1/2-inch above the name tag and centered and spaced 1/2-inch apart from the first badge. The third duty badge will be centered and spaced 1/2-inch above the first 2 duty badges. If duty badge(s) are worn, the missile or excellence-in-competition badge(s) will only be worn on the wearer's left, 1 1/2-inches below the top of the welt pocket. If no duty badge(s) are worn, the missile badge and/or excellence-in-competition badge is worn on the wearer's right, 1/2-inch above name tag. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag for current commanders or centered 1/2-inch below name tag for graduated commanders. If wearing one duty badge with command insignia pin, (current commanders) center duty badge 1/2-inch above command insignia pin. If two duty badges and the (current) command insignia pin are worn together, place command insignia pin 1/2-inch above name tag and place both duty badges 1/2-inch above command insignia pin, centered and spaced 1/2-inch apart. If wearing three duty

badges with command insignia pin (current commanders), add the third badge 1/2-inch above and centered on the first two duty badges. The command insignia pin is mandatory for current commanders and maybe worn by all eligible commissioned officers in the rank of Colonel (O-6) and below. See **Figure 23.60**.



Single Duty Badge Configuration



Two Duty Badge Configuration



Three Duty Badge Configuration

Figure 23.59. Male Service Dress Duty Badge Configuration Examples



Single Duty Badge Configuration



Two Duty Badge Configuration



Three Duty Badge Configuration

Figure 23.60 Female Service Dress Duty Badge Configuration Examples

Service Dress uniform (maternity). Large duty badges will be worn. The first duty badge will be centered on the wearer's right, 1/2-inch above the name tag and centered. The second badge will be worn 1/2-inch above the name tag and centered and spaced 1/2-inch apart from the first badge. The third duty badge will be placed 1/2-inch above and centered on the first two duty badges. If duty badge(s) are worn, the missile or excellence-in-competition badge(s) will only be worn on the wearer's left, 1 1/2-inches below the bottom row of ribbons. If no duty badge(s) are worn, the missile badge and/or excellence-in-competition badge is worn on the wearer's right, 1/2-inch above name tag. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag

for current commanders or centered 1/2-inch below name tag for graduated commanders. If wearing one duty badge with command insignia pin, (current commanders) center duty badge 1/2-inch above command insignia pin. If two duty badges and the (current) command insignia pin are worn together, place command insignia pin 1/2-inch above name tag and place both duty badges 1/2-inch above command insignia pin, centered and spaced 1/2-inch apart. If wearing three duty badges with command insignia pin (current commanders), add the third badge 1/2-inch above and centered on the first two duty badges. The command insignia pin is mandatory for current commanders on all blue uniforms and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below.

Service uniform (Class B) (males). If worn, duty badges will be miniature in size. The first duty badge will be centered on the lower portion of the wearer's left pocket, between the left and right edges and bottom flap and pocket. The second badge will be worn on the wearer's right in the same relative position as the badge worn on the wearer's left, between the left and right edges and bottom flap and pocket. If authorized, center a third badge 1/2-inch above the name tag. If worn, the missile badge will only be worn on the wearer's left, left pocket, between the left and right edges and bottom flap and pocket. Excellence-in-competition badge is worn centered on top edge of left pocket flap. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag for current commanders, centered below the name tag between the name tag and the button of the right pocket flap for graduated commanders. If duty badge is worn on the wearer's right side with command insignia pin, center duty badge 1/2-inch above command insignia pin (current commander) or center duty badge 1/2-inch below command insignia pin between the left and right edges and the bottom flap and pocket, for graduated commander. The command insignia pin is mandatory for current commanders on all blue uniforms and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below.

Service uniform (Class B) (females). If worn, duty badges will be miniature in size. The first duty badge will be centered on the wearer's right 1/2-inch above the name tag. The second badge will be worn 1/2-inch above the name tag and centered and spaced 1/2-inch apart from the first badge. The third duty badge will be 1/2-inch above and centered on the first two duty badges. If duty badge(s) are worn, the missile or excellence-in-competition badge(s) will only be worn on the wearer's left, 1 1/2-inches below the bottom of ribbons (if worn) and centered. If no duty badge(s) are worn, the missile badge and/or excellence-in-competition badge is worn on the wearer's right, 1/2-inch above name tag. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag for current commanders or centered 1/2-inch below name tag for graduated commanders. If wearing one duty badge with command insignia pin, (current commanders) center duty badge 1/2-inch above command insignia pin. If two duty badges and the (current) command insignia pin are worn together, place command insignia pin 1/2-inch above name tag and place both duty badges 1/2-inch above command insignia pin, centered and spaced 1/2-inch apart. If wearing three duty badges with command insignia pin (current commanders), add the third badge 1/2-inch above and centered on the first two duty badges., The command insignia pin is mandatory for current commanders and may be worn by all eligible commissioned officers in the rank of Colonel (O- 6) and below.

Service uniform (Class B) (maternity). If worn, duty badges will be miniature in size. The first duty badge will be centered on the wearer's right 1/2-inch above the name tag. The second badge will be worn 1/2-inch above the name tag and centered and spaced 1/2-inch apart from the first badge. The third duty badge will be 1/2-inch above and centered on the first two duty badges. If duty badge(s) are worn, the missile or excellence-in-competition badge(s) will only be worn on the wearer's left, 1 1/2-inches below the bottom of ribbons (if worn) and centered. If no duty badge(s) are worn, the missile badge and/or excellence-in-competition badge is worn on the wearer's right,

1/2-inch above name tag. Command insignia pin is worn on the wearer's right side, centered 1/2-inch above the name tag for current commanders or centered 1/2-inch below name tag for graduated commanders. If wearing one duty badge with command insignia pin, current commanders) center duty badge 1/2-inch above command insignia pin. If two duty badges and the (current) command insignia pin are worn together, place command insignia pin 1/2-inch above name tag and place both duty badges 1/2-inch above command insignia pin, centered and spaced 1/2-inch apart. If wearing three duty badges with command insignia pin (current commanders), add the third badge 1/2-inch above and centered on the first two duty badges. The command insignia pin is mandatory for current commanders on all blue uniforms and may be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below.

Duty Badges and Special Insignias. Duty badges reflect current and previous positions of assignment (e.g., Presidential Service Badge). The wear of these badges are optional; however, when wearing the current duty badge, follow the issuer's wear instructions. When wearing only previously earned duty badges, wear according to the placement configuration found in DAFI 36-2903 for that uniform combination. When wearing both current and previously awarded duty badges, issuing instructions for the current duty badge take precedence. **Note:** Men may attach duty badges to service uniforms (Class B) with a clear plastic tab holder not visible beyond sides or bottom of insignia.

Presidential Service. The Presidential Service badge or Vice-Presidential Service badge is worn during and after an assignment to White House duty. They are only worn on the right side; no other badges will remove the Presidential and Vice-Presidential badges from the right side of the uniform. OPR is the Military Assistant to the President.

Office of the Secretary of War (OSW). The OSD badge is worn during and after assignment to specific duty in the OSD. OPR is OSD Deputy Chief Management Officer (OSD/DCMO).

Joint Chiefs of Staff (JCS). JCS badge is worn during and after assignment to specific duty in the JCS. OPR is Joint Chiefs of Staff, Manpower, and Personnel Directorate (JCS/J1).

Headquarters Air Force (HAF). HAF badge is worn during assignment to the HAF staff or SecAF staff within the National Capital Region. Airmen are authorized wear while in qualifying positions (as determined by applicable DRU/FOA commander) on the HAF or DRU/FOA within the National Capital Region. Permanent wear of the badge is authorized for personnel assigned to a qualifying position for at least 365 consecutive days.

Order of precedence. If the OSD, JCS, and HAF badges are all authorized and worn, the OSD and JCS badges have priority over the HAF Badge.

Reserve Members. Members of the Reserve Components are eligible to wear the badge if they are assigned to any organization within HAF or Secretariat Staff. Further, recalled reservists are eligible for permanent award of the badge once they have served for a total of 365 days. Reservists assigned to IMA positions are eligible for permanent award after being assigned for 1 year and performed satisfactorily in the augmentee position.

Air Education and Training Command (AETC).

The AETC Instructor badge may be worn with any blues combination. The AETC Instructor/Master badge may be worn during and after an assignment as an AETC instructor.

Air Force Junior Reserve Officer Training Corps (AFJROTC/OT) Instructor badge is only worn while performing assigned duties. Continue to wear while attending PME. OPR is AFJROTC/OT.

Defense Language Instructor badge is only worn while performing assigned duties. Continue

to wear while attending PME. OPR is the Defense Language Institute Foreign Language Center.

Air Force Recruiting Service (AETC/RS). Earned Air Force recruiting service badge is authorized for permanent wear by Airmen with an 8R special duty identifier in their records. Continue to wear while attending PME. OPR is AETC/RS.

Air Force Reserve Command Recruiting Service (AFRC/RS). Earned AFRC recruiting service badge is authorized for permanent wear by Airmen with an 8R special duty identifier in their records. Continue to wear while attending PME. OPR is AFRC/RS.

Air National Guard (ANG) Recruiting Service. Earned ANG recruiting service badge is authorized for permanent wear by Airmen with an 8R special duty identifier in their records. Continue to wear while attending PME. OPR is Air National Guard Recruiting Operations (NGB/RR).

Unified Command. Unified Command badge is only worn for the duration of assignment to a Combatant Commander's staff. OPR is the Unified CCMD.

Army Military Personnel Center. Army Staff identification badge is only worn while performing duties for the duration of the assignment. OPR is Army Military Personnel Center.

North Atlantic Treaty Organization (NATO). The NATO badge is only worn while performing duties for the duration of the assignment. OPR is NATO.

United Nations (UN). The UN badge is only worn while performing duties for the duration of the assignment. OPR is the UN.

Security Forces. Security Forces shield is worn while performing duties in control AFSC 31PX or 3P0XX billets only. Exception: Continue to wear SF shield and beret together while attending PME and assigned to joint, instructor, and recruiter duties, or if approved by OPR. OPR is HAF Security Forces Directorate (AF/A4S).

Civil Engineering. Fire protection shield is worn while performing fire protection duties. Exception: Continue to wear while attending profession military education or assigned to joint, instructor, recruiter duties, or other developmental special duty assignments. OPR is HAF Directorate of Civil Engineers (AF/A4C).

Air Force Office of Special Investigations (AFOSI). AFOSI shield is worn as directed by AFOSI/CC. OPR is AFOSI.

Enlisted Professional Military Education (EPME). Airmen and Guardians, with a Professional Military Education Instructors 8T000 Special Duty Identifier and Joint and Foreign EPME instructors are authorized permanent wear of their awarded Air Force EPME Badge. OPR is AF/A1.

Defense Commissary Agency (DeCA). The Commissary badge is only worn while performing duties for the duration of the assignment. OPR is DECA.

Defense Information Systems Agency (DISA). The DISA command badge is only worn while performing duties for the duration of the assignment. OPR is DISA.

Defense Finance and Accounting Service (DFAS). DFAS identification badge is only worn while performing duties for the duration of the assignment. OPR is DFAS.

Military Postal Service (MPS). MPS identification badge is only worn while performing postal duty. OPR is MPS.

USAF Honor Guard (AF/HG) and USAF Base Honor Guard. Earned USAF HG badge is

authorized for permanent wear by Airmen with an 8G000 (enlisted) and 85G0 (officer) special duty identifier in their records. Base Honor Guard badges are only worn while performing honor guard duties. OPR is AF/HG.

National Defense University (NDU). NDU badge is only worn while assigned to the NDU faculty or staff. OPR is NDU.

USAF Academy (USAFA). Wear the Permanent Professor USAFA badge during and after assignment to the specific duty. OPR is USAFA.

Inspector General (IG). The IG badge will be worn on the uniform while performing duties in authorized IG billets. Continue to wear while attending PME. The badge may be worn upon retirement IAW DAFI 36-2903, paragraph 14.3. OPR is SAF/IG.

Wear of the Command Chief Master Sergeant, First Sergeant Insignia, and Command Insignia Pin.

Command Chief Master Sergeant Insignia. AFI 36-2109, *Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Association Enlisted Council* outlines wear guidance for the command chief master sergeant insignia.

First Sergeant Insignia. AFI 36-2113, *The First Sergeant* outlines wear guidance for the first sergeant insignia.

Command Insignia Pin. Air Force Command Insignia Pin is mandatory for current commanders and optional for graduated commanders. This pin is authorized to be worn by all eligible commissioned officers in the rank of Colonel (O-6) and below. Wear guidance is outlined within this DAFI for applicable uniform items. OPR is A1S.

IAAFA. Wear the IAAFA badge after receiving SEI HJ (officer) or 450 (enlisted) as applicable during and after assignment to IAAFA. OPR is IAAFA.

Defense Contract Management Agency (DCMA). The DCMA badge is authorized during and after assignment to a qualifying position. OPR is DCMA.

National Reconnaissance Office (NRO). The NRO badge is only worn while performing duties for the duration of the assignment. OPR is NRO/S1.

Defense Logistics Agency (DLA). The DLA badge is only worn while performing duties for the duration of the assignment. OPR is DLA.

Gold Star Lapel Button. In accordance with Title 10 United States Code Section 1126, Airmen issued a gold star lapel button, as described in the Code of Federal Regulation, Title 32, Chapter V, Section 578.63 are authorized to wear the button on all Air Force dress uniform coats, i.e., formal, semi-formal mess and service dress. Center the lapel button below the U.S. insignia on the widest portion of the left lapel of the service coat. If authorized to wear the retired lapel pin in addition to the gold star lapel button center the gold star lapel button as indicated above, then place the retired lapel pin side- by-side with a 1/4-inch space between the two. The retired lapel pin will be placed to the inside of the gold star lapel button. If authorized the gold star lapel button and the next of kin lapel button they will be worn side by side as indicated above, there is no order of precedence between the buttons. Wear button(s) center on left lapel of the mess dress coat and even with top row of medal(s).

Next of Kin Lapel Button. In accordance with Title 10 USC Section 1126, *Gold star lapel button: eligibility and distribution*, Airmen issued a next of kin lapel button, as described in the Code of Federal Regulation, Title 32, Chapter V, Section 578.63 are authorized to wear the button on all Air Force dress uniform coats, i.e., formal, semi- formal, mess and service dress. Center the lapel button

below the U.S. insignia on the widest portion of the left lapel of the service coat. If authorized to wear the retired lapel pin in addition to the next of kin lapel button center the next of kin lapel button as indicated above, then place the retired lapel pin side-by-side with a 1/4-inch space between the two. The retired lapel pin will be placed to the inside of the next of kin lapel button. If authorized the gold star lapel button and the next of kin lapel button they will be worn side by side as indicated above, there is no order of precedence between the buttons. Wear button(s) center on left lapel of the mess dress coat and even with top row of medal(s).



Gold Star Lapel Button



Next of Kin Lapel Button

Figure 23.61 Gold Star Lapel Button and Next of Kin Lapel Button





Figure 23.62 Gold Star Lapel Button on Service and Mess Dress Coat Lapel

23.27. Occupational, Qualification or Skill Badges. Defined as earned and permanently awarded accoutrements that reflect special skills that an Airman has demonstrated proficiency or qualification in that complements their primary mission. Wear of Sister services' badges if earned and awarded, is authorized. Temporary badges are not authorized for wear on the uniform.

Badges of military societies of the U.S. that honor wars, campaigns, or expeditions in which the U.S. was engaged. Authorized for wear only if member is a participant in the awarding society and only while attending functions of the awarding society.

USAF Weapons School (USAFWS) Patch. For specific wear criteria USAFWS patch (graduate or instructor), refer to AFMAN 11-415, *Weapons and Tactics Programs*, paragraph 6.2.

23.28. Additional Badge Information.

Miniature and regular size occupational badges may not be worn together. A regular size duty badge is not worn with a miniature duty badge. Exception: Miniature wings may be worn with a regular size occupational badge, or regular size medical badge.

Only highly polished badges are worn. Exception: Oxidized/satin finished “Heritage Wings” may be worn.

Duty badges are available in two sizes; regular and miniature.

If authorized, wear only regular sized duty badge(s) on the service dress coat.

Exception: When a duty badge is only manufactured in one size, wear that size.

If authorized, wear only miniature duty badge(s) on the formal dress coat, mess dress coat and service shirt/blouse. Exception: When a duty badge is only manufactured in one size, wear that size. If members wear multiple duty badges, and one or more are only manufactured in one size, members may mix both the miniature and regular sizes.

Badges will not be worn on outer garments e.g., overcoats, sweaters, and jackets.

Order of precedence. The Presidential Service badge has the highest priority of all duty badges. The Vice-Presidential Service badge has the second highest priority.

If awarded, the Presidential and/or Vice-Presidential Service badge(s), it will be worn in the position of honor, on the wearer's right side. No other badges will move the Presidential and/or Vice Presidential badges from the right side of the uniform.

On all uniform combinations, males wear the missile badge or excellence-in- competition badge on the wearer's left side only.

Females have an option to wear the missile badge or excellence-in-competition badge in two locations. If a duty badge is worn, the missile badge or excellence-in-competition badge is worn on the wearer's left, if no duty badge is worn, the missile badge or excellence-in- competition badge is worn on the wearer's right.

All badges are optional unless mandated for wear in DAFI 36-2903.

The Maintenance badge is the core occupational badge for all 2W and 21M AFSCs. Munitions Systems personnel (2W0) and Munitions and Missile Maintenance officers (21M) can also earn and wear the Munitions occupational badge in addition to the Maintenance badge. Both badges must be worn if the member chooses to wear the Munitions badge. If earned and worn, the Munitions badge takes precedence and will be worn over the Maintenance badge. Award criteria can be referenced in the 2W0 and 21M Career Field Education and Training Plans.

23.29. Establishing a New Occupational Badge, Patch or Tab.

Criteria for authority to wear existing badges is determined by the issuing functional communities.

Modifications to existing functional badges/patches and/or creation of new functional badges/patches are submitted by the functional communities. Modifications to existing, and creation of new badges/patches must be coordinated with the Air Force Military Force Management Directorate (AF/A1P).

Process to propose creation of a new occupational badge, duty badge, or graduate patch. Reference DAFI 36-2903, paragraph 5.1.6.2.4 through 5.1.6.2.4.1 for the justification required to request a new graduate patch.

The functional community must submit their preliminary design to the Institute of Heraldry. The Institute of Heraldry will review the proposed design to ensure 1) there is no encroachment on existing designs, 2) conformity with textile or metal manufacturing standards, and 3) develop a cost estimate. The Institute of Heraldry will not provide final design or manufacturing drawings until the insignia concept is approved.

After the Institute of Heraldry provides their preliminary review/comments on the proposed design, the responsible functional community prepares a staff summary sheet and coordinates the package

with other functional communities who will be authorized to wear the new badge, or patch.

Staff package is then coordinated through AF/A1P, AF/A1, CMSAF and the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR), and finally approved by the CSAF.

Upon approval, the staff package will be returned to the functional organization requesting the new badge or patch and a copy will be sent to the Institute of Heraldry who will begin the development process.

Funding.

The development cost of the new badge, patch or tab will be funded by the organization requesting the applicable item.

AF/A1 will fund SecAF and CSAF directed badge, patch or tab development and changes.

Functional communities proposing a new occupational badge, duty badge, or graduate patch, or changes to their existing badge or patch will fund all costs associated with proposed design and development. Organizations will submit a DD Form 448, *Military Interdepartmental Purchase Request*, to the Institute of Heraldry for the amount required for initial development.

Duty/Qualification Tabs

MAJCOMS and/or Functional communities may request the creation of a new tab. New tab requests should follow guidance as outlined in paragraph 12.7.3.1 through 12.7.3.4. Note: Duty/qualification tabs differ from patches; a tab's design includes a small arch e.g., "AIR ADVISOR", “RAVEN” signifying a special, unique qualification and/or training. Request is coordinated through AF/A1P, CMSAF and to AF/A1 for final decision. Wear guidance is outlined in DAFI 36-2903, paragraph 5.1.6.2.3.

Functional communities proposing new tab development, or changes to their existing tab will fund all costs associated with proposed design and development. Organizations submit a DD Form 448, *Military Interdepartmental Purchase Request*, to the Institute of Heraldry for the amount required for initial development.

23.30. Awards and Decorations.

Wear Instructions. Decorations and service medals and ribbons order of precedence are displayed online at: https://www.afpc.af.mil/Career-Management/Decorations-and- Ribbons/.

Wear regular or miniature size medals and ribbons, except for the Medal of Honor (neck decoration). Do not mix sizes. Do not wear medals and ribbons on outer garments (see DAFI 36-2903, Chapter 7). Wear only authorized awards and devices when wearing medals and ribbons.

The lapel of the service coat may cover a portion of the ribbons. **Figure 23.63** shows examples of arrangement of ribbons when the lapel of the service dress coat does and does not cover portions of ribbons, other variations are authorized as needed.

23.31. Foreign Decorations. Foreign decorations are those proffered by foreign governments such as ribbons, medal devices, badges, sashes, or neck-type decorations. DAFMAN 36-2806, specifies how to accept foreign decorations, the authority required for award acceptance by Air Force members, and some wear instructions. Upon approval, foreign decoration wear criteria depend on the type of device the decoration represents. **Note:** Also see DAFMAN 36-2806 for wear policy that may apply to Airman’s specific decoration.

Wear sash, sunburst, or neck-type foreign decorations with the formal dress uniform only, according to the customs of the awarding nation. Wear only one type at a time.

Wear medals and ribbons on the semi-formal, ceremonial, and service uniforms (Class B) when they are the same size as Air Force medals and ribbons.

Do not wear foreign decorations unless wearing other U.S. military decorations and service medals.

When authorized more than one decoration, wear them in the order earned.

If authorized more than one foreign decoration from the same country, wear them in the order the country prescribes.

On special occasions and as a matter of courtesy to a given country, Airman may wear the decorations of that country ahead of all other foreign decorations.

23.32. Non-Air Force Service Awards.

ANG members wear state decorations when serving in state status, but not while on federal active duty.

Wear other military service department awards not included in below in the order the awarding Service prescribes.

Air Force awards take precedence over equal awards from other Services.

Wear awards for wars, campaigns and expeditions in the order earned.

The Army Valorous Unit and Meritorious Unit Commendation awards are larger than Air Force ribbons. When members wear these awards (Army version) with their Air Force ribbons, they must purchase ribbons that are the same size as their Air Force ribbons.

23.33. Wear of Awards and Decorations by Retirees and Honorably Discharged Veterans. Retired and honorably discharged Air Force members may wear full-size or miniature medals on civilian suits or equivalent on the appropriate occasions such as Memorial Day and Armed Forces Day. See DAFI 36-2903, paragraphs 14.3 and 14.5.

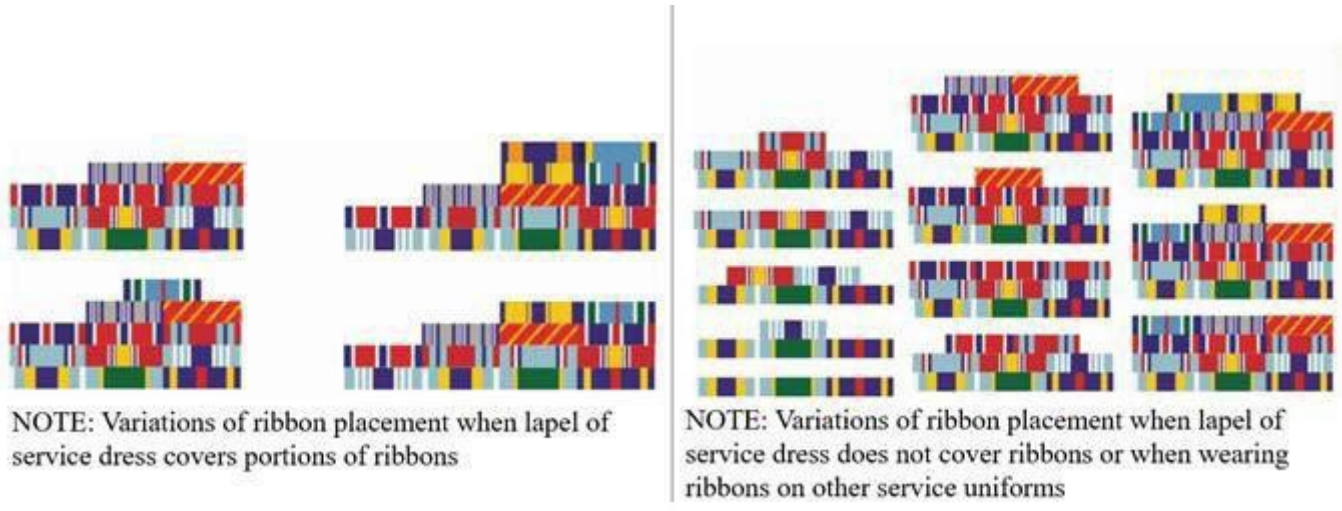


Figure 23.63 Ribbon Arrangement of Ribbons (Other arrangements authorized as needed)

23.34. Description of Medals and Ribbons.

Miniature medals are approximately 1/2 the size of regular medals. Note: The Medal of Honor is always regular size. Regular-size ribbons are 1 3/8 x 3/8-inches and miniature ribbons are 11/16 x 3/8-inches.

Affix ribbons to the uniform using a detachable, metal, or plastic clip device. Keep ribbons clean and unfrayed. Ribbons will not have a visible protective coating. There is no space between the rows of

ribbons.

23.35. Devices on Medals and Ribbons. Wear a maximum of four devices on each ribbon.

Wear regular devices on regular medals and regular ribbons. Wear miniature devices on miniature medals and miniature ribbons. Wear all the same size devices.

Replace the bronze device with a silver device after receipt of the fifth bronze device.

Place silver devices to the wearer's right of bronze devices.

Place clusters horizontally and tilt slightly downward to the wearer's right to allow maximum number of clusters and other devices on the ribbon. Tilt all or none.

On medals, place clusters vertically with silver clusters and stars above similar bronze devices.

If all authorized devices do not fit on a single ribbon, wear a second ribbon. Wear a minimum of three devices on the first ribbon before wearing a second ribbon. When wearing the second ribbon, place after the initial ribbon (on wearer's left). Both ribbons count for one award. If future awards reduce devices to a single ribbon, remove the second ribbon.

Methods of affixing devices on medals and ribbons.

A Separate Device. When affixing separate devices to a ribbon, center device and space equally.

Single-constructed devices (two or more devices manufactured together). If using single-constructed device on one ribbon, use same size device on all ribbons. Separate devices if the combination of devices authorized is not available as a single- constructed device. In this event, place the device close to one another so they give the appearance of a single-constructed device as long as the devices are the same, i.e., bronze cluster and silver cluster.

Wear Only Separate Devices on Medals. Wear maximum of four unless wearing more prevents adding a second medal. Place silver clusters, stars, etc., above similar bronze devices.

Wear ribbons awarded by other Services with appropriate devices that Service authorized.

Types of devices. Reference DAFMAN 36-2806, Attachment 6.

Multiple "V", "C", and then "R" Devices. Center multiple devices on the ribbon in order of precedence ("V", "C", and then "R") from the wearer's right of oak leaf clusters.

1ST AWARD - BRONZE V, C, R ONLY

2ND AWARD – SILVER V, C, R ONLY

3RD AWARD - GOLD V, C, R ONLY

4TH AWARD – BRONZE WITH WREATH

5TH AWARD – SILVER WITH WREATH

6TH AWARD – GOLD WITH WREATH



Note: If type of award (MSM, AFCM etc.,) changes the device will revert back to bronze.

Figure 23.64 Example of "V", "C" and "R" Devices Color and Wreath Design Denotes Multiple Occurrences of Award

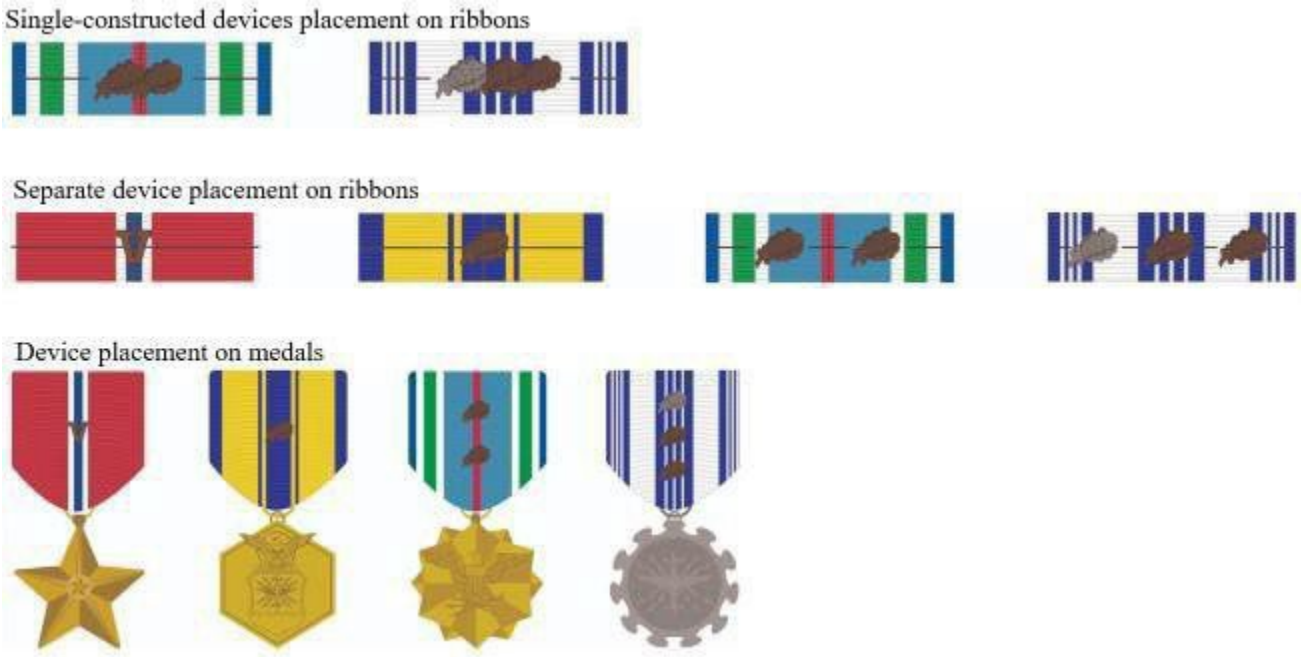


Figure 23.65 Placement of Devices on Medals and Ribbons

23.36. Placement of Medals on Civilian Dress Coat or Jacket.

Civilian Evening Dress Coat/Jacket. Wear miniature medals parallel to the ground on wearer's left side of coat or jacket and align the top of the suspension medal of the top row with (not above) the top of the pocket.

Civilian Black Tie. Wear miniature medals parallel to the ground on wearer's left side of coat or jacket and center the holding bar of the bottom row of medals immediately above the pocket.

Wear of miniature medals is designed for a mounting bar.

Do not wear pocket-handkerchief, when wearing medals above the left pocket.

The Medal of Honor is worn in regular size only, from the neckband ribbon.

Place the ribbon around the neck outside the shirt collar and inside the coat or jacket collar.

Wear authorized foreign neck decorations beneath the Medal of Honor.

Chapter 24
MILITARY CUSTOMS AND COURTESIES

Section 24A—Honored Traditions

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24A—Honored Traditions	B	B	C	C	C

24.1. Honor and Tradition

Military customs and courtesies are proven traditions, deep-rooted in culture that reflect pride in military service to our nation. Expectations for acts of respect and courtesy have evolved from the need for order and discipline, to generating an environment of respect and sense of fraternity that exists among military personnel. While not all-inclusive, this chapter highlights many of the customs and courtesies that play an extremely important role in building morale, esprit de corps, discipline, and mission effectiveness. As stated in AFI 1-1, our customs and courtesies reflect the unique nature of our profession and guide significant aspects of our behavior. Customs and courtesies emphasize our strong bond with other military members as well as our mutual respect for one another and our civilian leadership.

24.2. Protocol

Protocol is an internationally recognized system of courtesy and respect involving a set of rules for behavior in official life and in ceremonies involving governments, nations, and their representatives. Protocol for the military and government agencies is a code of traditional precedence, courtesy, and etiquette in matters of military, diplomatic, official, and celebratory ceremonies. In modern practice, military protocol encompasses the knowledge, accumulation, and application of established service customs by combining the traditional codes of conduct with contemporary etiquette and courtesy. Executive orders, presidential proclamations, USAF instructions, and other service-associated sources provide specific guidance on protocol and customs and courtesies. DAFI 90-1201, *Protocol*, is a very good source for detailed information regarding a wide range of military customs and courtesies and decorum.

24.3. Base Honor Guard Program

Base Honor Guard is a mandatory USAF program, under the responsibility of installation commanders, which emphasizes the importance of military customs and courtesies, dress and appearance, and drill and ceremonies. The first base honor guard was activated within the 1100th Air Police Squadron, Bolling Field, Washington D.C., and was responsible for maintaining a USAF ceremonial capability in the National Capital Region. The primary mission of today's base honor guard program is to employ, equip, and train USAF members to provide professional military funeral honors for active service members, retired members, and veterans of the U. S. Air Force. Members are usually volunteers from the installation host and tenant units, with selections generally coming from Airman Basic to Technical Sergeant. **Note:** In January of 2000, public law was implemented, providing for all veterans to receive, at a minimum, a funeral ceremony that includes the folding of a United States flag, presentation of the flag to the veteran's family, and the playing of Taps.

24.4. Symbolism and Representation

Military tradition and patriotism are steeped in symbolism, often honored in ceremonies, and represented in many forms. Some of the ways the United States and the USAF are represented include symbols, such as the United States flag and its colors, songs, official seals, and other nationally recognized objects.

24.5. National Anthem

The United States national anthem, The Star-Spangled Banner, is often played or sung at official and unofficial ceremonies and events. It is important to understand the appropriate protocols and procedures for showing proper respects for the national anthem. See **Attachment 9**, The Star-Spangled Banner Lyrics, for all four verses of the national anthem. When the bugle call, To the Colors, is played, the same respects are shown as rendered to the national anthem.

National Anthem Outdoors. When outdoors, during the rendition of the national anthem, Airmen in uniform should render the military salute at the first note of the anthem and retain this position until the last note of music has played. When outdoors during rendition of the national anthem, all present in civilian attire should stand at attention facing the flag with the right hand over the heart. Members not in uniform should remove their headgear with their right hand and hold it at the left shoulder, the hand being over the heart.

National Anthem in Vehicles. When on USAF installations, during the playing of The Star- Spangled Banner or To the Colors, vehicles in motion will pull to the side of the road and stop (if consistent with safety and mission requirements). Individuals in vehicles should sit quietly until the last note of music has played.

National Anthem Indoors. When indoors, in uniform, in formation, with appropriate headgear, military members should render the military salute during the national anthem. When indoors, in uniform, without headgear, military members should stand and remain at the position of attention without rendering the military salute. Civilians should remove any headgear and stand at attention with their right hand over their heart. If the flag is not displayed, those present should face toward the music and act in the same manner they would if the flag were displayed.

National Anthems of Friendly Foreign Nations. Anthems of friendly foreign nations may be played to honor visitors of foreign nations as a show of respect. The same respect is shown to foreign national anthems as is shown to The Star-Spangled Banner. Typically, foreign national anthems are played before the national anthem of a host nation, but there is no regulation or law mandating when or in what order national anthems are played when more than one is played.

24.6. The Pledge of Allegiance

The Pledge of Allegiance is not traditionally recited at military events. At outdoor events or social functions where the pledge is rendered, military personnel in uniform will stand at attention, remain silent, face the flag, and salute. When outdoors in civilian attire, remove any non-religious headgear with right hand and hold it at the left shoulder, with the hand being over the heart. At indoor events, military personnel in uniform will stand at attention, remain silent, face the flag, but will not salute; however, at indoor events where participants are primarily civilians or in civilian attire, reciting the Pledge of Allegiance is optional for those in uniform. When indoors in civilian attire, stand at attention, face the flag, place your right hand over your heart, and recite the pledge.

24.7. DAF Seal

As shown in **Figure 24.1.**, the official Air Force colors of ultramarine blue and Air Force yellow are reflected in the DAF Seal. The circular background is ultramarine blue, and the trim is Air Force yellow. The 13 white stars represent the original 13 colonies. The Air Force yellow numerals under the shield stand for 1947, the year the DAF was established. The band encircling the whole design is white, edged in Air Force yellow, with black lettering reading “DAF” on the top and “United States of America” on the bottom. Centered on the circular background is the DAF Coat of Arms, consisting of the crest and shield.

Coat of Arms – Crest. The crest portion of the Coat of Arms consists of the eagle, wreath, and cloud form. The American bald eagle symbolizes the United States airpower and appears in natural colors. The wreath under the eagle is made up of six alternate folds of metal in white (representing silver) and light blue. This repeats the metal and color used in the shield. The white clouds behind the eagle denote the start of a new sky.

Coat of Arms – Shield. The shield portion of the Coat of Arms, directly below the eagle, wreath, and cloud, is divided horizontally into two parts by a nebular line representing clouds. The top part bears an Air Force yellow thunderbolt with flames in natural color



Figure 24.1. DAF Seal

that shows striking power through the use of aerospace. The thunderbolt consists of an Air Force yellow vertical twist with three natural color flames on each end crossing a pair of horizontal wings with eight lightning bolts. The background at the top of the shield is light blue representing the sky. The background at the lower part is white representing metal silver.

Authorized and Unauthorized Uses of the DAF Seal and Coat of Arms. The DAF Seal is to be protected from unauthorized use. Falsely making, forging, counterfeiting, mutilating, altering, or knowingly using or possessing the Seal with fraudulent intent, is punishable by law. AFMAN 33- 326, *Preparing Official Communications*, Attachment 2, outlines the authorized users and uses of the DAF Seal and the Coat of Arms.

24.8. Official Air Force Symbol

The Air Force Symbol, as shown in **Figure 24.2.**, was designated the official symbol of the USAF on 5 May 2004. The upper half includes the stylized wings, which represent the stripes of our strength—our enlisted men and women. Below the stylized wings, the lower half includes a sphere, a star, and three diamonds. The Air Force Symbol honors the heritage of our past and represents the promise of our future. Furthermore, it retains the core elements of our Air Corps heritage with respect to the bent up, rather than straight "Arnold" wings, and a star with the circle. The current Symbol modernizes these core elements to reflect our Air Force of today and tomorrow. All of the



Figure 24.2. Air Force

elements come together to form one symbol that presents two powerful images—an eagle, the emblem of our nation, and a medal, representing valor in service to our nation.

Stylized Wings. The wings are drawn with great angularity to emphasize our swiftness and power. The six sections of the wings represent our distinctive capabilities—air and space superiority, global attack, rapid global mobility, precision engagement, information superiority, and agile combat support.

Sphere. The sphere within the star represents the globe and symbolically reminds us of our obligation to secure our nation's freedom with global vigilance, reach, and power. The sphere also reminds us of our challenge as an expeditionary force to respond rapidly to crises and to provide decisive air and space power worldwide.

Star. The area surrounding the sphere takes the shape of a star. The star has many meanings. The five points of the star represent the components of our one force and family—our RegAF, civilians, Guard,

Reserve, and retirees. The star symbolizes space as the high ground of our nation’s Air Force. The rallying symbol in all our wars, the star also represents our officer corps, central to our combat

Three Diamonds. The star is framed with three diamonds that represent our core values—Integrity First, Service Before Self, and Excellence In All We Do.

Authorized and Unauthorized Uses of the Air Force Symbol. The Air Force Symbol is a registered trademark and must be protected against unauthorized use or alterations to approved versions. Approved versions of the Symbol are available for download on the Air Force Portal, under the library and resources tab. Instructions for the proper use and display of the Symbol can be found in DoDI5535.12_DAFI35-114, *Air Force Branding and Trademark Licensing Program*, 3 February 2021; in the DoD Guide, Important Information and Guidelines About the Use of DoW Seals, Logos, Insignia, and Service Medals; and at the Air Force and Space Force Intellectual Property Management website (https://www.trademark.af.mil/). Refer to these references for details regarding the use and display of the Air Force Symbol.

24.9. The Air Force Song

In the late 1930's, the Air Corps sought an official song to reflect its unique identity. After reviewing over 700 compositions, music instructor Robert Crawford's song was a unanimous winner. The U.S. Army band made the first recordings of the song in 1939, titled The U.S. Air Force. According to DAFI 90-1201, when the Air Force song is played, Airmen will stand at attention, but are allowed to sing the lyrics of the song. During official events, the official party may move to depart after the playing of the first verse. See **Attachment 8**, The U.S. Air Force lyrics, for all four verses of song.

Section 24B—Respect for the Flag

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24B—Respect for the Flag	B	C	C	C	C

24.10. Showing Respect for the Flag

The United States flag is one of the most enduring and sacred symbols of our country. It represents the principles and ideals Airmen have pledged to defend, and for which many have made the ultimate sacrifice. Airmen shall treat it with respect similar to that shown to the highest military and public officials. Several laws, practices, and traditions are associated with the flag. The Title 4 United States Code, *Flag and Seal, Seat of Government, and the States*; Title 10 United States Code, Armed Forces; and Title 36 United States Code, *Patriotic and National Observances, Ceremonies, and Organizations*, pertain to proper display and respect for the flag.

24.11. History of United States Flag

There is no official meaning for the folds of the flag, and according to DAFI 90-1201, there is no official flag folding script. Although various national interest groups hold flag folding ceremonies, they are not official. A narrative is provided in **Figure 24.3.** to highlight significant historical information regarding the United States flag. It is not for official ceremonial use.

For more than 200 years, the American flag has been the symbol of our nation's unity, as well as a source of pride and inspiration for millions of citizens. Born on June 14, 1777, the Second Continental Congress determined that the flag of the United States be 13 stripes, alternating between seven red and six white; and that the union be 13 stars, white in a blue field representing a new constellation.

Between 1777 and 1960, the shape and design of the flag evolved into the flag presented before you today. The 13 horizontal stripes represent the original 13 colonies, while the stars represent the 50 states of the Union. The colors of the flag are symbolic as well; red symbolizes hardiness and valor; white signifies purity and innocence; and blue represents vigilance, perseverance, and justice. Traditionally, a symbol of liberty, the American flag has carried the message of freedom, and inspired Americans, both at home and abroad.

In 1814, Francis Scott Key was so moved at seeing the Stars and Stripes waving after the British shelling of Baltimore's Fort McHenry that he wrote the words to The Star-Spangled Banner. In 1892 the flag inspired Francis Bellamy to write the "Pledge of Allegiance," our most famous flag salute and patriotic oath. In July 1969 the American flag was flown in space when Neil Armstrong planted it on the surface of the moon.

Today, our flag flies on constellations of Air Force satellites that circle our globe, and on the fin flash of our aircraft in harm's way in every corner of the world. Indeed, it flies in the heart of every Airman who serves our great nation. The sun never sets on our USAF, nor on the flag we so proudly cherish. Since 1776, no generation of Americans has been spared the responsibility of defending freedom… Today's Airmen remain committed to preserving the freedom that others won for us for generations to come.

By displaying the flag and giving it a distinctive fold, we show respect to the flag and express our gratitude to those individuals who fought, and continue to fight for freedom, at home and abroad. Since the dawn of the 20th century, Airmen have proudly flown the flag in every major conflict, on lands and skies around the world. It is their responsibility…our responsibility…to continue to protect and preserve the rights, privileges, and freedoms we, as Americans, enjoy today.

The United States flag represents who we are. It stands for the freedom we all share and the pride and patriotism we feel for our country. We cherish its legacy as a beacon of hope to one and all. Long may it wave.

Figure 24.3. U.S. Flag

24.12. Types of Flags

There are specific sizes, types, and occasions for proper display of the United States flag. Understanding the significance of each of these types of flags will ensure its proper display.

Installation Flag. The installation flag is lightweight nylon bunting material, 8 feet 11 3/8 inches by 17 feet, and is only displayed in fair weather from an installation flagstaff. This is the typical flag used at Air Force installations.

All-Purpose Flag. The all-purpose flag is made of rayon bunting material, 3 feet by 4 feet. This size can be used for outdoor display with flags of friendly foreign nations, in arrival ceremonies for international dignitaries, or to indicate joint occupancy of a building by two or more countries.

All-Purpose (All-Weather) Storm Flag. The all-purpose, all-weather storm flag is a lightweight nylon bunting material, 5 feet by 9 feet 6 inches. Use this size as an alternate for the installation flag in inclement weather.

Ceremonial Flag. The ceremonial flag is rayon or synthetic substitute material, 4 feet 4 inches by 5 feet 6 inches, trimmed on three edges with yellow rayon fringe 2 inches wide.

Organizational Flag. The organizational flag is rayon or synthetic substitute material and is 3 feet by 4 feet. This flag is trimmed on three edges with rayon fringe 2 inches wide.

Retirement Flag. The retirement flag may be either 3 feet by 4 feet or 3 feet by 5 feet. Members retiring from the Air Force are entitled to presentation of a United States flag. For details, refer to DAFMAN 65-605, Volume 1, *Budget Guidance and Technical Procedures*, on using Organization & Maintenance funds for this purchase.

Garrison Flag. The garrison flag is 20 feet by 38 feet. This flag is flown on holidays and special occasions and can be substituted with the installation flag.

Interment Flag. The interment flag is 5 feet by 9 feet 6 inches of cotton material. The interment flag is authorized for deceased military personnel and for deceased veterans. This is the size flag used to drape over a closed casket. **Note:** To receive an interment flag from the Department of Veterans Affairs, fill out VA Form 27-2008, Application for U.S. Flag for Burial Purposes, available online at: https://www.cem.va.gov/burial_benefits/burial_flags.asp.

24.13. Display of the United States Flag

Sunrise to Sunset. The universal custom is to display the United States flag only from sunrise to sunset on buildings and on stationary flagstaffs in the open. However, when a patriotic effect is desired, the flag may be displayed 24 hours a day if properly illuminated during the hours of darkness. All other flags should also be illuminated when displayed with the United States flag.

Locations. Air Force installations are authorized to fly one installation flag from reveille to retreat, normally on a flagstaff placed in front of the installation headquarters, and additional flagstaffs and flags are authorized adjacent to each dependent school on the installation. The flag should be displayed daily on or near the main administration building of every public institution; it should also be displayed during school days in or near every schoolhouse.

Holidays. The United States flag should be displayed on all days as may be proclaimed by the

U.S. President, the birthdays of states (date of admission), and on state holidays. It should also be displayed on the following national holidays.

New Year's Day	Father's Day
Inauguration Day	Independence Day
Martin Luther King Jr.'s Birthday	Nat'l Korean War Veterans Armistice Day
Lincoln's Birthday	Labor Day
Washington's Birthday	Constitution Day
Easter Sunday (variable)	Columbus Day
Mother's Day	Navy Day
Armed Forces Day	Veterans Day
Memorial Day (half-staff until noon)	Thanksgiving Day
Flag Day	Christmas Day
Juneteenth	

24.14. Position and Manner of Display

The United States flag is always displayed on a stage or in a parade on its own right. In other words, for an audience looking at a stage, the flag is on the audience's left. When displaying the flag, the union (the white stars on the blue field) is displayed at the uppermost, right side of the flag itself. **Figure 24.4**. is provided as an example for proper display of the United States flag in various situations and configurations.

Carried in Procession with Another Flag. As a rule of thumb, when the United States flag is displayed or carried in a procession with another flag or flags, it should be either on the right of all others, or in front of and centered ahead of other flags, if there is a line of other flags in the same procession.

Displayed with Crossed Staffs. When the United States flag is displayed with another flag against a wall from crossed staffs, it should be on the right, the flag's own right (the observer's left), and the staff should be in front of the staff of the other flag.

Radiating from a Central Point. When the United States flag is flown with a number of flags displayed from staffs radiating from a central point, and no foreign flags are in the display, the United States flag will be in the center and at the highest point of the group.

Projecting from a Building. When the United States flag is displayed from a staff projecting horizontally or at an angle from the windowsill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff.

In a Row or Line with Equal Height. When the United States flag is flown with a number of flags displayed from staffs set in a line, all staffs will be of the same height and same finial. The United States flag will be on the right side of the group (the observer's left).

In a Row or Line with Elevated Height. When no foreign national flags are involved in the display, the United States flag may be placed at the center of the line and displayed at a higher level than the other flags in the display.

Displayed with One or More Nations. When the United States flag is displayed with one or more other nations, they are flown from separate staffs of the same height. The flags should be of equal size. In most cases, member country flags are displayed in a line, alphabetically, with the United States flag

at its own right (the observer's left).

Displayed on a Staff near a Speaker's Platform. When displayed from a staff in a church or public auditorium, the United States flag should hold the position of superior prominence and the position of honor at the clergyman's or speaker's right as he or she faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker, or to the right of the audience.

Displayed Vertically. When displayed from a building, a window, or over the middle of a street, the United States flag should be suspended vertically with the union to the uppermost and the flag's own right, that is, to the observer's left (north on an east and west street, or east on a north and south street). This also applies when the flag is suspended from the main entrance of a building or hangar.

Displayed Horizontally. When displayed horizontally against a wall or when displayed behind a speaker's platform, the union of the United States flag should be uppermost and to the flag's own right (the observer's left). When displayed in a window, the flag should be displayed in the same way, with the union to the observer's left.

Displayed on a Closed Casket. On a closed casket, place the United States flag lengthwise with the union at the head and over the left shoulder of the deceased. Do not lower the flag into the grave, and do not allow the flag to touch the ground. The interment flag may be given to the next of kin at the conclusion of the interment.

Displayed at Half-Staff. The term "half-staff" means the position of the United States flag when it is one-half the distance between the top and bottom of the staff. All flags displayed with the United States flag are flown at half-staff when the United States flag is flown at half-staff, with the exception of foreign national flags, unless the foreign country has granted permission for their flag to also be at half-staff. Within the Air Force, the installation commander may direct that the United States flag be flown at half-staff on occasions when it is considered proper and appropriate. When flown at half-staff, the flag shall be first hoisted to the peak for an instant, and then lowered to the half-staff. The flag should be raised to the peak position before lowering at the end of the day.

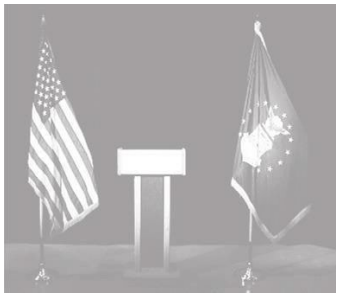
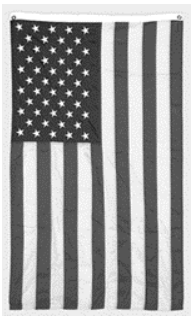
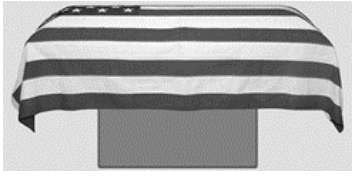
U.S. Flag Carried in Procession with Another Flag. 	**U.S. Flag and Another Flag Displayed with Crossed Staffs.** 	**U.S. Flag with Other Flags Radiating from a Central Point.** 
U.S. Flag Projecting from a Building. 	**U.S. Flag Displayed in a Line with Equal Height.** 	**U.S. Flag Displayed in a Line with Elevated Height.** 
U.S. Flag Displayed with One or More Nations. 	**U.S. Flag Displayed from a Staff at Speaker's Platform.** 	**U.S. Flag Positioned Vertically.** 
U.S. Flag Displayed Flat at Speaker's Platform. 	**U.S. Flag Draped Over a Closed Casket.** 	**U.S. Flag Flown at Half-Staff.** 

Figure 24.4. U.S. Flag Display Configurations

24.15. Care and Respect for the United States Flag

Some acts for showing proper respect for the United States flag include:

When in uniform, salute the United States flag six paces before it passes in a procession or parade and hold the salute until it has passed six paces.

Regimental colors, state flags, and organizational or institutional flags are always dipped as a mark of respect to the United States flag. The Air Force flag and organizational flags may be dipped as appropriate. The United States flag will not be dipped to any person or thing, and at no time will a foreign national flag be dipped.

The United States flag should never be displayed with union down, except as a signal of dire distress in instances of extreme danger to life or property.

The United States flag should never touch anything beneath it, such as the ground, floor, water, or merchandise. The United States flag should never be used to cover for a statue or monument.

The United States flag should never be carried flat or horizontally, but always aloft and free.

The United States flag should never be used as wearing apparel, bedding, or drapery. The United States flag should never be festooned, drawn back or up, or in folds, but always allowed to fall freely.

The United States flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged.

The United States flag should never be used as a covering for a ceiling.

The United States flag should never have placed upon it, nor on any part of it, nor attached to it, any mark, insignia, letter, word, figure, design, picture, or drawing of any nature.

The United States flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

The United States flag should never be used for advertising purposes. Advertising signs should not be fastened to a staff or halyard from which the United States flag is flown.

The United States flag should never be printed or embroidered on such articles as cushions, handkerchiefs, paper napkins, boxes, or anything that is designed for temporary use.

The United States flag should not be displayed on a float in a parade, except from a staff.

The United States flag should not be draped over the hood, top, sides, or back of a vehicle, railroad train, or boat.

No part of the United States flag should be used as a costume or athletic uniform. However, a United States flag patch may be affixed to the uniform of military personnel, firemen, policemen, and members of patriotic organizations.

A United States flag lapel pin, being a replica of the flag, should be worn on the left lapel near the heart.

No other flag or pennant should be placed above or, if on the same level, to the right (observer's left) of the United States flag, except during church services conducted by naval chaplains at sea when the church pennant may be flown above the flag during church services for the personnel of the Navy.

Exercise extreme care to ensure proper handling and cleaning of soiled flags. When the United States flag is in such condition that it is no longer a fitting emblem for display, it should be destroyed

in a dignified way, preferably by burning. There may be instances when a flag is retired from service and preserved because of its historical significance. Disposition instructions should be obtained from the proper authority, such as the installation honor guard or protocol office.

A folded flag is considered cased; therefore, a salute is not necessary.

24.16. Service Flags

In accordance with Title 10 United States Code, Armed Forces, service flags will be displayed by order of service date, with the most senior service flags being given the position of honor on the far right. Service flags will be displayed in the following order of precedence from their own right or the observer's left: National Guard (13 December 1635), U.S. Army (14 June 1775), U.S. Navy (13 October 1775), U.S. Marine (10 November 1775), U.S. Coast Guard (4 August 1790), U.S. Air Force (18 September 1947), and U.S. Space Force (20 December 2019).

Following the service flags, the order of precedence of flags is as follows: North American Aerospace Defense, U.S. Space Command, major commands (in alphabetical order), field operating agencies, Air National Guard, Air Force Reserve, direct reporting units, Numbered Air Forces, and wings (in descending order), and personal/position (using branch appropriate flags).

Section 24C—Respect for Individuals

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24C—Respect for Individuals	C	C	C	C	C

24.17. Showing Respect for Individuals

Respect, consideration, manners, common sense, and politeness are all ways of demonstrating common acts of courtesy. Common acts of courtesy that contribute to a positive, professional working environment include simple things like saying "please" and "thank you" and respecting other people's time. When in the workplace, being helpful, taking and delivering messages, and offering assistance, when possible, are demonstrations of consideration for others. All Air Force personnel should demonstrate common acts of courtesy while on- and off-duty.

Distinguished Visitors. Certain individuals who are considered distinguished visitors (DV) are often afforded particular courtesies as a matter of respect, as well as tradition. A DV may be defined as any: (1) General or Flag Officer; (2) government official with rank equivalent to a Brigadier General or higher; (3) foreign military officer or civilian designated a DV by the Under Secretary of the Air Force for International Affairs; or (4) visitor or group designated by the commander. Persons in certain positions may be given DV status as designated by the commander. A DV visit is an important event and should be given close attention to detail. Review DAFI 90-1201, and AFPAM 34-1202, *Guide to Protocol*, and contact the installation protocol office for further guidance on responsibilities and proper procedures for DVs.

24.18. Position of Honor

Junior personnel shall employ a courteous and respectful bearing toward senior personnel. Give the senior person, enlisted, or commissioned, the position of honor on the right when walking, riding, or sitting. The junior person takes the position to the senior's left.

Entering or Exiting an Area. Unless told otherwise or impractical, rise and stand at attention when a senior official enters or departs a room. If more than one person is present, the person who first sees the officer calls the area to attention. An exception to this is when an officer is already in the room who is equal to or has a higher rank than the officer entering the room. In that case, do not call the room to attention.

Entering or Exiting Vehicles. Military personnel enter automobiles and small boats in reverse order of rank. Juniors will enter a vehicle first and take their appropriate seat on the senior's left. The senior officer will be the last to enter the vehicle and the first to exit.

24.19. Ranks, Titles, and Terms of Address

Military personnel are addressed by the rank associated with their grade or title. While all Air Force personnel are Airmen, it is appropriate to address officers by their grade, such as Lieutenant Colonel, and enlisted members by their grade, such as Master Sergeant. It is also acceptable to address enlisted members relative to their tier, such as Airman, Sergeant, Senior, Chief, as appropriate. Air Force members may also be addressed as "Sir" or "Ma'am." Chaplains may be addressed as Chaplain or by their ecclesiastical title.

Respect for Civilians. Civilians and civil service employees should be addressed appropriately as "Mr.," "Mrs.," "Miss," or "Ms.," and their last name. Also, using "Sir" or "Ma'am" is appropriate.

Respect for Retirees. Retirees are entitled to the same respect and courtesies as active military members. They will be addressed by their retired grade on all official records and official

correspondence, except for correspondence and other matters relating to a retiree's civilian employment. Refer to DAFI 36-3106, *Retiree Activities Program*, for additional details.

Respect for Uniformed Forces and Other Services. Extend military courtesies to members of other uniformed forces, other services, and friendly foreign nations. Pay the same respect to the national anthems and flags of other nations as rendered the United States national anthem and flag. While not necessary to learn the identifying insignia of the military grades of all nations, you should learn the ranks, grades, and insignia of the most frequently contacted nations, particularly during an overseas assignment or deployment.

24.20. Rendering the Salute

Saluting is a courtesy exchanged between members of the U.S. Armed Forces as both a greeting and a symbol of mutual respect. The salute is an expression of recognition for one another as members of the profession of arms; representing a personal commitment of self-sacrifice to preserve the American way of life. Salutes are appropriate to the U.S. President, Vice President, Secretary of Defense, Service Secretaries, all superior commissioned, warrant officers, all Medal of Honor recipients, and superior officers of friendly foreign nations. A salute is also rendered as a sign of respect to the United States flag and during official ceremonies, as covered in this chapter.

Saluting Uniformed Forces and Other Services. Salutes will be exchanged between officers (commissioned and warrant), and enlisted personnel of the U.S. Armed Forces. Salutes will also be exchanged between U.S. Armed Forces personnel, the Uniformed Services of the National Oceanic, Atmospheric Administration and the U.S. Public Health Service, as appropriate.

Saluting Protocol. When a salute is exchanged among individuals, the junior member always salutes the senior member first. The junior member should initiate the salute in time to allow the senior officer to return it. To prescribe an exact distance for all circumstances is not practical; however, good judgment should dictate when salutes are exchanged. While any Airman (enlisted or officer) recognizing a need to salute or a need to return a salute may do so anywhere at any time, there are circumstances when saluting may or may not be practical or warranted.

Indoors. Salutes are not rendered indoors, except for formal reporting. When reporting to an officer indoors, knock once, enter when told to do so, march to approximately two paces from the officer or desk, halt, salute, and report, "Sir (Ma'am), (rank and last name) reports as ordered," or "Sir (Ma'am), (rank and last name) reports." When the conversation is completed, execute a sharp salute, hold the salute until the officer acknowledges the salute, perform the appropriate facing movement, and depart.

Outdoors. When outdoors (outside of a building, on a porch, a covered sidewalk, an entryway, a reviewing stand, or at a bus stop) the salute will be exchanged. This applies both on and off military installations.

When Carrying Items. Individuals carrying articles in both hands (unable to be transferred to the left hand) need not initiate or return the salute when impractical, but should nod or offer a verbal greeting, acknowledging the appropriateness of a salute.

In Formation. When in formation, members do not salute or return a salute unless given the command to do so. The person in charge of the formation salutes and acknowledges salutes for those in the formation.

In a Work Detail. When in a work detail, individual workers do not salute. The person in charge of the detail salutes for those in the detail.

In Groups. When in groups, when a senior officer approaches, the first individual noticing the officer calls the group to attention. All members face the officer and salute. If the officer addresses an

individual or the group, all remain at attention (unless otherwise ordered) until the end of the conversation, at which time they salute the officer.

Public Gatherings. When attending public gatherings, such as sporting events, meetings, or when a salute would be inappropriate or impractical, salutes between individuals are not required.

In Vehicles. Exchange of salutes between members in moving military vehicles is not mandatory. For pedestrians, when officer passengers are readily identifiable (for example, officers in appropriately marked staff vehicles), the salute must be rendered. This includes the U.S. President, the Vice President, Secretary of War, Service Secretaries, and senior officers in vehicles when distinguished by vehicle plates and/or flags.

In Civilian Attire. Persons in uniform may salute civilians or senior military members in civilian clothes upon recognition.

At "No Salute" Areas. Saluting is not required in areas designated as "no salute" areas.

In Physical Training Gear. Saluting individuals due to rank recognition is not required when wearing the physical training gear but may be expected during specified academic training environments. When outdoors in physical training gear, Airmen are required to salute during reveille and retreat.

At Military Funerals / Memorials. When at a military funeral or memorial in uniform, salute the caisson or hearse as it passes and the casket as it is carried past. Also, salute during the firing of volleys and the playing of Taps. **Note:** Many installations across the Air Force play Taps to signify "lights out" at the end of the day. For these purposes, the salute is not required.

Section 24D—Ceremonies and Events

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24D—Ceremonies and Events	B	B	C	C	C

24.21. Military Ceremonies

The Air Force has many different types of ceremonies that are unique customs of our military profession, many of them held in honor of significant events throughout a member's career. : Official military ceremonies include promotions, funerals, activations, in-activations, re-designations, enlistments, reenlistments, awards, decorations, arrivals, departures, reveille, retreat, building dedications, ribbon cuttings, retirements, changes and assumptions of command.

24.22. Event Planning and Preparation

All events begin with planning. Consideration should always be given to the nature and sequence of the event, scheduling, guests, and budget. To give guests time to plan, aim at having details planned out at least three weeks in advance, or more. In such cases, planning committees will need to begin meeting and discussing details of the event far in advance of the invitations being sent out. This could mean, depending on the size and scope of the event, planning as early as several months to a year in advance. Because ceremonies are often steeped in tradition, there are almost always resources available for helping planners get started. Rather than starting from scratch, reach out to other organizations or review checklists from previous events to help get things started.

24.23. Parades and Honors Arrivals or Departures

Ceremonies, such as parades, honor cordons, motorcades, and other ceremonies that involve large numbers of Airmen and resources, may be held when officials entitled to such honors visit military installations. Full honors are reserved for statutory appointees, General Officers, Flag Officers, foreign dignitaries, and occasions when ceremonies promote international good will.

Award Ceremony. An award ceremony affords an opportunity to recognize a member's accomplishments. The commander or other official determines whether to present an award at a formal ceremony or to present it informally. Many units present awards during commander's call. Commanders and supervisors must ensure the presentation method reflects the significance of the award, as there are no specific guidelines to follow.

Decoration Ceremony. Decoration ceremonies formally recognize service members for meritorious service, outstanding achievement, or heroism. Formal and dignified decoration ceremonies preserve the integrity and value of decorations. When possible, commanders should personally present decorations. Regardless of where the presentation is conducted, the ceremony is conducted at the earliest possible date after approval of the decoration. All military participants and attendees should wear the uniform specified by the host.

Promotion Ceremony. Promotions are significant events in the lives of military people. Commanders and supervisors are responsible for ensuring their personnel receive proper recognition. Many of the guidelines for promotion ceremonies are the same as for decoration ceremonies. Most promotions are effective the first day of the month, so the promotion ceremony is customarily conducted on the last duty day before the promotion effective date. Some bases hold a base-wide promotion for all promotees, while other bases prefer to recognize promotees within their organizations.

Reenlistment Ceremony. Unit commanders will honor all reenlistees through a dignified reenlistment ceremony. Airmen may request any commissioned officer to perform the ceremony and may invite guests. The member's immediate family should be invited to reinforce the recognition that when a

member makes a commitment to the Air Force, the family is also making a commitment. The ceremony may be conducted in any place that lends dignity to the event. The United States flag has traditionally served, and should be used when available, as a backdrop for reenlistment ceremonies. Reenlistees and officers administering the oath must wear an authorized uniform for the ceremony, unless the officer performing the reenlistment is retired, then the uniform requirement for the reenlisting officer is optional. DAF policy concerning reenlistments is found in DAFI 36-2606, *Reenlistment and Extension of Enlistment*.

24.24. Oaths

At the core of the ceremony is the oath. The oath is recited by the officer and repeated by the reenlistee. The reenlistee and the officer administering the oath must be physically collocated during the ceremony. The officer, enlisted, and civilian oaths are very similar, but vary to some degree. If desired, the words "so help me God" may be omitted.

Officer Oath

I (state your name), /// having been appointed a (rank), in the United States Air Force /// do solemnly swear (or affirm) that I will support and defend /// the Constitution of the United States /// against all enemies, foreign and domestic, /// that I will bear true faith and allegiance to the same, /// that I take this obligation freely, /// without any mental reservation or purpose of evasion, /// and that I will well and faithfully discharge /// the duties of the office upon which I am about to enter, /// so help me God.

Enlisted Oath

I (state your name), /// do solemnly swear (or affirm) /// that I will support and defend /// the Constitution of the United States /// against all enemies, foreign and domestic, /// that I will bear true faith /// and allegiance to the same, /// and that I will obey the orders of the President of the United States /// and the orders of the officers appointed over me, /// according to regulations /// and the Uniform Code of Military Justice, /// so help me God.

Air National Guard Enlisted Oath

I do hereby acknowledge to have voluntarily enlisted this ___day of _____, 20_, in the _ National Guard of the State of _ for a period of ____year(s) under the conditions prescribed by law, unless sooner discharged by proper authority. I (state your name), /// do solemnly swear (or affirm) /// that I will support and defend /// the constitution of the United States /// and of the State of ___/// against all enemies, foreign and domestic, /// that I will bear true faith /// and allegiance to them, /// and that I will obey the orders of the President of the United States /// and the Governor of , /// and the orders of the officers appointed over me, /// according to law and regulations, /// so help me God.

Civilian Oath

I, (state your name), /// do solemnly swear (or affirm) that I will support and defend /// the constitution of the United States /// against all enemies, foreign and domestic, /// that I will bear true faith and allegiance to the same, /// that I take this obligation freely, /// without any mental reservation or purpose of evasion, /// and that I will well and faithfully discharge /// the duties of the office upon which I am about to enter, /// so help me God.

24.25. Retirement Ceremony

Recognition upon retirement is a longstanding tradition of military service with a tangible expression of appreciation for contributions to the Air Force mission, and with the assurance of continuation as a part of the Air Force family in retirement. Commanders are responsible for ensuring members have a

retirement ceremony to recognize their contributions. They must offer the retiring member the courtesy of a formal ceremony in keeping with the customs and traditions of the service unless the member prefers otherwise. Family members and friends should be invited and encouraged to attend the ceremony. During the retirement ceremony, the member receives a certificate of retirement, a United States flag, the Air Force retired lapel button, various certificates, and letters of appreciation, as well as appropriate awards, decorations, and honors. Spouses also receive special recognition at a member's retirement ceremony. Retirement ceremonies often combine official, long standing Air Force traditions with a member's desire to personalize the ceremony for family and invited guests. Anyone involved in planning a retirement should consult DAFI 36-3203 for complete details.

24.26. Reveille Ceremony

The signal for the start of the official duty day is the playing of reveille. Because the time for the start of the duty day varies among different locations, the commander designates the specified time for reveille. If the commander desires, a reveille ceremony may accompany the raising of the flag. This ceremony takes place after sunrise near the base flagstaff. Shortly before the specified time, Airmen march to a pre-designated position near the base flagstaff, halt, face toward the flagstaff, and dress. The flag security detail arrives at the flagstaff at this time and remains at attention.

A typical reveille ceremony will involve the following commands and procedures:

The unit commander (or senior participant) commands "Parade, REST."

At the specified time, the unit commander commands "SOUND REVEILLE." The flag detail assumes the position of attention, moves to the flagstaff, and attaches the flag to the halyards.

After reveille is played, the unit commander commands "Squadron, ATTENTION" and "Present, ARMS" and then faces the flagstaff and executes present arms. On this signal, the national anthem or To the Colors is sounded.

On the first note of the national anthem or To the Colors, the flag security detail begins to raise the flag briskly. The senior member of the detail holds the flag to keep it from touching the ground.

The unit commander holds the salute until the last note of the national anthem or To the Colors

is played, then executes order arms, faces about, and commands "Order, ARMS."

The Airmen are then dismissed or marched to the dismissal area.

Raising the Flag. When practical, a detail consisting of one senior member and two junior members hoists the flag. The detail forms in line with the senior member carrying the flag in the center. The detail then marches to the flagstaff, halts, and attaches the flag to the halyards. The two junior members attend the halyards, taking a position facing the staff to hoist the flag without entangling the halyards. The flag is always raised and lowered from the leeward side of the flagstaff. The senior member continues to hold the flag, taking particular care that no portion of the flag touches the ground. When the flag is clear of the senior member's grasp, the senior member comes to attention and executes present arms. On the last note of the national anthem, To the Colors, or after the flag has been hoisted to the staff head, all members of the detail execute order arms on command of the senior member. The halyards are then secured to the cleat of the staff or, if appropriate, the flag is lowered to half-staff before the halyards are secured. The detail is formed again and then marches to the dismissal area.

24.27. Retreat Ceremony

The retreat ceremony serves a twofold purpose; it signals the end of the official duty day, and it serves as a ceremony for paying respect to the United States flag. Because the time for the end of the duty day varies among different locations, the commander designates the time for retreat ceremonies. The

retreat ceremony may take place at the squadron area, on the base parade ground, or near the base flagstaff. If conducted at the base parade ground, retreat may be part of the parade ceremony. Shortly before the specified time for retreat, Airmen participating in the ceremony are positioned facing the flagstaff and dressed. If a band is present, the band precedes the Airmen participating in the ceremony. A typical reveille ceremony will involve the following commands and procedures:

If the band and Airmen march to the flagstaff, a flag security detail also marches to the flagstaff and halts, and the senior member gives the command "Parade, REST" to the security detail.

As soon as the Airmen are dressed, the commander commands "Parade, REST." The commander then faces the flagstaff, assumes parade rest, and waits for the specified time for retreat.

At the specified time, the commander orders the bandleader to sound retreat by commanding "SOUND RETREAT."

During the playing of retreat (either by a band or over a loudspeaker), junior members of the flag security detail assume the position of attention and move to the flagstaff to arrange the halyards for proper lowering of the flag. Once the halyards are arranged, the junior members of the flag security detail execute parade rest in unison.

After retreat has played, the commander faces about and commands "Squadron (Group, etc.), ATTENTION."

The commander then commands "Present, ARMS." The members of the flag security detail and members in formation execute present arms on command of the commander. The commander faces to the front and also assumes present arms.

The national anthem is played, or a bugler plays To the Colors. The junior members of the flag security detail lower the flag slowly and with dignity.

The commander executes order arms when the last note of the national anthem or To the Colors is played and the flag is securely grasped. The commander faces about, gives the Airmen in formation the command of "Order, ARMS," and then faces to the front.

The flag security detail folds the flag. The senior member of the detail remains at attention while the flag is folded unless needed to control the flag.

When the flag is folded, the flag security detail, with the senior member on the right and the flag bearer in the center, marches to a position three paces from the commander (or officer of the day in an informal ceremony). The senior member salutes and reports "Sir (Ma'am), the flag is secured." The commander returns the salute, and the flag security detail marches away. The Airmen in formation are then marched to their areas and dismissed. Note: Uniformed military members not assigned to a formation face the flag (if visible), or the music, and assume the position of parade rest on the first note of retreat. Upon completion of retreat, they should assume the position of attention and salute on the first note of the national anthem or To the Colors.

Lowering the Flag. When practical, the detail lowering the flag should be one senior member and three junior members for the all-purpose flag, and one senior member and five junior members for the installation flag. The detail is formed and marched to the flagstaff. The halyards are detached and attended from the leeward side. On the first note of the national anthem or To the Colors, the members of the detail not lowering the flag execute present arms. The lowering of the flag is coordinated with the playing of the music so the two are completed at the same time. The senior member commands the detail "Order, ARMS" when the flag is low enough to be received. If at half-staff, briskly hoist the flag to the staff head while retreat is sounded and then lower on the first note of the national anthem or To the Colors. The flag is detached from the halyards and folded. The halyards are secured to the staff.

The correct method for folding the United States flag can be found in DAFI 90-1201.

24.28. The Dining-In and Dining-Out

Dining-ins and dining-outs are both formal events. The one significant difference is that nonmilitary spouses, friends, and civilians may attend a dining-out, but the dining-in is a formal dinner for military members only. The present dining-in format had its beginnings in the Air Corps when General Henry H. “Hap” Arnold held his famous wingdings. The association of Army Air Corps personnel with the British and their dining-ins during World War II also encouraged their popularity in the Air Force. Members now recognize the event as an occasion where ceremony, tradition, and good fellowship serve an important purpose and are effective in building and maintaining high morale and esprit de corps. Military members who attend these ceremonies must wear the mess dress or the semiformal uniform. Civilians wear the dress specified in the invitations. **Note:** The combat dining-in is an event similar to the dining-in because it maintains the traditional form; however, the difference is primarily in the dress and atmosphere. Combat dining-ins typically celebrate the evening in some form of utility uniform in a much more relaxed environment deliberately prepared to encourage camaraderie.

24.29. The Order of the Sword Induction Ceremony

Induction into the order of the sword is an honor reserved for individuals who have provided outstanding leadership and support to enlisted members as a “Leader among Leaders and an Airman among Airmen.” The order of the sword event is conducted with the dignity that reflects its significance as the highest honor and tribute an enlisted member can bestow on anyone. Similar to the dining-in, this evening affair usually consists of a social period, formal dinner, and induction ceremony. The required dress is the mess dress, semiformal uniform, or equivalent. The only approved levels for award of the sword are the Air Force level and major command level. The Chief Master Sergeant of the Air Force and MAJCOM command chiefs are known as the “keepers of the sword,” and maintain the official lists of order of the sword recipients, respectively.

History of the Order of the Sword. The first recorded order of the sword ceremony in the United States was in the 1860s when a General officer was presented a sword by his command. The ceremony was revised, updated, and adopted by the Air Force in 1967 to recognize and honor military senior officers, Colonel or above, and civilian equivalents, for conspicuous and significant contributions to the welfare and prestige of the Air Force enlisted force mission effectiveness as well as the overall military establishment.

Section 24E—Drill and Formation

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24E—Drill and Formation	B	B	C	C	C

24.30. Military Formations

Ceremonies involving drill and formations honor distinguished persons, recognize special events, and demonstrate the proficiency and training state of Airmen. Whether giving or following commands, good military bearing is essential to all involved in drill and formation. The precision marching, promptness in responding to commands, and teamwork developed on the drill field are key to the professional appearance and performance of the formation during ceremonies. The flight formation is the most practical drill group and is composed of at least two, but no more than four, elements. For more information, see DAFPAM 34-1203, *Drill and Ceremonies*.

24.31. Drill Commands

Being in step with the formation, proper positioning, marching, and facing movements are all necessary aspects of drill and ceremonies. Understanding proper procedures for drill are essential for moving a formation in an orderly manner from one position to another. Standards, such as the 24-inch step, cadence of 100 to 120 steps per minute, distance, and interval, were established to ensure movements are executed with order and precision. A drill command is an oral order that usually has two parts: the preparatory command and the command of execution. The preparatory command precedes the command of execution. It explains what the movement will be and what elements or parts of the formation will be executing the movement. The command of execution explains what movement will be carried out. For example, in the command "Flight, HALT," the word "Flight" is the preparatory command, and it designates the unit. The word "HALT" is the command of execution and is the command to be performed by the flight.

Supplementary Command. A supplementary command is given when one unit of the element must execute a movement different from another unit or units, or the same movement at a different time. Examples of supplementary commands are, "CONTINUE THE MARCH" and "STAND FAST."

Informational Command. An informational command has no preparatory command or command of execution and is not supplementary. This command is used to direct others to give commands. Examples of informational commands are, "PREPARE FOR INSPECTION" and "DISMISS THE SQUADRON."

Mass Commands. Mass commands help develop confidence, self-reliance, assertiveness, and enthusiasm by making the individual recall, give, and execute proper commands. Mass commands are usually confined to simple movements with short preparatory commands and commands of execution carried out simultaneously by all elements of a unit. Each person in the formation is required to give commands in unison as if they were responsible for giving the commands to the entire element. The volume of the combined voices encourages every person to perform the movement with snap and precision.

24.32. Drill Positions

Fall In. The command for fall in is "FALL IN." On the command "FALL IN," individuals form a flight in line formation. Line formation may best be described as falling into formation by forming a 'long' line from shoulder to shoulder. Each Airman will fall in, automatically establishing their dress, cover, interval, and distance, executing an automatic ready front, and remaining at the position of attention.

Attention. The command for attention is "Flight, ATTENTION." On the command "ATTENTION,"

members of the formation come to attention by bringing the heels together smartly and on line, as near each other as the conformation of the body permits. Feet are turned out equally to form a 45-degree angle. Keep the legs straight without stiffening or locking the knees. The body is erect with hips level, chest lifted, back arched, and shoulders square and even. Arms hang straight down alongside the body without stiffness and the wrists are straight with the forearms. Place thumbs, which are resting along the first joint of the forefinger, along the seams of the trousers or sides of the skirt. Hands are cupped (but not clenched as a fist) with palms facing the leg. The head is held straight to the front, the chin is drawn slightly so the axis of the head and neck is vertical, and the eyes are to the front with the line of sight parallel to the ground. The weight of the body rests equally on the heels and balls of both feet. Silence and immobility are required.

Open Ranks. The command for open ranks is "Open Ranks, MARCH." The command "Open Ranks, MARCH" is only given to a formation when in line at normal intervals. On the command "MARCH," the fourth rank stands fast and automatically executes dress right dress. The third rank takes one pace, the second rank takes two, and the first rank takes three paces forward. The flight commander aligns the flight, then commands "Ready, FRONT."

Open ranks is a command given for inspecting the flight. After inspecting the entire flight, the inspector marches off to the right flank (element leaders) of the flight. The flight commander calls the flight to attention. The flight commander then commands "Close Ranks, MARCH." On the command "MARCH," the first rank stands fast. The second rank takes one pace forward and halts at the position of attention. The third and fourth ranks take two and three paces forward, respectively, and halt at attention.

24.33. Rest Positions

There are four positions of rest: parade rest, at ease, rest, and fall out. The commander and members of the formation must be at the position of attention before going to any of the rest positions. To resume the position of attention from any of the rests (except fall out, for which the commander uses the command "FALL IN"), the command is "Flight, ATTENTION."

Parade Rest. The command for parade rest is "Parade, REST." On the command "REST," members of the formation raise the left foot from the hip just enough to clear the ground and move smartly to the left so the heels are 12 inches apart, as measured from the inside of the heels. Keep the legs straight but not stiff, and the heels on line. As the left foot moves, bring the arms fully extended to the back of the body, uncupping the hands in the process and straightening the fingers of each hand, pointing them toward the ground. Face the palms outward and place the right hand in the palm of the left, right thumb over the left to form an "X." Keep the head and eyes straight ahead and remain silent and immobile.

At Ease. The command for at ease is "AT EASE." On the command "AT EASE," members of the formation may relax in a standing position but must keep the right foot in place. Their position in the formation will not change. Silence is maintained.

Rest. The command for rest is "REST." On the command "REST," the same requirements for at ease apply, but moderate speech is permitted.

Fall Out. The command for fall out is "FALL OUT." On the command "FALL OUT," individuals may relax in a standing position or break ranks. They must remain in the immediate area. No specific method of dispersal is required. Moderate speech is permitted.

Section 24F—Preserving Our Heritage

REQUIRED LEVEL OF COMPREHENSION FOR DEVELOPMENT AND PROMOTION					
Chapter 24—MILITARY CUSTOMS AND COURTESIES	**SSgt**	**TSgt**	**MSgt**	**SMSgt**	**CMSgt**
Section 24F—Preserving Our Heritage	B	B	C	C	C

24.34. Air Force Enlisted Heritage Research Institute and Enlisted Heritage Hall Museum

At Maxwell AFB-Gunter Annex, Alabama, the Air Force Enlisted Heritage Research Institute is a repository for Air Force enlisted history and heritage. It contains over 200,000 original documents and reference materials spanning the ages from balloon aviation to current operations. The Air Force Enlisted Heritage Research Institute is housed within the Air Force Enlisted Heritage Hall Museum, which is the only enlisted-centric museum in the Air Force and a place of honor designed to remember and teach the importance of enlisted contributions to Air Power.

The Enlisted Heritage Hall, **Figure 24.5**, is a 14,000 square foot museum that was developed by the Air Force Senior Non-Commissioned Officer Academy in 1983, which was originally a 1942 segregated dining facility. Throughout the decades, displays have been added to feature enlisted Airmen contributions to the Air and Space missions of the United States of America. There are over 280 individual exhibits with over 3,000 artifacts on display, such as the authentic medal from four of the eight enlisted Medal of Honors, a B-17 Ball Turret, a B-52 Tail Gun, uniforms from AF members, such as former CMSAFs, POWs, Medal of Honor and Air Force Cross recipients, as well as countless other precious artifacts.



Figure 24.5. Enlisted Heritage Hall

"I cannot emphasize enough to the people in uniform—the fabric of our nation—they have not misplaced their trust in the defense of America and what we stand for."

CMSAF (ret) Wayne L. Fisk
Director of the Air Force Enlisted Heritage Hall

24.35. The Air Force Memorial

The Air Force Memorial, located in Arlington, VA, commemorates "Airmen"–past, present, and future. During the 1991 Persian Gulf War, the world witnessed the Air Force using advanced technology and delivering a degree of air superiority undreamed of by the World War II Army Air Corps.

Members from the Air Force Association and Air Force Sergeants Association realized there was no national memorial to commemorate the Air Force's air dominance. On October 14, 2006, fifteen years after the 1991 Persian Gulf War, President George W. Bush dedicated the Air Force Memorial to Airmen.

Renowned architect James I. Freed designed the Air Force Memorial by first borrowing the runway patterns from World War II airfields. He further



Figure 24.6. Air Force Memorial

ensured the 5-pointed star remains prominent in the public eye as it is on Air Force aircraft, missiles, and on enlisted chevrons. The star is centered at the base of the three asymmetrical spires reaching heights of 201, 231, and 270 feet. The spires, at the foot of a runway, are diametrically opposed from World War II quotes by our founding fathers, Generals Billy Mitchel, Henry "Hap" Arnold, and Carl Spaatz. On the northern and southern boundaries of the parade field stand 10-foot high, 56-feet long granite walls. The theme of the northern wall is "Valor."

All aerospace Medal of Honor recipients and their hometowns are listed beginning with World War I U.S. Army Air Corps aviators, Lieutenants Bleckley, Goetler, Luke, and Rickenbacker to TSgt John A. Chapman, who, in 2002, died valiantly in Afghanistan. Nearby, stands a glass contemplation wall engraved with the 4-ship missing man formation, paying tribute to fallen Airmen. The southern wall inscription theme is Air Force Core "Values."

The Air Force Memorial also lists two centuries of combat and contingency campaigns. Along the walls of the campaigns are quotes defining their contributions to the nation. Central to the Air Force Memorial is the 16-foot bronze Honor Guard Statue, created by renowned sculptor Zenos Frudakis. The statue is a testimony to the Air Force's military courtesies, dress and appearance, and drill and ceremonies. Most importantly, the Honor Guard statue represent what we value the most–our people.

> "A Soldier can walk the battlefields where [they] once fought; a Marine can walk the beaches [they] once stormed; but an airman can never visit the patch of sky [they] raced across on a mission to defend freedom. And so it's fitting that, from this day forward, the men and women of the Air Force will have this memorial, a place here on the ground that recognizes their achievements and sacrifices in the skies above."
>
> President George W. Bush
> AF Memorial Dedication

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Opening Paragraph

AFI 1-1, *Air Force Standards*, 18 August 2023
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
DAFMAN 36-2664, *Personnel Assessment Program*, 17 January 2025
DAFPD 36-26, *Total Force Development and Management*, 18 January 2024

Chapter 1, Professionalism

AFI 1-1, *Air Force Standards*, 18 August 2023
The Little Brown Book, *The Enlisted Force Structure*, 16 May 2022
Title 5, CFR, Part 2635, *Standards of Ethical Conduct for Employees of the Executive Branch*, 12 September 2023.

Chapter 2, Aviation History

AF Enlisted Heritage Research Institute
Air Force Historical Research Agency
Air Force Historical Support Division
Public Law 80-495, *National Security Act of 1947*, 18 September 1947
Title 10 U.S.C, Ch. 908, *U.S. Space Force Act*, 1 January 2021

Chapter 3, Air Force Heritage

AF Enlisted Heritage Research Institute
Air Force Historical Research Agency
Air Force Historical Support Division
Public Law 80-495, *National Security Act of 1947*, 18 September 1947
Public Law 80-625, *Women's Armed Services Integration Act*, 12 June 1948

Chapter 4, Air and Cyberpower

AFDP 3-12, *Cyberspace Operations*, 01 May 2026
JP 3-12, *Cyberspace Operations*, 8 June 2018
Public Law 116-92, *Fiscal Year 2020 National Defense Authorization Act*, 20 December 2019
Title 10 U.S.C. Section 131, 1 January 2018
United States Constitution Section 2, Article 2

Chapter 5, Military Organization and Command

AFDP 1, *The Air Force*, 10 March 2021
AFI 1-1, *Air Force Standards*, 18 August 2023
AFPD 1, *Air Force Culture*, 15 October 2019
DoDD 5100.01, *Functions of the DoW and Its Major Components*, Change 1, 17 September 2020.
Public Law 99-433, *Goldwater-Nichols DoW Reorganization Act of 1986*, 1 October 1986

Chapter 6, Doctrine, Joint Force, and Mobilization

AFDP 1, *The Air Force*, 10 March 2021
AFFORGEN Connect
Air Force Doctrine Publications
DAFI 38-101, *Manpower and Organization*, 29 August 2019
DoD Dictionary of Military and Associated Terms
JP 1 Volume 2, *The Joint Force*, 19 July 2020
JP 3-0, *Joint Operations*, 18 June 2022
Public Law 99-433, *Goldwater-Nichols DoD Reorganization Act of 1986*, 1 October 1986
Title 10, U.S.C., *Armed Forces*, current edition
Title 10, U.S.C., Section 113 (g), *Secretary of War*, current edition
Title 10, U.S.C., Section 161, *Combatant Commands: Establishment*, current edition
Title 50, U.S.C., Section 3043, *Annual National Security Strategy Report*, current edition

Chapter 7, Enlisted Force Development

AFH 36-2647, *Competency Modeling*, 8 February 2022
CJCSI 1805.01B, *Enlisted Professional Military Education Policy*, 15 May 2015
DAFMAN 36-2100, *Military Classification, Technical Training and Retraining*, 6 July 2026
DAFMAN 36-2664, *Personnel Assessment Program*, 17 January 2025
DAFM 36-2032, *Military Recruiting and Accessions,* 16 January 2025
DAFI 36-2670, *Total Force Development*, 25 June 2020
DAFI 36-2681, *Voluntary Education Program*, 16 December 2025
DAFPD 36-26, *Total Force Development and Management*, 18 January 2024
DoDI 1322.25, *Voluntary Education Programs*, 15 March 2011
Public Law 106-291, Section 1268, *Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015*, 19 December 2014
Public Law 108-375*, Fiscal Year 2005 National Defense Authorization Act*, 28 October 2004
The Little Brown Book, *The Enlisted Force Structure*, 16 May 2022

Chapter 8, Assessments and Recognition

AFH 33-337, *The Tongue and Quill*, 27 May 2015
AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020
AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 22 August 2025
DAFI 36-2606, *Reenlistment and Extension of Enlistment*, 22 May 2024
DAFI 36-3211, *Military Separations*, 24 June 2022
DAFMAN 36-2100, *Military Classification, Technical Training and Retraining*, 6 July 2026
DAFMAN 36-2806, *Military Awards: Criteria and Procedures*, 27 October 2022
DoDM 5400.7_AFMAN 33-302, *Freedom of Information Act Program*, 27 April 2018
DoDM 5400.07, *DoD Freedom of Information Act (FOIA) Program*, 25 January 2017
DoWM 1348.33, Volume 2, *Manual of Military Decorations and Awards*, 21 December 2016, Change 4 Effective 7 May 2021
Public Law 93-579, *Privacy Act 1974*, 31 December 1974
Title 5, U.S.C. 552a, *Privacy Act of 1974*, 31 December 1974

Chapter 9, Enlisted Promotions

AFI 36-2502, *Enlisted Airman Promotion and Demotion Programs*, 2 July 2026
DAFMAN 36-2664, *Personnel Assessment Program*, 17 January 2025
Title 10, U.S.C., *Armed Forces*, 7 July 2011

Chapter 10, Assignments and Occupational Codes

DAFI 36-2110, *Total Force Assignments*, 9 August 2024
DAFI 36-3009, *Military and Family Readiness Centers*, 4 November 2022
DAFMAN 36-2100, *Military Classification, Technical Training and Retraining*, 6 July 2026
DAFMAN 21-113, *Air Force Metrology & Calibration Program Management*, 27 December 2023
DoDI1342.19_DAFI36-2908, *Family Care Plans*, 10 March 2023

Chapter 11, Personnel Programs and Benefits

AFI 1-1, *Air Force Standards*, 18 August 2023
DAFI 34-106, *Private Organizations (PO) Program*, 16 January 2026
DAFI 36-128, *Pay-Setting and Incentives*, 9 January 2026
DAFI 36-134, *Labor-Management Relations*, 23 March 2026
DAFI 36-147, *Civilian Conduct and Responsibility*, 11 January 2023
DAFI 36-2110, *Total Force Assignments*, 9 August 2024
DAFI 36-2670, *Total Force Development*, 25 June 2020
DAFI 36-2687, *Civilian Development*, 9 November 2023
DAFI 36-3003, *Military Leave Program*, 26 February 2026
DAFI 36-3107, *Voting Assistance Program*, 26 June 2025
DAFI 36-3203, *Service Retirements*, 8 July 2025
DAFMAN 36-2689, *Training Program*, 31 March 2023
DoDI 1342.19_DAFI36-2908, *Family Care Plans*, 10 March 2023
DoDI 1342.22, *Military Family Readiness*, 5 August 2021
DoDI 1400.25*, DoD Civilian Personnel Management System*, 1 December 1996
DoDI 1400.25v771_DAFI36-706, *DoD Civilian Management System: Administrative Grievance System*, 14 November 2018
DoDI 1400.25V610_DAFI36-152, *Hours of Work and Holiday Observances*, 6 April 2023
DoDI 1400.25V630_AFI36-815, *Leave*, 14 November 2019
JER Section 3-210, *Relations with Non-Federal Entities: Official and Personal*, May 2018
Joint Ethics Regulation
Public Law 110-252, *Post-9/11 Veterans Educational Assistance Act of 2008*, 30 June 2008.
Title 10, U.S.C., Section 1370, *Regular Commissioned Officers*, current edition
Title 10, U.S.C., Section 1393, *Higher Grade after 30 Years of Service: Warrant Officers and Enlisted Members*, current edition
Title 10, U.S.C., Section 1407e, *Retired Pay Base for Members Who First Became Members after September 7, 1980: High-36 Month Average*, current edition
Title 10 U.S.C., Section 2558, *National Military Associations: Assistance at National Conventions*, 7 January 2011

Chapter 12, Finance, Manpower, and Resources

AFI 1-1, *Air Force Standards*, 18 August 2023
DAFI 32-7001, *Environmental Management*, 8 January 2025
DAFI 36-2906, *Personal Financial Responsibility*, 23 August 2023
DAFI 38-101, *Manpower and Organization*, 29 August 2019
DAFMAN 65-116, Volume 1, D*efense Joint Military Pay System Active Component (DJMS-AC) Financial Management Flight (FMF)*, 8 August 2025
DoD 7000.14-R, *DoW Financial Management Regulation*, current edition
DoD 7000.14-R, *Financial Management Regulation*, Volume 12, Chapter 7, *Financial Liability for Government Property Lost, Damaged, Destroyed, or Stolen*, May 2024
DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution Process*, 25 January 2013
DoDI 4715.17, *Environmental Management Systems*, 15 April 2009

DoDI 5000.64_DAFI 23-111, *Accountability and Management of DoD Equipment and Other Accountable Property*, 6 December 2021
Public Law 93-579, *Privacy Act 1974*, 31 December 1974

Chapter 13, Developing Organizations

AFI 1-2, *Commander's Responsibilities*,15 September 2025
Berne, Eric., *Games People Play*. NY: Grove Press, Inc., 1967.
Bruce D. Sanders, PhD, & Peter R. Scholtes, et al. *Fine-Tuning Team Spirit*, Supervisory Management, June 1980.
Casey, A. J. & Goldman, E. F. (2010). *Enhancing the ability to think strategically: A learning model*. Management Learning, 1-19.
DAFI 90-302, *The Inspection System of the DAF*, 15 March 2023
Daft, Richard L., *Organizational Theory and Design*, 3rd Ed. NY: West Publishing, 1989
Harris, *Exploring Strategic Thinking: Insights to Assess, Develop, and Retain Army Strategic Thinkers* (U.S. Army Research Institute for the Behavioral and Social Sciences Research Product 2013- 01). Developing Army Strategic Thinkers.
Kambly, Arnold H., M.D., *The ABC's of PAC: An Introduction to Transactional Analysis*. MI: The University Center, 1971.
Kleingeld, A., van Mierlo, H., & Arends, L. (2011). *The effect of goal setting on group performance: A meta-analysis*. Journal of Applied Psychology, 96(6), 1289.
Robbins, Stephen P., *Organizational Behavior, Concepts, Controversies and Applications*. NJ: Prentice Hall, 1996.
Rolwes, P. (2020). *Development and Validation of Air Force Foundational Competency Assessments*. AD1120209.pdf.
Thomas A., *I'm OK-You're OK*. NY: Harper and Row Publishers, Inc., 1973 Barron, L. G. &
Thomas, Kenneth, W. PhD., *Conflict and Negotiation Processes in Organizations, Handbook of Industrial and Organizational Psychology*, 1992.
Suzanne Willis Zoglio. *Teams at Work*, PA: Tower Hill Press, 1993.
Weyhrauch, W. S., *User's Guide for the Strategic Thinking Mindset Test* (U.S. Army Research Institute for the Behavioral and Social Sciences Research Product 2018-02).
Willis Zoglio, Suzanne., *Teams at Work*, PA: Tower Hill Press, 1993.

Chapter 14, Developing Others

AFH 33-337, *The Tongue and Quill*, 27 May 2015
Bennis, W., and Goldsmith, J., *Learning to Lead: A Course on Becoming A Leader*. Addison- Wesley, 1994.
DAFMAN 36-2643, *Coaching and Mentoring Program*, 11 September 2023
Hersey, Paul, Blanchard, Kenneth H., and Johnson, Dewey E., *Management of Organizational Behavior: Leading Human Resources*, 8th ed. NJ: Prentice Hall, 2001.
Kline, John A. *Speaking Effectively: A Guide for Air Force Speakers*. Air University Press. Maxwell Air Force Base, AL. 1989.
Savino, Carl S., and Ronald L. Krannich. *Air Force Blue to Corporate Gray: A Career Guide for Air Force Personnel*. Competitive Edge Services. Fairfax Station, VA. 2006.
Sosik, John J., and Jung, Don I., *Full Range Leadership Development: Pathways for People, Profit,*

and Planet. NY: Taylor and Francis Group, 2010.
Strategic Leadership Primer, *Department of Command, Leadership and Management*, United States Army War College, 3rd ed., 2010.
Transition Assistance Program Workshop Participation Manual

Chapter 15, Developing Self

AFH 33-337, *The Tongue and Quill*, 27 May 2015
AFI 1-1, *Air Force Standards*, 18 August 2023
AFI 10-701, *Operations Security (OPSEC)*, 24 July 2019
AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020
AFI 35-101, *Public Affairs Operations*, 20 November 2020
AU-1, *Air University Style Guide for Writers, and Editors*, 2d ed., 2015.
Caldwell, William B., Stroud, Shawn, and Menning, Anton, *Fostering a Culture of Engagement*, Military Review, September-October 2009.
Department of the Air Force Priorities 2020
DAFI 51-508, *Political Activities, Free Speech, and Freedom of* Assembly, 24 March 2023
DoD Dictionary of Military and Associated Terms
Dose, J. J. & Klimoski, R. J. (1995). *Doing the right thing in the workplace: Responsibility in the face of accountability*. Employee Responsibilities and Rights Journal, 8, 35-56.
Dweck, C. S. (2016). *Mindset: The New Psychology of Success*.
Friese, M. & Hoffman. W. (2009). *Control me or I will control you: Impulses, trait self-control, and the guidance of behavior*. Journal of Research in Personality, 43, 795-805.
Garland, E. L., Farb, N. A., Goldin, P., & Fredrickson, B. L. (2015). *Mindfulness broadens awareness and builds eudaimonic meaning: A process model of mindful positive emotion regulation*. Psychological Inquiry, 26, 293-314. Mindfulness Broadens Awareness and Builds Eudaimonic Meaning: A Process Model of Mindful Positive Emotion Regulation
Kline, John A., *Speaking Effectively: A Guide for Air Force Speakers*. Air University Press. Maxwell Air Force Base, AL., 1989.
Muraven (2010). *Building self-control leads to improved self-control performance*. Journal of Experimental Social Psychology, 46, 465-468.
Public Law 93-579, *Privacy Act 1974*, 31 December 1974
The Modern Language Association Formatting and Style Guide, 9th ed., 2021. Chicago Manual of Style, 17th ed., 2017.
American Psychological Association Style Guide, 7th ed., 2020.
Tugade, M. M. & Fredrickson, B. L. (2004*). Resilient individuals use positive emotions to bounce back from negative emotional experiences*. Journal of Personality and Social Psychology, 86, 320-333.
U.S. Government Printing Office Style Manual, 12 January 2017

Chapter 16, Developing Ideas

Browning, James W., *Leadership at the Strategic Level in an Uncertain World*. Washington, DC:
CRAPP Test: Evaluating Information - Applying the CRAAP Test (Meriam Library)
Department of the Air Force Priorities 2020
Dwight D. Eisenhower School for National Security and Resource Strategy, 2013.
Mitchell, W. E. & Kowalik, T. F. (1999). *Creative Problem Solving Workbook* (3rd Edition). Nemeth, C. J. (1986). *Differential contributions of majority and minority influence*.
Psychological Review, 93, 23-32.
Nisbett, R. E., Krantz, D. H., Jepson, C., & Kunda, Z. (1983). *The use of statistical reasoning in everyday inductive reasoning*. Psychological Review, 90, 339-363.
Rose, L.H. & Lin, H. T. (1984). *A meta-analysis of long-term creativity training programs*. The Journal

of Creative Behavior, 18, 11-22.
Wakker, Peter P. *Prospect Theory: For Risk and Ambiguity*. Cambridge University Press, 2010

Chapter 17, Emergency Management

DAFI 10-2501, *Emergency Management Program*, 16 October 2023
DAFI 10-2503, *CBRN Defense Program*, 6 October 2023
DAFI 91-202, *The Department of the Air Force (DAF) Mishap Prevention Program*, 20 March 2020
DAFPAM 90-803, *Risk Management (RM) Guidelines and Tools*, 23 March 2022

Chapter 18, Security

AFI 10-701, *Operations Security (OPSEC)*, 9 June 2020
AFI 17-130, *Cybersecurity Program Management*, 13 February 2020
AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020
AFI 71-101, Volume 2, *Protective Service Matters*, 17 November 2025
AFPD 31-1, *Integrated Defense*, 21 June 2018
DAFI 71-101, Volume 4, *Counterintelligence*, 20 May 2026
DAFMAN 17-1301, *Computer Security (COMPUSEC)*, 9 December 2024
DoDI 5200.48_DAFI 16-1403, *Controlled Unclassified Information*, 5 October 2021
DoDIO-2000.16V1_DAFI31-145-O, *Antiterrorism (AT) Program Implementation*, 14 November 2022
DoDM 5200.01V1_AFMAN16-1404V1, *Information Security Program: Overview, Classification, and Declassification*, 6 April 2022
DoDM 5200.01V2_AFMAN16-1404V2, *Information Security Program: Marking of Classified Information*, 6 January 2021
DoDM 5200.01V3_DAFMAN16-1404V3, *DoD Information Security Program: Protection of Classified Information*, 12 April 2022
DoDM 5200.02_DAFMAN 16-1405, *Department of the Air Force Personnel Security Program*, 1 August 2018
Foreign Clearance Guide
FIPS 140-2, *Security Requirements for Cryptographic Modules*, 25 May 2001
Joint Ethics Regulation
JP 3-10, *Joint Security Operations in Theater*, 25 July 2019
Public Law 93-579, *Privacy Act 1974*, 31 December 1974

Chapter 19, Standards of Conduct

AFI 1-1, *Air Force Standards*, 18 August 2023
DAFI 38-101, *Manpower and Organization*, 29 August 2019
DAFI 90-160, *Publications and Forms Management*, 14 April 2022
DoDD 2311.01, *DoW Law of War Program*, 2 July 2020
DoDD 5500.07, *Ethics and Standards of Conduct*, 15 May 2024
HOI 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, 7 May 2024
Joint Ethics Regulation (JER)

Chapter 20, Enforcing Military Standards

AFI 1-1, *Air Force Standards*, 18 August 2023
AFI 1-2, *Commander's Responsibilities*, 15 September 2025
AFI 31-218, *Motor Vehicle Traffic Supervision*, 22 May 2006
AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020
AFI 35-101, *Public Affairs Operations*, 20 November 2020
AFI 36-2909, *Air Force Professional Relationships and Conduct*, 14 November 2019

AFMAN 36-2905, *Air Force Physical Fitness Readiness Program,* 24 March 2026
DAFI 34-107, *Alcoholic Beverage Program*, 5 July 2023
DAFI 36-2603, *Air Force Board for Correction of Military Records (AFBCMR)*, 18 September 2026
DAFI 36-2710, *Equal Opportunity Program*, 20 January 2026
DAFI 36-2608, *Military Personnel Records Systems*, 16 April 2021
DAFI 36-2907, *Adverse Administrative Actions*, 14 January 2026
DAFI 36-3211, *Military Separations*, 24 June 2022
DAFI 51-201, *Administration of Military Justice*, 9 January 2026
DAFI 51-508*, Political Activities, Free Speech, and Freedom of Assembly*, 24 March 2023
DAFI 52-201, *Religious Freedom in the DAF*, 23 June 2021
DAFI 90-301, *Inspector General Complaints Resolution*, 4 January 2024
DAFI 90-302, *The Inspection System of the DAF*, 15 March 2023
DAFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program,*16 October 2026
DAFMAN 44-197, *Military Drug Demand Reduction Program*, 5 September 2023 DoDD 1344.10, *Political Activities by Members of the Armed Forces*, 19 February 2008
DoDI 1325.06, *Handling Protest, Extremist, and Criminal Gang Activities Among Members of the Armed Forces*, 27 November 2009
DoDM5200.01V1_AFMAN16-1404V1*, Information Security Program: Overview, Classification, and Declassification*, 6 April 2022
Equal Employment Opportunity Management Directive 110, 5 August 2015
Public Law 110-233, *Genetic Information Nondiscrimination Act of 2008*, 21 May 2008
The Little Brown Book, *The Enlisted Force Structure*, 16 May 2022
Title 29, Code of Federal Regulations, Part 1614, *Federal Sector Equal Employment Opportunity*, 1 July 2016

Chapter 21, Military Justice

AFI 1-1, *Air Force Standards*, 18 August 2023
AFI 36-2502, *Enlisted Airman Promotion and Demotion Programs*, 2 July 2026
DAFI 51-202, *Nonjudicial Punishment*, 26 August 2026
DAFI 51-505, *Complaints of Wrongs Under Article 138, Uniform Code of Military Justice*, 28 August 2024
DAFPD 36-29, *Military Standards*, 24 January 2023
Manual for Courts-Martial, United States (2024 ed.)
Title 10, United States Code, Chapter 47, *Uniform Code of Military Justice*

Chapter 22, Fitness and Readiness

Accelerating Progress in Obesity Prevention: Solving the Weight of the Nation. Front Matter. Washington, D.C.: The National Academies Press, 2012.
AFI 1-1, *Air Force Standards*, 18 August 2023
AFI 44-102, *Medical Care Management*, 17 March 2015
AFI 44-172, *Mental Health*, 29 September 2026
AFI 48-103, *Health Promotion*, 21 June 2019
AFI 48-133, *Duty Limiting Conditions*, 7 August 2020
Airman's Guide for Assisting Personnel in Distress
AFMAN 36-2905, *Air Force Physical Fitness Readiness Program*, 24 March 2026
DAFI 48-104, *Tobacco Free Living*, 30 June 2025
DAFI 36-2910, *Line of Duty (LOD) Determination, Medical Continuation (MEDCON), and Incapacitation (INCAP) Pay*, 3 September 2021
DoDI 6490.08, *Command Notification Requirements to Dispel Stigmas in Providing Mental Health Care to Service Members*, 6 September 2023

Dietary Guidelines for Americans
DoWI 1308.03, *DoW Physical Fitness/Body Composition Program*, 10 March 2022
MyPlate, U.S. Department of Agriculture
Operation Supplement Safety

Chapter 23, Dress and Appearance

AFI 1-1, *Air Force Standards*, 18 August 2023
DAFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 29 February 2024
DAFI 36-3012, *Military Entitlements*, 6 April 2023
DoDD 1344.10, *Political Activities by Members of the Armed Forces*, 19 February 2008

Chapter 24, Military Customs and Courtesies

AFI 1-1, *Air Force Standards*, 18 August 2023
AFMAN 33-326, *Preparing Official Communications*, 31 July 2019
AFPAM 34-1202, *Guide to Protocol*, 8 May 2019
DAFI 36-2606, *Reenlistment and Extension of Enlistment*, 22 May 2024
DAFI 36-3106, *Retiree Activities Program*, 7 May 2024
DAFI 36-3203, *Service Retirements*, 8 July 2025
DAFI 65-601, Volume 1, *Budget Guidance and Procedures*, 8 July 2025
DAFI 90-1201, *Protocol*, 8 October 2024
DAFMAN 36-2806, *Military Awards Criteria and Procedures*, 17 October 2022
DAFPAM 34-1203, *Drill and Ceremonies*, 13 September 2022
DoD Guide, *Important Information and Guidelines About the Use of DoW Seals, Logos, Insignia, and Service Medals, DoW Community*, 16 October 2015
DoDI5535.12_DAFI35-114, *Air Force Branding and Trademark Licensing Program*, 3 February 2021
Title 4, U.S.C., *Flag and Seal, Seat of Government, and the States*, 31 October 1951. Title 10, U.S.C., *Armed Forces*, 5 October 1994
Title 36, U.S.C., *Patriotic and National Observances, Ceremonies, and Organizations*, 18 December 2014.

Attachment 4

Executive Order 9981, *Desegregation of the Armed Forces*, 26 July 1948

Adopted Forms

AF Form 10A, *Personnel Information File, Record of Performance; Officer Command Selection Record Group (Folder)*
AF Form 108, Air Force *Fitness Education and Intervention Processing*
AF Form 332, *Base Civil Engineer Work Request*
AF Form 422, *Notification of Air Force Member's Qualification Status*
AF Form 469, *Duty Limiting Condition Report*
AF Form 716, *Enlisted Performance Brief*
AF Form 724, *Airman Comprehensive Assessment Worksheet (WO/CW 1-5 and O1-O6)*
AF Form 724-A, *Airman Comprehensive Assessment Addendum*
AF Form 931, *Airman Comprehensive Assessment Worksheet (AB/SPC1 thru TSgt)*
AF Form 932, *Airman Comprehensive Assessment Worksheet (MSgt thru CMSgt)*
AF Form 1768, *Staff Summary Sheet*
AF Form 3070A, *Record of Nonjudicial Punishment Proceedings (E-1 through E-5)*
AF Form 3070B, *Record of Nonjudicial Punishment Proceedings (E-6 through E-9)*
AF Form 3070C, *Record of Nonjudicial Punishment Proceedings (Officer)*
AF Form 4446, *Air Force Physical Fitness Readiness Assessment Score Card*
AF Form 4446A, *Air Force Physical Fitness Screening Questionnaire (FSQ)*

AETC Form 156, *Student Training Report*
DAF Form 63, *Active Duty Service Commitment (ADSC) Acknowledgement Statement*
DAF Form 77, *Letter of Evaluation*
DAF Form 104, *Service Medal Award Verification*
DAF Form 174, *Record of Individual Counseling*
DAF Form 357, *Family Care Certification*
DAF Form 418, *Selective Reenlistment Program (SRP) Consideration/Denial of Continued Service for Airmen/Guardians*
DAF Form 475, *Education/Training Report*
DAF Form 623, *Individual Training Record Folder*
DAF Form 623A, *On-the-Job Training Record-Continuation Sheet*
DAF Form 707, *Officer Performance Report (Lt thru Col)*
DAF Form 709, *Promotion Recommendation*
DAF Form 797, *Job Qualification Standard Continuation/Command JQS*
DAF Form 803, *Report of Task Evaluations*
DAF Form 847, *Recommendation for Change of Product*
DAF Form 910, *Enlisted Performance Report (AB thru TSgt)*
DAF Form 911, *Enlisted Performance Report (MSgt thru SMSgt)* DAF Form 912, *Enlisted Performance Report (CMSgt)*
DAF Form 948, *Application for Correction/Removal of Evaluation Reports*
DAF Form 988, *Leave Request/Authorization*
DAF Form 1058, *Unfavorable Information File Actions*
DAF Form 1098, *Special Task Certification and Recurring Training*
DAF Form 1137, *Unfavorable Information File Summary*
DD Form 1351-2, *Travel Voucher or Subvoucher*
DAF Form 4428, *Tattoo/Brand/Body Marking Screening/Verification.*
DD Form 149, *Application for Correction of Military Record Under the Provisions of Title 10, United States Code, Section 1552*
DD Form 200, *Financial Liability Investigation of Property Loss*
SF 182, *Authorization, Agreement and Certification of Training*
DD Form 293, *Application for the Review of Discharge from the Armed Forces of the United State*
DD Form 448, *Military Interdepartmental Purchase Request*
SF 701, *Activity Security Checklist*
DFAS Form 702, *Defense Finance and Accounting Service Military Leave and Earnings Statement*
SF 703, *Top Secret* (Cover Sheet) SF
704, *Secret* (Cover Sheet)
SF 705, *Confidential* (Cover Sheet)
DD Form 2656, *Data for Payment of Retired Personnel*
DD Form 2875, *System Authorization Access Request*
SGLV Form 8286, *Servicemembers' Group Life Insurance Election and Certificate*

Abbreviations and Acronyms

A&P—Airframe & Powerplant

A&S—Acquisition & Sustainment

A1—Manpower and Personnel

A1C—Airman First Class

AAFES—Army Air Force Exchange Service

AB—Airman Basic

ABM— Anti-Ballistic Missile

ACC—Air Combat Command

ACE—Ask, Care, and Escort

ADAPT—Alcohol and Drug Abuse Prevention and Treatment

ADCON—Administrative Control

ADTC—Airman Development and Testing Chart

AEHF—Advanced Extremely High Frequency

AETC—Air Education and Training Command

AFB—Air Force Base

AFBCMR—Air Force Board for Correction of Military Records

AFCEC—Air Force Civil Engineer Center

AFCFM—Air Force Career Field Manager

AFCMRS—Air Force Combined Mishap Reduction System

AFCOOL—Air Force Credentialing Opportunities On-Line

AFDD—Air Force Doctrine Documents

AFDP—Air Force Doctrine Publication

AFDW—Air Force District of Washington

AFECD—Air Force Enlisted Classification Directory

AFGSC—Air Force Global Strike Command

AFH—Air Force Handbook

AFI—Air Force Instruction

AFIA—Air Force Inspection Agency

AFIS—Air Force Inspection System

AFIT—Air Force Institute of Technology

AFJROTC—Air Force Junior Reserve Officer Training Corps

AFJQS—Air Force Job Qualification Standard

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMETCAL—Air Force Metrology and Calibration

AFOCD—Air Force Officer Classification Directory

AFOSI—Air Force Office of Special Investigations

AFPAM—Air Force Pamphlet

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFRH—Armed Forces Retirement Home

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFRS—Air Force Recruiting Service

AFSAS—Air Force Safety Automated System

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AFW2—Air Force Wounded Warrior

ALERTORD—Alert Order

ALS—Airman Leadership School

ALS-BLC—Airman Leadership School Blended Learning

ALS-DL—Airman Leadership School Distance Learning

ALQ—Airman Leadership Qualities

AMC—Air Mobility Command

AMT—Aviation Maintenance Technicians

Amn—Airman

ANG—Air National Guard

AOC—Air Operations Center

ARMS—Automated Records Management System

ASAT—Anti-satellite

AU—Air University

AU-ABC—Air University Associate-to-Baccalaureate Cooperative Program

AUSIS—Air University Student Information System

AFVEC—Air Force Virtual Education Center

BCA—Body Composition Assessment

BCIP—Body Composition Improvement Program

BCP—Body Composition Program

BCM—Body Composition Manager

BRS—Blended Retirement System

C-MAJCOM—Component Major Command

C-NAF—Component Numbered Air Force

C2—Command and Control

CAF—Comprehensive Airman Fitness

CAFSC—Control Air Force Specialty Code

CAP—Civil Air Patrol

CAT—Crisis Action Team

CATM—Combat Arms Training and Maintenance

CBD—Cannabidiol

CBRN—Chemical, Biological, Radiological, Nuclear

CCAF—Community College of the Air Force

CCIP—Commander's Inspection program

CCM—Command Chief Master Sergeant

CCMD—Combatant Command

CES—Civil Engineer Squadron

CDC—Career Development Course

CEM—Chief Enlisted Manager

CFETP—Career Field Education and Training Plan

CI—Continuous Improvement

CJCS—Chairman, Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CJCSM—Chairman, Joint Chiefs of Staff Manual

CJR—Career Job Reservation

CLC—Chief Leadership Course

CLEP—College-Level Examination Program

CLRC—Cross Leg Reverse Crunch

CMSAF—Chief Master Sergeant of the Air Force

CMSgt—Chief Master Sergeant

CMSSF—Chief Master Sergeant of the Space Force

CO—Cyberspace Operations

COA—Course of Action

COCOM—Combatant Command (Command Authority)

COLPRO—Collective Protective System

COMAFFOR—Commander, Air Force Forces

CONOPS—Concept of Operations

CONUS—Continental United States

CPI—Continuous Process Improvement

CRAAP—Currency, Relevance, Authority, Accuracy, and Purpose

CSAF—Chief of Staff, United States Air Force

CUI—Controlled Unclassified Information

DAF—Department of the Air Force

DAFIA—Department of the Air Force Inspection Agency

DAFPD—Department of the Air Force Policy Directive

DANTES —Defense Activity for Nontraditional Education Support

DCMA—Defense Contract Management Agency

DE—Directed Energy

DeCA—Defense Commissary Agency

DEROS—Date Eligible for Return from Overseas

DFAS—Defense Finance and Accounting Service

DFDU—Desert Flight Duty Uniform

DJMS-AC—Defense Joint Military Pay System

DLA—Defense Logistics Agency

DLC—Distance Learning Courses

DLPT—Defense Language Proficiency Test

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDFMR—Department of Defense Financial Management Regulation

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

DOTMLPF—Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities

DRF—Disaster Response Force

DRU—Direct Reporting Units

DSD—Developmental Special Duty

DSE—Developmental Special Experience

DSP—Defense Support Program

DSST—Dantes Subject Standardized Test

DV—Distinguished Visitor

DVR—Data Verification Record

ECC—Emergency Communications Center

ECPS—Enlisted Commissioning Programs

EES—Enlisted Evaluation System

EFMP—Exceptional Family Member Program

EJPME—Enlisted Joint Professional Military Education

EM—Emergency Management

EMS—Electromagnetic Spectrum

EOD—Explosive Ordnance Disposal

EPB—Enlisted Performance Brief

EPMS—Enlisted Personnel Management System

EQUAL—Enlisted Quarterly Assignments Listing

ETP—Exception to Policy

EXORD—Execution Order

F&ES—Fire and Emergency Services

FAA—Federal Aviation Administration

FAC—Fitness Assessment Cell

FDU—Flight Duty Uniform

FICA—Federal Insurance Contributions Act

FITW—Federal Income Tax Withholding

FMF—Financial Management Flight

FOA—Field Operating Agencies

FPG—Federal Poverty Guidelines

FRAGORD—Fragmentary Order

FRLD—Full Range Leadership Development

FWA—Fraud, Waste, and Abuse

FYDP—Future Years Defense Program

GCM—General Court-Martial

GEM—General Education Mobile

GHI—Gross Household Income

GLINT—Gated Light Intensifier

GPC—Great Power Competition

GPS—Global Positioning System

GSU—Geographically Separate Unit

HAF—Headquarters Air Force

HAMR—High Aerobic Multi-Shuttle

HeRO—Health and Readiness Optimization

HHQ—Higher Headquarters

HLR—Higher Level Reviewer

HRPU—Hand Release Push-up

IAAFA—Inter-American Air Forces Academy

IAW—In Accordance With

IC—Installation Commander

ICBM—Intercontinental Ballistic Missile

IDA—Initial Disposition Authority

IG—Inspector General

IGEMS—Inspector General Evaluation Management System

IGY—International Geophysical Year

ILE—Intermediate Leadership Experience

IMA—Individual Mobilization Augmentees

IMT—Information Management Tool

INF—Intermediate-Range Nuclear Forces

ISD—Instructional Systems Development

JACCE—Joint Air Component Coordination Element

JAOC—Joint Air Operations Center

JCS—Joint Chiefs of Staff

JER—Joint Ethics Regulation

JFACC—Joint Force Air Component Commander

JFC—Joint Force Commander

JFHQ-NCR—Joint Force Headquarters-National Capital Region

JP—Joint Publication

JPEC—Joint Planning and Execution Community

JSAMTCC—Joint Service Aviation Maintenance Technician Certification Council

JST—Joint Services Transcript

JTF—Joint Task Force

JTF-NCR—Joint Task Force National Capital Region

LEAP—Language Enabled Airman Program

LEO—Low Earth Orbit

LES—Leave and Earning Statement

LOAC—Law of Armed Conflict

LOE—Letter of Evaluation

M&FRC—Military and Family Readiness Center

MAJCOM—Major Command

MCM—Manual for Courts-Martial

MCSS—Military Clothing Sales Store

MFM—MAJCOM Functional Manager

MGA—Major Graded Areas

MICT—Management Internal Control Toolset

MilPDS—Military Personnel Data System

MOC—Military Occupational Classifications

MOPP—Mission-Oriented Protective Posture

MSgt—Master Sergeant

MTI—Military Training Instructor

MTL—Master Task List

NAF—Numbered Air Force

NASA—National Aeronautics and Space Agency

NATO—North Atlantic Treaty Organization

NCO—Noncommissioned Officer

NCO-DL—Noncommissioned Officer Distance Learning

NCOA—Noncommissioned Officer Academy

NCOIC—Noncommissioned Officer in Charge

NCR—National Capital Region

NDAA—National Defense Authorization Act

NDS—National Defense Strategy

NDU—National Defense University

NGB—National Guard Bureau

NLT—No Later Than

NMS—National Military Strategy

NORAD—North American Aerospace Defense

NRO—National Reconnaissance Office

NSI—Nuclear Surety Inspection

OES—Officer Evaluation System

OJT—On-The-Job Training

OODA—Observe, Orient, Decide, Act

OPB—Officer Performance Brief

OPM—Office of Personnel Management

OPCON—Operational Control

OPI—Oral Proficiency Interview

OPORD—Operations Order

OSA—Organizational Safety Assessment

OSD—Office of the Secretary of Defense

OSW—Office of the Secretary of Defense

OSTC—Office of Special Trial Counsel

OTS—Officer Training School

PA—Public Affairs

PACAF—Pacific Air Forces

PACE—Profession of Arms Center of Excellence

PAR—Post-Attack Reconnaissance

PCS—Permanent Change of Station

PEBD—Pay Entry Base Date

PECD—Promotion Eligibility Cutoff Date

PFA—Physical Fitness Assessment

PFE—Promotion Fitness Examination

PfP—Partnership for Peace

PFP—Physical Fitness Program

PIF—Personal Information File

PL—Protection Level

PLANORD—Planning Order

PLS—Presidential Logistics Squadron

PME—Professional Military Education

PNOK— Primary Next of Kin

POM—Program Objective Memorandum

PPBE—Planning, Programming, Budgeting, and Execution Process

PRC—People's Republic of China

PRDA—Personnel Records Display Application

PRR—Production Recruiter Retainer

PSMC—Personal Statement of Military Compensation

PTSD—Posttraumatic Stress Disorder

RAP—Recruiter Assistance Program

RED— Record of Emergency Data

RegAF—Regular Air Force

ROTC—Reserve Officer Training Program

RPA—Remotely Piloted Aircraft

RRM—Recruiting Retention Manager

RRS—Recruiting Retention Superintendent

SAC—Self-Assessment Communicator

SARC—Sexual Assault Response Coordinator

SAPR—Sexual Assault Prevention and Response

SATCOM—Satellite Communications

SBIRS—Space Based Infrared System

SCM—Summary Court-Martial

SEA—Senior Enlisted Advisor

SEAC—Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff

SecAF—Secretary of the Air Force

SecDef—Secretary of Defense

SecWar—Secretary of War

SEI—Special Experience Identifier

SEL—Senior Enlisted Leader

SERE—Survival, Evasion, Resistance and Escape

SGLI—Servicemembers' Group Life Insurance

SITW—State Income Tax Withholding

SKT—Specialty Knowledge Test

SMART—Specific, Measurable, Attainable, Relevant, and Timely

SMSgt—Senior Master Sergeant

SNCO—Senior Noncommissioned Officer

SNCO-DL—Senior Noncommissioned Officer Distance Learning

SNCOA—Senior Noncommissioned Officer Academy

SOAR—Scholarships for Outstanding Airmen to ROTC

SOES—Servicemembers' Group Life Insurance Online Enrollment System

SPCM—Special Court-Martial

SPFI—Space Force Instructions

SPFMAN—Space Force Manual

SrA—Senior Airman

SRB—Selective Retention Bonus

SRP—Selective Reenlistment Program

SSgt—Staff Sergeant

START—Strategic Arms Reduction Treaty

STEP—Stripes for Exceptional Performers

T.O.—Technical Order

TACON—Tactical Control

TAFMS—Total Active Federal Military Service

TAP—Transition Assistance Program

TDY—Temporary Duty

TIC—Toxic Industrial Chemicals

TIG—The Inspector General

TIM—Toxic Industrial Materials

TR—Training Report

TSgt—Technical Sergeant

TSP—Thrift Savings Plan

UCMJ—Uniform Code of Military Justice

UDM—Unit Deployment Manager

UEI—Unit Effectiveness Inspections

UFPM—Unit Fitness Program Manager

UIF—Unfavorable Information File

UMD—Unit Manpower Document

UN—United Nations

U.S.—United States

U.S.C.—United States Code

USAF—United States Air Force

USAFA—USAF Academy

USAFE—United States Air Forces in Europe

USAFE-AFAFRICA—United States Air Forces in Europe and Air Forces Africa

USAFSAM—USAF School of Aviation Medicine

USAP—Unit Self-Assessment Program

USCENTCOM—United States Central Command

USCYBERCOM—United States Cyber Command

USEUCOM—United States European Command

USG—United States Government

USINDOPACOM—United States Indo-Pacific Command

USNORTHCOM—United States Northen Command

USSF—United States Space Force

USS—United States Ship

USSOCOM—United States Special Operations Command

USSOUTHCOM—United States Southern Command

USSPACECOM—United States Space Command

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

UTM—Unit Training Manager

VA—Veterans Affairs

VC—Victims' Counsel

VCJCS—Vice Chairman, Joint Chiefs of Staff

VEA—Volunteer Excellence Award

vRED—Virtual Record of Emergency Data

WAPS—Weighted Airman Promotion System

WARNORD—Warning Order

WEAR—We Are All Recruiters

WHtR—Waist-to-Height Ratio

Terms

Abuse—The intentional, wrongful, or improper use of government resources. Abuse typically involves misuse of rank, position, or authority.

ADCON—Direction or exercise of authority over subordinate or other organizations with respect to administration and support (JP 1). This includes organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.

Aerospace Power—The synergistic application of air, space, and information systems to project global strategic military power.

Air Force Members—All Reserve, Guard, RegAF officers and enlisted personnel serving in the Air Force.

Air Force Personnel—All civilian employees, including government employees, in the DAF (including non-appropriated fund activities), Reserve and Guard members, and all RegAF officers and enlisted members of the Air Force.

Airman—Historically, the term Airman is associated with uniformed members of the U.S. Air Force (officer or enlisted; regular, Reserve, or Guard) regardless of rank, component, or specialty. Today, Air Force civilians and members of the Civil Air Patrol, when conducting missions as the official Air Force Auxiliary, are incorporated within the broader meaning of the term, Airman.

Attrition—The reduction of the effectiveness of a force by loss of personnel and materiel.

Capital Case—An offense for which death is an authorized punishment under the Uniform Code of Military Justice.

Chain of Command—The succession of commanding officers from a superior to a subordinate through which command is exercised.

Coalition—An ad hoc arrangement between two or more nations for common action.

Coalition Force—A force composed of military elements of nations that have formed a temporary alliance for some specific purpose.

Coherent—Sticking together; a logical relationship of parts. Paramilitary and military measures, short of overt armed conflict, involving regular forces are employed to achieve national objectives.

Cohesion—The act, process, or condition of cohering: exhibited strong cohesion in the family unit.

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.

Compromise—The known or suspected exposure of clandestine personnel, installations, or other assets or of classified information or material to an unauthorized person.

Contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, facilities, and equipment.

Continuum—A continuous extent, succession, or whole, no part of which can be distinguished from neighboring parts except by arbitrary division.

Convening Authority—Commanders, usually above the squadron level, who have the authority to order a court-martial be conducted. The convening authorities consult with the staff judge advocate, determine if trial by court-martial is appropriate, and refer the case to a court-martial which they have created and for which they appoint the judge, court members, as well as the trial and defense counsels.

Correctional Custody—The physical restraint of a person during duty or nonduty hours, or both, imposed as a punishment under Article 15, Uniform Code of Military Justice, which may include extra duties, fatigue duties, or hard labor.

Cover—Individuals align themselves directly behind the person to their immediate front.

Dereliction of Duty—The willful neglect of your job or assigned duties.

Deterrence—The prevention from action by fear of the consequences. Deterrence is a state of mind brought about by the existence of a credible threat of unacceptable counteraction.

Distance—The prescribed space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of the persons in front of them.

Doctrine—Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

Dress—Alignment of elements side by side or in line maintaining proper interval.

Echelon—A subdivision of a headquarters.

Element—The basic formation; the smallest drill unit, comprised of at least 3 individuals, but usually 8 to 12 persons, one of whom is designated as the element leader.

Espionage—The act of obtaining, delivering, transmitting, communicating, or receiving information about the national defense with an intent, or reason to believe, that the information may be used to the injury of the United States or to the advantage of any foreign nation.

Esprit de Corps—Devotion and enthusiasm among members of a group for one another.

Evaluator—A general reference to any individual who signs an evaluation report in a rating capacity. Each evaluator must be serving in a grade or position equal to or higher than the previous evaluators and the ratee. **Note:** A commander who is junior in grade to the rater will still review the enlisted performance report (see AFI 36-2403).

Exploitation—Taking full advantage of success in battle and following up initial gains or taking full advantage of any information that has come to hand for tactical, operational, or strategic purposes.

File—A single column of individuals placed one behind the other.

Fiscal Year—A 12-month period for which an organization plans to use its funds. The fiscal year starts on 1 October and ends on 30 September

Forensic—Relating to, used in, or appropriate for courts of law or for public discussion or argumentation. Of, relating to, or used in debate or argument; rhetorical. Relating to the use of science or technology in the investigation and establishment of facts or evidence in a court of law: a forensic laboratory.

Forfeiture of Pay—A type of punishment where people lose their entitlements to pay for a specified period of time.

Fraud—The intentional misleading or deceitful conduct that deprives the government of its resources or rights.

Functional Area—Duties or activities related to and dependent upon one another.

Grievance—A personal complaint, by a civilian employee, related to the job or working environment and subject to the control of management. This term also includes any complaint or protest based on either actual or supposed circumstances.

Guide—The Airman designated to regulate the direction and rate of march.

Half-staff—The position of the flag when it is one-half the distance between the top and bottom of the staff.

Information Superiority—The capability to collect, process, analyze, and disseminate information while denying an adversary's ability to do the same.

Information Warfare (IW)—Any action taken to deny, exploit, corrupt, or destroy an adversary's information and information functions while protecting friendly forces against similar actions and exploiting our own military information functions.

Infrastructure—A term generally applicable to all fixed and permanent installations, fabrications, or facilities for the support and control of military forces.

Installation Commander—The individual responsible for all operations performed by an installation.

Intelligence—The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas.

Interdiction—An action to divert, disrupt, delay, or destroy the enemy's surface military potential before it can be used effectively against friendly forces.

Interrogation—Systematic effort to procure information by direct questioning of a person under the control of the questioner.

Interval—Space between individuals standing side by side. Normal interval is one arm's length. Close interval is 4 inches.

Joint Force—A general term applied to a force composed of significant elements, assigned, or attached, of two or more military departments, operating under a single joint force commander. See also joint force commander.

Joint Force Air Component Commander (JFACC)—The joint force air component commander derives authority from the joint force commander who has the authority to exercise operational control, assign missions, direct coordination among subordinate commanders, redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. The joint force commander will normally designate a joint force air component commander. The joint force air component commander's responsibilities will be assigned by the joint force commander (normally these would include, but not be limited to, planning, coordination, allocation, and tasking based on the joint force commander's apportionment decision). Using the joint force commander's guidance and authority, and in coordination with other service component commanders and other assigned or supporting commanders, the joint force air component commander will recommend to the joint force commander apportionment of air sorties to various missions or geographic areas.

Joint Force Commander (JFC)—A general term applied to a CCDR, subunified commander, or joint task force commander authorized to exercise COCOM or operational control over a joint force. See also joint force.

Joint Operations—A general term to describe military actions conducted by joint forces, or by service forces in relationships (such as support, coordinating authority), which, of themselves, do not create joint forces.

Joint Task Force (JTF)—A joint force that is constituted and so designated by the Secretary of War, a CCDR, a subunified commander, or an existing joint force commander.

Logistics—The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; movement, evacuation, and hospitalization of personnel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

Military Strategy—The art and science of employing the armed forces of a nation to secure the objectives of national policy by the application of force or the threat of force.

Mitigation (of offense)—To lessen or attempt to lessen the magnitude of an offense

Multinational Operations—A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. See also alliance, coalition, and coalition force.

National Strategy—The art and science of developing and using the political, economic, and psychological powers of a nation, together with its armed forces, during peace and war, to secure national objectives.

Non-appropriated Activity—An activity associated with the government, but whose operation is not directly funded by the government; that is, the NCO open mess, officers open mess, and childcare center.

Non-appropriated Funds—Funds generated by DoW military and civilian personnel and their dependents and used to augment funds appropriated by the Congress to provide a comprehensive, morale-building welfare, religious, educational, and recreational program, designed to improve the well-being of military and civilian personnel and their dependents.

Operational Chain of Command—The chain of command established for a particular operation or series of continuing operations.

Operational Control (OPCON)—The transferable command authority that may be exercised by commanders at any echelon at or below the level of CCMD. Operational control is inherent in COCOM. Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Period of Supervision—The number of calendar days during the reporting period that the ratee was supervised by the rater.

Personnel Reliability (PR)—A commander's determination of an individual's trustworthiness to perform duties related to nuclear weapons.

Physiological—Having to do with the physical or biological state of being.

Precedence—Priority, order, or rank; relative order of mission or operational importance.

Qualification Training—Actual "hands-on" task performance training designed to qualify an individual in a specific duty position. This portion of the dual channel OJT program occurs both during and after the upgrade training process. It is designed to provide the performance skills required to do the job.

Rank—A single line of Airmen standing side by side.

Rater—The person designated to provide performance feedback and prepare an enlisted performance report (EPR) or officer performance report (OPR) when required. The rater is usually the ratee's immediate supervisor.

Rations in Kind—The actual food or meal.

Reconnaissance—A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy; or to secure dataconcerning the meteorological, hydrographic, or geographic characteristics of a particular area.

Repatriation—The procedure whereby American citizens and their families are officially processed back into the United States subsequent to an evacuation.

Sensitive Information—Data requiring special protection from disclosure that could cause embarrassment, compromise, or threat to the security of the sponsoring power. It may be applied to an agency, installation, person, position, document, materiel, or activity.

Special Operations (SO)—Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted during peacetime competition, conflict, and war, independently or in coordination with operations of conventional, nonspecial operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low-visibility techniques, and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets.

Staff Judge Advocate (SJA)—The senior legal advisor on the commander's staff.

Strategy—The art and science of developing and using political, economic, psychological, and military forces as necessary during peace and war, to afford the maximum support to policies, to increase the probabilities and favorable consequences of victory and to lessen the chances of defeat.

Subversive—Anyone lending aid, comfort, and moral support to individuals, groups, or organizations that advocate the overthrow of incumbent governments by force and violence is subversive and is engaged in subversive activity. All willful acts that are intended to be detrimental to the best interests of the government and that do not fall into the categories of treason, sedition, sabotage, or espionage will be placed in the category of subversive activity.

Tactical Control (TACON)—Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below, the level of CCMD.

Tactics—The employment of units in combat; the ordered arrangement and maneuver of units in relation to each other and or to the enemy in order to use their full potential.

Terrorist—An individual who uses violence, terror, and intimidation to achieve a result.

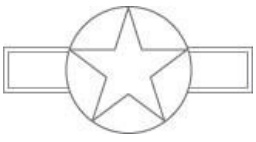
Theater—The geographical area outside the continental United States for which a commander of a CCMD has been assigned responsibility.

Under Arms—Bearing arms.

Unmanned Aerial Vehicle—A powered, aerial vehicle that does not carry a human operator, uses aerodynamic forces to provide vehicle lift, can fly autonomously or be piloted remotely, can be expendable or recoverable, and can carry a lethal or nonlethal payload. Ballistic or semi-ballistic vehicles, cruise missiles, or artillery projectiles are not considered unmanned aerial vehicles.

Attachment 2

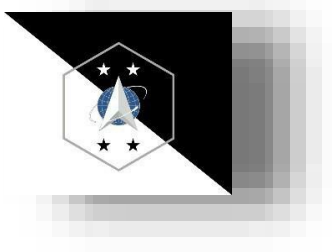
THE ROUNDEL

Heritage of the Roundel			
			
1906-1916	**1918 – 1920**	**1917, 1921-1941**	**1942-1943**
Used with and without white background circle. In use at the time of the Mexican Border Campaign.	The official American insignia during World War I and began to be phased out in 1919.	Introduced prior to the American entry into World War I and officially readopted after the war.	The red was removed to avoid confusion with Japanese insignia.
			
1942-1943	**1943**	**1943-1947**	**1947-Present**
Some aircraft in the European and Mediterranean theaters unofficially incorporated a yellow surround in the British style.	Between 29 June and 14 August, the official national insignia incorporated white sidebars and an overall red surround.	The red surround of the official insignia was changed to blue. During its 4 years of use, this insignia appeared on more aircraft than all its predecessors combined.	With the reorganization of the DoD and the creation of the USAF, red bars were added to the official national insignia.
Low Visibility Roundel			
Beginning in the late seventies low visibility markings have been introduced officially and unofficially on the aircraft of the USAF and other services. These grey insignia appear in their various forms on the majority of aircraft in the Air Force inventory.			
			

Attachment 3
DEPARTMENT OF THE AIR FORCE LEADERSHIP

Assistant Secretaries of War for Air Secretaries of the Air Force 	F. Trubee Davison	1926-1932
	Robert A. Lovett	1941-1946
	W. Stuart Symington	1946-1947
Secretaries of the Air Force 	W. Stuart Symington	1947-1950
	Thomas K. Finletter	1950-1953
	Harold E. Talbott	1953-1955
	Donald A. Quarles	1955-1957
	James H. Douglas, Jr.	1957-1959
	Dudley C. Sharp	1959-1961
	Eugene M. Zuckert	1961-1965
	Harold Brown	1965-1969
	Robert C. Seamans, Jr.	1969-1973
	John L. McLucas	1973-1975
	Thomas C. Reed	1976-1977
	John C. Stetson	1977-1979
	Hans M. Mark	1979-1981
	Verne Orr	1981-1985
	Russell A. Rourke	1985-1986
	Edward C. Aldridge, Jr.	1986-1988
	Donald B. Rice	1989-1993
	Sheila E. Widnall	1993-1997
	F. Whitten Peters	1997-2001
	Dr. James G. Roche	2001-2005
	Michael W. Wynne	2005-2008
	Michael B. Donley	2008-2013
	Deborah L. James	2013-2016
	Heather A. Wilson	2017-1919
	Barbara M. Barrett	2019-2021
	Frank Kendall	2021-Present

Military Air Chiefs 	Capt Charles D. Chandler	1907-1910
	Capt Arthur S. Cowan	1910-1911
	Capt Charles D. Chandler	1911-1912
	Lt Henry H. Arnold	1912-1913
	Col Samuel Reber	1913-1916
	Brig Gen George Squier	1916-1917
	Lt Col John B. Bennet	1917
	Brig Gen Benjamin Foulois	1917
	Brig Gen Alexander Dade	1917-1918
	Maj Gen William Kenly	1918-1919
	Maj Gen Mason M. Patrick	1921-1927
	Maj Gen James E. Fechet	1927-1931
	Maj Gen Benjamin Foulois	1931-1935
	Maj Gen Oscar Westover	1935-1938
	Gen Henry H. Arnold	1938-1946
	Gen Carl A. Spaatz	1946-1947
USAF Chiefs of Staff 	Gen Carl A. Spaatz	1947-1948
	Gen Hoyt S. Vandenberg	1948-1953
	Gen Nathan F. Twining	1953-1957
	Gen Thomas D. White	1957-1961
	Gen Curtis E. LeMay	1961-1965
	Gen John P. McConnell	1965-1969
	Gen John D. Ryan	1969-1973
	Gen George S. Brown	1973-1974
	Gen David C. Jones	1974-1978
	Gen Lew Allen, Jr.	1978-1982
	Gen Charles A. Gabriel	1982-1986
	Gen Larry D. Welch	1986-1990
	Gen Michael J. Dugan	1990-1990
	Gen Merrill A. McPeak	1990-1994
	Gen Ronald R. Fogleman	1994-1997
	Gen Michael E. Ryan	1997-2001
	Gen John P. Jumper	2001-2005
	Gen T. Michael Moseley	2005-2008
	Gen Norton A. Schwartz	2008-2012
	Gen Mark A. Welsh III	2012-2016
	Gen David L. Goldfein	2016-2020
	Gen Charles Q. Brown, Jr.	2020-2023
	Gen David W. Allvin	2023-2025
	Gen Kenneth S. Wilsbach	2025-Present

USSF Chiefs of Staff 	Gen John W. Raymond 2019-2022 Gen B. Chance Saltzman 2022-2026 Gen Douglas A. Schiess 2026-Present
Chief Master Sergeants of the Air Force 	CMSAF Paul W. Airey 1967-1969 CMSAF Donald L. Harlow 1969-1971 CMSAF Richard D. Kisling 1971-1973 CMSAF Thomas N. Barnes 1973-1977 CMSAF Robert D. Gaylor 1977-1979 CMSAF James M. McCoy 1979-1981 CMSAF Arthur L. Andrews 1981-1983 CMSAF Sam E. Parish 1983-1986 CMSAF James C. Binnicker 1986-1990 CMSAF Gary R. Pfingston 1990-1994 CMSAF David J. Campanale 1994-1996 CMSAF Eric W. Benken 1996-1999 CMSAF Frederick J. Finch 1999-2002 CMSAF Gerald R. Murray 2002-2006 CMSAF Rodney J. McKinley 2006-2009 CMSAF James A. Roy 2009-2013 CMSAF James A. Cody 2013-2017 CMSAF Kaleth O. Wright 2017-2020 CMSAF JoAnne S. Bass 2020-2024 CMSAF David A. Flosi 2024-2025 CMSAF David R. Wolfe 2025-Present
Chief Master Sergeant of the Space Force 	CMSSF Roger A. Towberman 2020-2023 CMSSF John F. Bentivegna 2023-Present

Attachment 5
DAF RIBBONS AND MEDALS



Medal of Honor



Air Force Cross



Defense Distinguished Service Medal



Distinguished Service Medal



Silver Star Medal



Defense Superior Service Medal



Legion of Merit



Distinguished Flying Cross



Airman's Medal



Bronze Star Medal



Purple Heart



Defense Meritorious Service Medal



Meritorious Service Medal



Air Medal



Aerial Achievement Medal



Joint Service Commendation Medal



Air and Space Commendation Medal



Joint Service Achievement Medal



Air and Space Achievement Medal



Combat Action Medal



Presidential Unit Citation



Joint Meritorious Unit Award



Gallant Unit Citation



Meritorious Unit Award



Air and Space Outstanding Unit Award



Air and Space Organizational Excellence Award



Prisoner of War Medal



Combat Readiness Medal



Air Force Good Conduct Medal



U.S. Space Force Good Conduct Medal



Army Good Conduct Medal



Air Reserve Forces Meritorious Service Medal



Outstanding Airman of the Year Ribbon



Air and Space Recognition Ribbon



American Defense Service Medal



American Campaign Medal



Asiatic-Pacific Campaign Medal



Euro-African-Middle Eastern Campaign Medal



World War II Victory Medal



Army of Occupation Medal



Medal for Humane Action



National Defense Service Medal



Korean Service Medal



Antarctica Service Medal



Armed Forces Expeditionary Medal



Vietnam Service Medal



Southwest Asia Service Medal



Kosovo Campaign Medal



Afghanistan Campaign Medal



Iraq Campaign Medal



Inherent Resolve Campaign Medal



Global War on Terrorism Expeditionary Medal



Global War on Terrorism Service Medal



Korean Defense Service Medal



Armed Forces Service Medal



Humanitarian Service Medal



Military Outstanding Volunteer Service Medal



Remote Combat Effects Campaign Medal



Air and Space Campaign Medal



Nuclear Deterrence Operations Service Medal



Air and Space Overseas Ribbon - Short Tour



Air and Space Overseas Ribbon - Long Tour



Air and Space Expeditionary Service Ribbon



Air and Space Longevity Service Award



Developmental Special Duty Ribbon



Air Force Basic Military Training Instructor Ribbon



Air Force Recruiter Ribbon



Armed Forces Reserve Medal



USAF NCO PME Graduate Ribbon



Basic Military Training Honor Graduate Ribbon



Small Arms Expert Marksmanship Ribbon



Air and Space Training Ribbon



Philippine Defense Medal



Philippine Liberation Medal



Philippine Independence Medal



Philippine Presidential Unit Citation



Republic of Korea Presidential Unit Citation



RVN Gallantry Cross with Palm



United Nations Service Medal



United Nations Medal



NATO Meritorious Service Medal



NATO Medal for Yugoslavia



NATO Medal for Kosovo



Article 5 NATO Medal - Eagle Assist



Article 5 NATO Medal - Active Endeavour



Non Article 5 NATO Medal - Balkans



Non Article 5 NATO Medal - International Security Assistance Force



Republic of Vietnam Campaign Medal



Kuwait Liberation Medal Kingdom of Saudi Arabia



Kuwait Liberation Medal Government of Kuwait



Republic of Korea Korean War Service Medal

Attachment 6
DEVICES



Airplane, C-54

The device is only worn with the Army of Occupation Medal to denote service of 90 consecutive days in direct support of the Berlin Airlift.



Arrowhead

The arrowhead device denotes participation in a combat parachute jump, combat glider landing or amphibious assault landing.



"Winter Over" Clasp and Disc

Antarctica Service Medal Clasp and Disc. The clasp is only worn on medal's suspension ribbon. The disc is authorized for people who stayed on the continent during winter. Bronze – 1 winter. Gold – 2 winters. Silver – 3 winters.



Germany and Japan Clasps

Clasps are authorized for wear on the Army of Occupation Medal. The inscriptions "Germany" or "Japan" signifies in what area of occupation recipient served.



"A" Device

The "A" device or Arctic Service Device is worn only with the Air Force Overseas Ribbon Short Tour and is authorized for people who completed a short tour north of the Arctic Circle.



"C" Device

The Combat "C" device is affixed to certain decorations to denote exceptionally meritorious service or achievement performed under combat conditions on or after 7 January 2016 (this is not retroactive prior to this date).



"M" Device

The Mobilization "M" device is only worn with the Armed Forces Reserve Medal to denote active duty status for at least one day during a contingency.



"N" Device

A metallic, bronze letter "N" that represents duties performed within a missile complex in direct support of Intercontinental Ballistic Missile operations or in direct support of nuclear laden aircraft. Only one "N" device is worn, regardless of the number of qualifying assignments. When worn alone, the device is centered on the ribbon. When worn with oak leaf clusters, the "N" device is worn to the wearer's right of the clusters.



"R" Device

The "R" device is affixed to certain decorations to denote direct hands-on employment of a weapon system that had a direct and immediate impact on a combat operation or other military operation (i.e., outcome of an engagement or specific effects on a target), including Title 10 USC, support of non-Title 10 operations, and operations authorized by an approved execute order.



"V" Device

The "V" device represents valor and does not denote an additional award. Only one may be worn on any ribbon.



Bronze and Silver Oak Leaf Cluster

The bronze oak leaf cluster represents 2nd and subsequent entitlements of awards. The silver oak leaf cluster represents 6th, 11th, etc., entitlements in lieu of five bronze

oak leaf clusters.



Palm Tree with Swords

The device is awarded for support of Desert Storm and Liberation of Kuwait in the Persian Gulf, Red Sea, Gulf of Aden, Iraq, Kuwait, Saudi Arabia, Oman, Bahrain, Qatar, and United Arab Emirates,

17 Jan 91 to 28 Feb 91.



Numeral Device

The device worn on the Multinational Force & Observation Medal or Army Air Medal denotes repeated decorations of the same award. On the Armed Forces Reserve Medal, the device denotes the times mobilized for active duty.



Hourglass

The hourglass is only worn with the Armed Forces Reserve Medal for years of service. Bronze – 10 years. Silver – 20 years. Gold – 30 years.



Bronze and Silver Service Stars

The bronze star represents participation in campaigns or operations, multiple qualifications, or an additional award to the ribbons on which it is authorized. Each silver star is worn in lieu of five bronze stars.



1960 Bar Date

The bar displays the date of 1960 followed by a dash and a blank space. The device is issued with the Vietnam Campaign Medal.



Palm

The bronze palm device is worn upon initial issue of the Vietnam Gallantry Cross Unit Citation and the Vietnam Civil Actions Unit Citation.



The Gold Border

The gold border/frame is a device for ribbon awards. Gold borders are not authorized to be attached to medals. Gold border awarded to Airman who participate in combat operations in a designated combat zone.

Attachment 7

USAF MEDAL OF HONOR RECIPIENTS



2d Lt Erwin R. Bleckley
Wichita, KS
6 Oct 1918



1st Lt Harold E. Goetler
Chicago, IL
6 Oct 1918



2d Lt Frank Luke Jr.
Phoenix, AZ
29 Sep 1918



1st Lt Edward V. Rickenbacker
Columbus, OH
25 Sep 1918



Lt Col Addison E. Baker
Chicago, IL
1 Aug 1943



Maj Richard I. Bong
Poplar, WI
15 Nov 1944



Maj Horace S. Carswell Jr.
Fort Worth, TX
26 Oct 1944



BG Frederick W. Castle
Manila, Philippines
24 Dec 1944



Maj Ralph Cheli
San Francisco, CA
18 Aug 1943



Col Demas T. Craw
Traverse City, MI
8 Nov 1942



BG James H. Doolittle
Alameda, CA
18 Apr 1942



SSgt Henry E. Erwin
Adamsville, AL
12 Apr 1945



2d Lt Robert E. Femoyer
Huntington, WV
2 Nov 1944



1st Lt Donald J. Gott
Arnett, OK
9 Nov 1944



Lt Col Pierpoint Hamilton
Tuxedo Park, NY
8 Nov 1942



Lt Col James H. Howard
Canton, China
11 Jan 1944



2d Lt Lloyd H. Hughes
Alexandria, LA
1 Aug 1943



Maj John L. Jerstad
Racine, WI
1 Aug 1943



Col Leon W. Johnson
Columbia, MO
1 Aug 1943



Col John R. Kane
McGregor, TX
1 Aug 1943



Col Neel E. Kearby
Wichita Falls, TX
11 Oct 1943



2d Lt David R. Kingsley
Portland, OR
23 Jun 1944



1st Lt Raymond L. Knight
Houston, TX
25 Apr 1945



1st Lt William R. Lawley Jr.
Leeds, AL
20 Feb 1944



Capt Darrell R. Lindsey
Jefferson, IA
9 Aug 1944



Sgt Archibald Mathies
Scotland
20 Feb 1944



1st Lt Jack W. Mathis San Angelo, TX
18 Mar 1943



Maj Thomas B. McGuire Jr.
Ridgewood, NJ
25-26 Dec 1944



Lt William E. Metzger Jr.
Lima, OH
9 Nov 1944



1st Lt Edward S. Michael Chicago, IL
11 Apr 1944



2d Lt John C. Morgan
Vernon, TX
28 Jul 1943



Capt Harl Pease Jr.
Plymouth, NH
7 Aug 1942



1st Lt Donald D. Pucket
Longmont, CO
9 Jul 1944



2d Lt Joseph R. Sarnoski.
Simpson, PA
16 Jun 1943



Maj William A. Shomo
Jeannette, PA
11 Jan 1945



Sgt Maynard H. Smith
Caro, MI
1 May 1943



2d Lt Walter E. Truemper
Aurora, IL
20 Feb 1944



Lt Col Leon R. Vance Jr.
Enid, OK
5 Jun 1944



TSgt Forrest L. Vosler
Lyndonville, NY
20 Dec 1943



BG Kenneth N. Walker
Cerritos, NM
5 Jan 1943



Maj Raymond H. Wilkins
Portsmouth, VA
2 Nov 1943



Maj Jay Zeamer
Carlisle, PA
16 Jun 1943



Maj George A. Davis Jr.
Dublin, TX
10 Feb 1952



Maj Charles J. Loring Jr.
Portland, ME
22 Nov 52



Maj Louis J. Sebille
Harbor Beach, MI
5 Aug 1950



Capt John S. Walmsley Jr.
Baltimore, MD
14 Sep 1951



Capt Steven L. Bennett
Palestine, TX
29 Jun 1972



Maj George E. Day
Sioux City, IA
26 Aug 1967



Maj Merlyn H. Dethlefsen
Greenville, IA
10 Mar 1967



CMSgt Richard Etchberger
Hamburg, PA
11 Mar 1968



Maj Bernard F. Fisher
San Bernardino, CA
10 Mar 1966



1st Lt James P. Fleming Sedalia, MO
26 Nov 1968



Lt Col Joe M. Jackson
Newman, GA
12 May 1968



Col William A. Jones III
Warsaw, VA
1 Sep 1968



A1C John Levitow
South Windsor, CT
24 Feb 1969



A1C William Pitsenbarger
Piqua, OH
11 Apr 1966



Capt Lance P. Sijan
Milwaukee, WI
9 Nov 1967



Col Leo Thorsness
Walnut Grove, MN
19 Apr 1967



Capt Hilliard A. Wilbanks
Cornelia, GA
24 Feb 1967



Capt Gerald O. Young
Chicago, IL
9 Nov 1967



TSgt John A. Chapman
Springfield, MA
22 Aug 2018

Attachment 8

THE Air Force SONG LYRICS

Verse I: Off we go into the wild blue yonder, Climbing high into the sun;

Here they come zooming to meet our thunder, At ‘em now, Give ’em the gun!

Down we dive, spouting our flame from under, Off with one helluva roar!

We live in fame or go down in flame. Hey! Nothing’ll stop the U.S. Air Force!!

Verse II: Brilliant minds fashioned a crate of thunder, Sent it high into the blue;

Valiant hands blasted the world asunder; How they lived God only knew!

Boundless souls dreaming of skies to conquer Gave us wings, ever to soar!

With scouts before and bombers galore. Hey! Nothing’ll stop the U.S. Air Force!

Verse III: Here’s a toast to the host

Of those who love the vastness of the sky,

To a friend we send a message of the brave who serve on high. We drink to those who gave their all of old,

Then down we roar to score the rainbow’s pot of gold. A toast to the host of those we boast, the U.S. Air Force!

Verse IV: Off we go into the wild sky yonder, Keep the wings level and true;

If you’d live to be a grey-haired wonder Keep the nose out of the blue!

Fly to fight, guarding the nation’s border, We’ll be there, followed by more!

In echelon we carry on.

Oh, nothing’ll stop the U.S. Air Force!