Fellow Airmen

Our Air Force is fully committed to winning today's fight. During the last 18 years of combat operations we have worked together with our joint and coalition partners to overcome some daunting challenges. When I visit Airmen deployed around the world, I am impressed by your devotion to duty and humbled by your service. Your innovative ideas and steadfast reliability are inspiring. Clearly, you are the reason the Air Force is the world's premier air, space, and cyberspace force. I am honored to serve alongside you as we take the fight to today's enemies and prepare for the challenges of tomorrow.

Because our Nation depends on us, as part of the joint team, our operational pace will not soon diminish. Therefore, it is more necessary than ever for all Airmen to develop and hone their leadership skills. This Professional Development Guide is far more than preparatory material for promotion testing – it serves as an instrument for improving Air Force leadership.

In this book you'll find information applicable to all Airmen, regardless of rank, specialty, or where you serve. Whether you are an officer, a non-commissioned officer, or a junior enlisted Airman, this guide has something for you.

I encourage you to use this book as a tool for managing day-to-day leadership challenges you face and to help posture you for future advancement in our Air Force. Thank you for all you do for our Air Force as we fly, fight, and win for the United States of America. Good luck and best wishes to you and your families.

NORTON A. SCHWARTZ
General, USAF
Chief of Staff

Airmen,

    We remain engaged in an epic struggle – the Global War on Terrorism. This has been a Long War and has the potential to be much longer. America's Airmen are fighting at this very hour in hot spots around the world. Airmen continue to battle an enemy that pursues no less than the destruction of America, its people, interests and ideals. We will not allow this to happen. We must continue to take the fight to the enemy, keeping them from our streets and doorsteps, our children and grandchildren.

    While combating this threat to our way of life, our Air Force remains committed to taking care of Airmen and their families. We balance our commitment to maintain high quality of life standards alongside a very real need to recapitalize and modernize our aging air, space and cyberspace assets.

    Meeting these challenges requires the best organized, trained, equipped and educated Airmen we can develop. This Professional Development Guide is an outstanding resource to develop Airmen to their fullest potential. The guide contains insight into leadership concepts and application, doctrine, history, standards, customs, and many other subjects that will help you become a vital leader today while preparing you for tomorrow's responsibilities.

    The contents of this guide are intended for the professional development of all Airmen – Active, Reserve, Guard – enlisted, and yes, a great guide also for officers. I encourage you to wield the information as a comprehensive tool to develop yourself, your peers and those who look to you as a leader. This guide is no longer designed solely for promotion testing preparation, but as a cornerstone of professional military knowledge. When the time comes for enlisted promotion testing, Airmen should be reviewing, not learning this information for the first time. I encourage you to develop a study plan that works for you and stick with it. Your commitment and dedication will pay off on test day and in your daily professional life.

    Above all, never forget what being an American Airman means. You are a guardian of freedom, a warrior, and this nation depends on you to give your best efforts in its defense.

RODNEY J. MCKINLEY
Chief Master Sergeant of the Air Force

This pamphlet implements AFPD 36-22, *Air Force Military Training*, and AFI 36-2642, *Professional Advancement and Continuous Education*. Information in this guide is taken primarily from Air Force publications and based on knowledge requirements from the Military Knowledge and Testing System (MKTS) as determined by the MKTS Advisory Council of the Chief Master Sergeant of the Air Force (CMSAF) and major commands' (MAJCOM) command chief master sergeants (CCM). **This guide is current as of 31 December 2008.** (**Note:** If an official directive publication is dated after 31 December 2008 and differs from this guide, the information is not testable.) Attachment 1 contains references and supporting information used in this publication. 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.

This guide is the only source for the Promotion Fitness Examination (PFE) and United States Air Force Supervisory Examination (USAFSE). Send recommendations to change, add, or delete information in this pamphlet to the Air Force Occupational Measurement Squadron, Professional Development Flight (AFOMS/PD), 1550 5th Street East, Randolph AFB TX 78150-4449, DSN 487-4075, AFOMS/PD Workflow e-mail: afoms.pd.workflow@randolph.af.mil.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at https://www.my.af.mil/gcss-af61a/afrims/afrims.

SUMMARY OF CHANGES

There are numerous updates and changes within this edition of the Professional Development Guide (PDG). The first obvious change is the addition of Chapter 20, Enlisted Development. New information is added into various chapters on conflict management, managing organizational change, team building, leveraging diversity, learning styles, interviewing, ABC-AU Program, National Security Personnel System, Enlisted Performance Report forms, impact bullet statements, Profession of Arms, individual first aid kits, and Air Force Incident Management System. Text contained within the text boxes **does not** imply the material is any more important than other text contained in the chapter. Not so obvious, but just as important, are the many reorganized and (or) streamlined chapters that better arrange material and provide concise, relevant information. Finally, Chapters 1 and 20 are nontestable; however, Chapters 2 through 19 are applicable to Airmen testing for promotion to staff sergeant (SSgt) through chief master sergeant (CMSgt).

INTRODUCTION

Many of you are unaware of the process the Professional Development Flight from AFOMS uses to determine the subject matter in AFPAM 36-2241, *Professional Development Guide*. Therefore, it is important we mention the role of the MKTS Advisory Council. The MKTS Advisory Council, chaired by the CMSAF, is comprised of all MAJCOMs, selected field operating agencies (FOA), and direct reporting units (DRU) CCMs. The council convenes every 2 years to determine the applicability of the information contained in the current PDG and approves new subject matter for inclusion in the next revision. They base their decisions on your feedback and the results of an MKTS survey administered to NCOs throughout the Air Force. This survey lists, by chapter and section, the content of the PDG and asks that each chapter section be rated according to the need in which knowledge of, or skill in, that particular area is necessary to perform at the respondent's present grade. If you volunteer to take the survey, please consider your responses carefully; it is your opportunity to let the CMSAF and other senior enlisted leadership know what subjects you consider important. After all surveys are analyzed and the data is compiled, the council then has a clear picture of those subject areas the enlisted Airmen want published in the PDG and the extent of coverage. An electronic version of the online MKTS survey is available at the following link: **https://www.omsq.af.mil/PD/index.htm.** The changes incorporated are a result of feedback received from the field identifying new subject areas, as well as ways to improve the format, readability, and adequacy of the current subject matter. We seriously consider all suggestions to improve the PDG. Our objective is to provide the enlisted personnel a reference that is easy to understand yet provides ample coverage of those subjects you, the enlisted force, consider appropriate.

Many people ask why we do not update the guide as changes occur. The guide is a snapshot in time and current as of 31 December 2008; we do not issue interim changes because interim changes are only used for mission-essential changes. To update the e-publishing Web site with corrections would have conflicting guidance since the only official publication for the PDG is the printed publication dated 1 July 2009. We will maintain all corrections, changes, and updates for publication in the next guide, projected for 1 July 2011. You can review previously submitted questions, comments, and identified errors on our Web site listed in the previous paragraph, but do not use them to alter your guide as they have not yet been officially incorporated.

For your convenience, this publication is available electronically on the Air Force Electronic Publications Library (AFEPL) compact disk-read only memory (CD ROM) and can also be downloaded from the Air Force Publishing Web site: **http://www.e-publishing.af.mil/.**

AIR FORCE TEST COMPROMISE POLICY

WARNING!!! **Group study (two or more people) and training programs specifically designed to prepare for promotion tests are strictly prohibited by AFI 36-2605,** *Air Force Military Personnel Testing System.* This prohibition protects the integrity of the promotion-testing program by helping to ensure WAPS test scores are a reflection of each member's individual effort. Remember, the PFE or USAFSE counts for up to 100 points of your total Weighted Airman Promotion System (WAPS) score; therefore, it is important for you to establish a **self-study** program that will help you score well.

In addition to group study, you must avoid other specific compromising situations. They include, but are not limited to, discussing the contents of a PFE or USAFSE with anyone other than the test control officer or test examiner and sharing pretests or lists of test questions recalled from a current or previous PFE or USAFSE, personal study materials, or underlined or highlighted study reference material, or commercial study guides with other individuals.

Air Force members who violate these prohibitions are subject to prosecution under Article 92 (1) of the Uniform Code of Military Justice (UCMJ) for violating a lawful general regulation. Refer to Chapter 15, paragraph 15.46, of this guide for more information regarding WAPS test compromise. WAPS was developed as an objective method of promoting the most deserving Airmen to the next higher grade. Any time a promotion examination is compromised, there is a possibility that one or more undeserving Airmen will get promoted at the expense of those who followed the rules. **Do not place your career in jeopardy. Study, take your promotion examinations, and earn your next stripe—on your own!**

Please address your recommendations to change, add, or delete information in this pamphlet to your professional development team at DSN 487-4075 or AFOMS/PD Workflow e-mail: afomspd@randolph.af.mil.

Chapter 1

STUDYING EFFECTIVELY

Section 1A—Overview

1.1. Introduction.

Getting the most out of promotion studies is very much an individual affair; there is no one way that will always produce the best results for the Airman. Lack of success may have more to do with poorly developed study skills than intellectual ability. This chapter suggests a few ideas for effective studying, but each Airman needs to find what combinations of methods and strategies will work best for them. This chapter begins by examining the reading rules, focusing on study strategies, and outlining the military knowledge, testing system, and test-taking techniques. This information is not applicable to Airmen testing for promotion to staff sergeant through chief master sergeant.

Section 1B—Reading Rules to Remember

1.2. General Information.

Why would we want to improve our reading skills? When reading for pleasure, we may enjoy reading slowly and savoring every word. However, on a day-to-day basis, we must stay current with world events and read or review Air Force instructions, manuals, operating instructions, plans, technical orders, and the promotion development guide. Since we do not have time to spend our days reading, we have to learn to use our reading time more effectively.

1.2.1. **Barriers to Effective Reading.**

Reading forms the basis of our study skills; yet, some of us continue to use the habits we adopted when we first learned how to read. Most of us do not even realize we are still practicing them; these old habits are keeping us from reading efficiently and effectively. Some barriers include:

1.2.1.1. **Reading at a Fixed Speed.** To read efficiently, adjust your speed according to the difficulty of the text you are reading and your purpose for reading it. If you are reading for main ideas only, skim the material quickly. Shift speeds as needed for additional information. Slow down on the complex parts and speed up on the easy ones. If you are somewhat familiar with the material, read faster. If you are reading for study purposes, your overall rate will be slower.

1.2.1.2. **Vocalizing.** Vocalizing occurs when we say the words we are reading aloud or to ourselves. To overcome this habit, learn to read faster than you can speak by shifting your focus from a small area of print to a larger area of print. Another way to overcome vocalizing is to think about key words, ideas, or images— picture what is happening. You have to go over the print fast enough to give your brain all the information quickly. Keep your mind clear so the picture or thought can enter, then accept it without question.

1.2.1.3. **Reading Words One at a Time.** Reading individual words is very inefficient. One way to break this habit is to use your hand or another object as a pacing aid. Since your eyes tend to follow moving objects, your eye will follow your hand as it moves across the page. One method is to make one continuous movement with your hand across each line of text. As your hand moves across the text, your eyes will follow it. Another method is to let your peripheral vision do some of the work. To use this technique, break up the page into groups of words or columns. Instead of focusing your eyes on every word, begin by focusing on every second or third word. Practice moving your eyes smoothly from one group to the next, and let your peripheral vision pick up the words on each side of the break.

1.2.1.4. **Rereading Passages.** Another barrier to effective reading is re-reading passages. To prevent this, you need to increase your concentration. Try to isolate yourself from any outside distractions. Find a place away from telephones, televisions, and engaging conversations. A simple way to prevent re-reading passages is to cover up the material you have already read with an index card.

1.2.1.5. **Stumbling Over Unknown Words.** Don't let unfamiliar words or large numbers slow you down. Even readers who have a large vocabulary will come across unfamiliar words. You can usually gain the meaning of a word by its use in the text, but keep in mind that your ability to read faster depends upon your ability to recognize words quickly. The more you read, the more your vocabulary will grow. Additionally, improving your vocabulary will improve your comprehension.

1.2.2. **Reading for Study and Research.**

Survey, Question, Read, Recall, and Review (SQR3) is one research reading method you can use. SQR3 will help you separate the important information from the chaff.

1.2.2.1. **Survey.** The first step is to survey the material to get the big picture. This quick preview allows you to focus your attention on the main ideas and to identify the sections you want to read in detail. The purpose is to determine which portions of the text are most applicable to your task. Read the table of contents, introductions, section headings, subheadings, summaries, and the bibliography. Skim the text in between. Be sure to look at any figures, diagrams, charts, and highlighted areas.

1.2.2.2. **Question.** Once you've gained a feel for the substance of the material, compose questions about the subject you want answered. First, ask yourself what you already know about the topic. Next, compose your questions.

1.2.2.3. **Read.** Now go back and read those sections you identified during your survey and search for answers to your questions. Look for the ideas behind words.

1.2.2.4. **Recall.** To help retain the material, make a point to summarize the information you've read at appropriate intervals such as the end of paragraphs, sections, and chapters. Your goal is not to remember everything you have read, just the important points. Recite these points silently or aloud. This will help you to improve your concentration. You can also jot down any important or useful points. Finally, determine what information you still need to obtain.

1.2.2.5. **Review.** This last step involves reviewing the information you've read. Skim a section or chapter immediately after you finish reading it. You can do this by skimming back over the material and by looking at any notes you made. Go back over all the questions you posed and see if you can answer them.

1.2.3. **Reading to Remember.**

If you need to improve your ability to remember information you've read, the following tips may help:

1.2.3.1. **Improve Your Concentration.** To improve concentration, minimize distractions. Choose a place away from visual and auditory distractions. Ensure your chair, desk, and lighting are favorable for reading. Establish a realistic goal for how much to read in one sitting. Stop occasionally for short breaks.

1.2.3.2. **Organize the Information.** Arrange data or ideas into small groups that make sense to you. The smaller groups will make it easier to remember the information.

1.2.3.3. **Make the Information Relevant.** Connect the new information with the information you already know. Recalling the information you already know about a subject makes it easier to recall the new stuff.

1.2.3.4. **Learn Actively.** Use all of your senses. Don't just speak aloud when recalling information you've read; get your entire body into the act. Get up and move around as if you are practicing for a speech.

1.2.3.5. **Use Your Long-term Memory.** To commit information to your long-term memory, review the material several times. To take advantage of your ability to remember best what you read last, change the order of the information you recite during your review.

Section 1C—Study Strategies

1.3. General Information.

Whether you are studying for promotion testing, career development course (CDC) exam testing, or a college course test, study strategies will help in attaining your goals. Study strategies include:

1.3.1. **Stay Motivated.**

Studying and learning can take you so far in life, yet it can feel so hard to get down to it. Whether studying for college or to advance your career, studying can be one of the most important things you should be doing. Modern life continually demands your attention whether it's commercials, the internet, friends, or TV, and all these things can feel easier to attend to than study.

1.3.1.1. **Attention.** If you were totally isolated, say on a desert island, where there was absolutely nothing else to do other than study, you'd study every last morsel of your subject until you were completely versed in it because there would be nothing else to distract you. Imagine being in a cell with no TV and nothing except one book, you'd certainly read it cover to cover and maybe many times! You'd know that book inside out because it's all you have to do. Having too much choice, too much possibility over what we extend our attention towards, means that now, more than ever before, we need to exert willpower.

1.3.1.2. **What Do You Want Out of Life?** You need to think about why you are studying and what you are studying for because, presumably, it connects to what you want your life to ultimately be. You can have all

these distraction and displacement activities—stuff you do as a way of *not* studying. But ask yourself, do you want your life to be about drinking coffee, playing computer games, watching TV, chatting to friends, or have you got bigger fish to fry? Your life is about what you do with it.

1.3.1.3. **Feed and Develop Your Mind.** We live in a culture of entertainment where everything is supposed to be entertaining and instantly exciting before all else. If you buy into this too much, then you stop benefiting with the more subtle stimuli because it doesn't immediately excite! This is like someone who has been trained to only eat artificial sweeteners in his or her diet as he or she misses out on real nutrition. Your mind needs the 'nutrition' of study as well as the relaxation of entertainment. When you study well, you find it has its own subtle pleasures and satisfactions above and apart from the good results it can bring into your life. Imagine what it's going to be like to feel compelled to study hard and well.

1.3.2. **Use Time Wisely.**

You might have all the time in the world, but if you don't use it wisely, it won't help you to meet your goals. Procrastination is a problem for many students. The following tips will help you deal with this issue:

1.3.2.1. **Clear Your Schedule.** Recognize that your obligations and the resulting stress are as important as other people's needs. Set limits around being interrupted or rescheduling your work time to accommodate others. Omit or reschedule some of your other obligations. You want to give full concentration to your studies without feeling guilty about what you're NOT doing.

1.3.2.2. **Get Motivated.** Create a work area that is free from distractions and commit to staying there for at least 1 to 2 hours. If you get side-tracked, remind yourself how this activity will help you to meet your goals.

1.3.2.3. **Prioritize.** What has to be done first? When is it due? What is worth more in terms of your score? What is worth more in terms of your personal, educational, or career goals?

1.3.2.4. **Use a Daily "To Do" List.** This list will help you reach your goals and prioritize your daily tasks. As soon as you have completed a task, check it off your list.

1.3.2.5. **Break Down Your Study into Chunks.** Estimate how much time you'll need to complete the task. Don't try to do it all at one time. Break it down so that it's "do-able" and not so overwhelming. Stay up-to-date on assignments to help avoid overload.

1.3.2.6. **It Doesn't Have to Be Perfect.** Some people are so afraid they won't perform perfectly that they don't do anything at all. Make sure you understand your goals. Then evaluate how important your study is and what level of performance is acceptable to you. Then just do it!

1.3.2.7. **When You Really Hate It, Try to Make It as Enjoyable as Possible.** Work on this task first, while you have more energy. Reward yourself when you complete certain aspects of your daily to-do list.

1.3.3. **Study Environment.**

Once you have found the time to study, commit to a time and place that meets your needs. In order to do this, ask yourself whether the environment in which you are studying matches your learning style. If you do not know your dominant learning styles, refer to Chapter 20 to identify your dominant learning style. The following are some aspects of study environment you may need to consider:

1.3.3.1. **Time of Day.** Whenever possible, you should schedule your most challenging courses and most intense study sessions during the time of day when you are most alert. Ask yourself if you are more alert and productive during the morning, midday, or evening, and schedule accordingly.

1.3.3.2. **Posture and Mobility.** Some people prefer to sit at a table or desk (formal posture) in order to concentrate and study effectively. Others are able to learn more easily while sitting comfortably on a sofa or lying on the floor (informal). Still others need to move about in order to learn, and reading while walking on a treadmill might be appropriate. Further, some people have the ability to sit and study for long periods of time (high persistence), while others need to take frequent breaks (low persistence). Recognizing your posture and mobility needs will help you to plan where and when you should study.

1.3.3.3. **Sound.** Contrary to popular belief, not everyone needs to study in a perfectly quiet environment. However, if you do choose to study to music, choose Baroque classical music. The tempo and instrumentation of this music seems to be most compatible with study and learning.

1.3.3.4. **Lighting.** Studies have shown that some people become depressed because of light deprivation during the winter months. If you are one of those people, you should try to study and spend as much time as

possible in highly lit places. Other studies have shown reading ability can be affected by the light contrast between print and paper color. There is a high contrast between black letters printed on white paper. Some people find it easier to read black print on blue or gray paper which has less contrast and is easier on their eyes. Being aware that light does make a difference, you should study in the environment that best matches your learning preferences.

1.3.3.5. **Temperature.** While you can't always control the temperature of a room, you should be aware of your preference for either a cool or warm environment. Dress in layers so that you can adjust to differences in classroom temperatures. Choose to study in the environments in which you feel most comfortable.

1.3.4. **Set Goals:**

1.3.4.1. **Be a Lifelong Learner.** We live in exciting and interesting times. We live at the crossroads of revolutions in electronic technology, genetic engineering, and international economics. The only certainty in life is change, viewed as an opportunity for some, and future shock for others. Education is the door to opportunity. Your most valuable asset and skill in life, as well as in the marketplace, is your ability to learn and to apply this knowledge.

1.3.4.2. **Setting Goals.** Setting goals is a good way to accomplish a particularly difficult task. Developing study skills is one such task that takes time and effort to master. By setting **S.M.A.R.T.** goals related to an area of your study skills that needs improvement, you will be studying like a pro in no time!

1.3.4.2.1. **Specific.** Once you decide what all you want to work on, narrow it down to one thing. Be as specific as possible. Working out one problem at a time will make it much easier to reach your goal without spreading yourself too thin. "I want to be a better reader" is too broad. Be more specific such as, "I want to improve my reading speed." Write this specific area down on a piece of paper.

1.3.4.2.2. **Measurable.** Goals can only be achieved if they can be measured in some way. For instance, instead of "I want to improve my reading speed," a measurable goal would be "I want to improve my reading speed by 10 words per minute."

1.3.4.2.3. **Action.** This is where you decide how you are going to achieve your goal. Write this part as an "I will...." statement. Following the example given previously, your goal would now look something like, "I want to improve my reading speed by 10 words a minute. I will do this by skimming over words like 'the' and 'an'."

1.3.4.2.4. **Realistic.** Make sure your goals are within reach. "I will improve my reading speed by memorizing every word in the dictionary" is not reasonable for most people. Everyone has limits due to time, resources, or ability. Do not ignore these restraints or you will be setting yourself up to fail.

1.3.4.2.5. **Timeline.** Set a date to accomplish this task. Make sure this date is both *specific* and *realistic* for you. "I will meet this goal sometime over the summer" is vague. Try something more like, "I will meet this goal by the first day of school next fall." This gives you a definite time to shoot for and will help keep you working towards the goal. Goals can take only days, or they may take months or years. Just be sure to make it a realistic timeline for you and your lifestyle.

Section 1D—Military Knowledge and Testing System (MKTS)

1.4. General Information.

The MKTS Survey is critical to the Air Force promotion system. The Air Force Occupational Measurement Squadron (AFOMS) uses the results of this survey to revise and update the professional development guide (PDG) and to help guide the development of enlisted promotion tests. Enlisted members should use the survey results as part of a study strategy.

1.4.1. Every 2 years, enlisted members in the grades of staff sergeant (SSgt) through chief master sergeant (CMSgt) volunteer to complete the survey electronically. Individuals are asked to rate each topic on a five-point scale ranging from *1* (extremely low need) to *5* (an extremely high need). The results impact the content in the PDG and identify important areas for each enlisted grade. The results are provided to the PDG managers and the subject-matter experts tasked to write the next edition of the promotion tests.

1.4.2. The results of these surveys are available on the AFOMS Web site at https://www.omsq.af.mil/PD/MKTS.htm. The survey format identifies the needs emphasis of each subject area starting with those that ranked with a higher needs emphasis down to those with the lowest needs emphasis. Some line items may not match the PDG exactly, as the initial MKTS survey sent to the field was based on a draft proposal of the PDG table of contents. In addition to the

MKTS survey results, you will find the active duty training extracts completed on each Air Force specialty code (AFSC) at AFOMS Occupational Analysis Flight Community of Practice https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?filter=AE-ED-01-42. The data from the extracts is used to help guide the development of specialty knowledge tests (SKT).

Section 1E—Test-taking Techniques

1.5. General Information.

Developing effective test preparation skills will help you gain a better understanding of your subject material, lower your anxiety, and help you produce better scores on your tests. By understanding test-taking techniques, keeping a positive attitude, and overcoming your fears, you will improve your test-taking ability.

1.5.1. **Have a Positive Attitude.**

Approach the big test as you'd approach a giant jigsaw puzzle. It might be tough, but you can do it! A positive attitude goes a long way toward success.

1.5.2. **Make a Plan.**

Use the WAPS catalog to identify what publications provide information for your promotion test(s). For example, the WAPS catalog will list references like CDCs, Air Force instructions, or Technical Orders for SKT, and AFPAM 36-2241, *Professional Development Guide*, for Promotion Fitness Examination and United States Air Force Supervisory Examination. Also, plan to use the MKTS information to list the most important topics to be covered and use that as a guide when you study. Circle items that you know will require extra time. Be sure to plan extra time to study the most challenging topics.

1.5.3. **The Night Before.**

Cramming doesn't work. If you've followed a study plan, the night before the test you should do a quick review and get to bed early. Remember, your brain and body need sleep to function well, so don't stay up late!

1.5.4. **The Morning of the Test.**

Did you know you are better able to think when you have a full stomach? So don't skip breakfast the morning of the test. Get there early and do a 10-minute power study right before the test, so your brain is turned on and tuned up.

1.5.5. **Manage Your Time.**

Scan through the test quickly before starting. Answering the easy questions first can be a time saver and a confidence builder. Plus, it saves more time in the end for you to focus on the hard stuff.

1.5.6. **I'm Stuck!**

Those tricky problems can knock you off balance. Don't get worried or frustrated. Reread the question to make sure you understand it, and then try to solve it the best way you know how. If you're still stuck, circle it and move on. You can come back to it later. What if you have no idea about the answer? Review your options and make the best guess you can, but only if you don't lose points for wrong answers.

1.5.7. **Multiple-choice Questions.**

The process of elimination can help you choose the correct answer in a multiple-choice question. Start by crossing off the answers that couldn't be right. Then spend your time focusing on the possible correct choices before selecting your answer.

1.5.8. **I'm Done!**

Not so fast—when you complete the last item on the test, remember that you're not done yet. First, check the clock and go back to review your answers, making sure that you didn't make any careless mistakes (such as putting the right answer in the wrong place or skipping a question).

1.6. Conclusion.

Effective studying does not happen overnight—studying requires time and patience. Studying is a process that is learned through trial and error; you have to discover a strategy that works for you. By incorporating the reading rules, study strategies, and test-taking techniques covered in this chapter, you should increase your chances for the study and test-taking goals you set for yourself.

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Chapter 2

ENLISTED HISTORY

You can take pride in the efforts and accomplishment of enlisted pioneers of the United States Air Force and its predecessor organizations who, through their own sacrifices, made the Air Force enlisted corps what it is today.

William I. Chivalette, MSgt, USAF (ret)
Curator, Air Force Enlisted Heritage Hall

2.1. Introduction.

The Statue of Liberty stands atop Fort Wood on Liberty Island in New York Harbor. In June 1907, this piece of land was still called Bedloes Island, and Fort Wood was an active military installation. Corporal (Cpl) Edward Ward, a former railroad signal man assigned to the US Army Signal Corps post on the island, was told by his commanding officer that he and Private Joseph E. Barrett were going to learn how to repair and inflate balloons (Figure 2.1). Thus began the journey. From a fragile and uncertain curiosity a century ago, the airplane has evolved into the most devastating weapon system in the history of humankind. This chapter examines the development of ground-based air power. Figure 2.2 outlines the United States Air Force development from the Army Aeronautical Division to the US Air Force.

Figure 2.1. Edward Ward and Joseph Barrett.
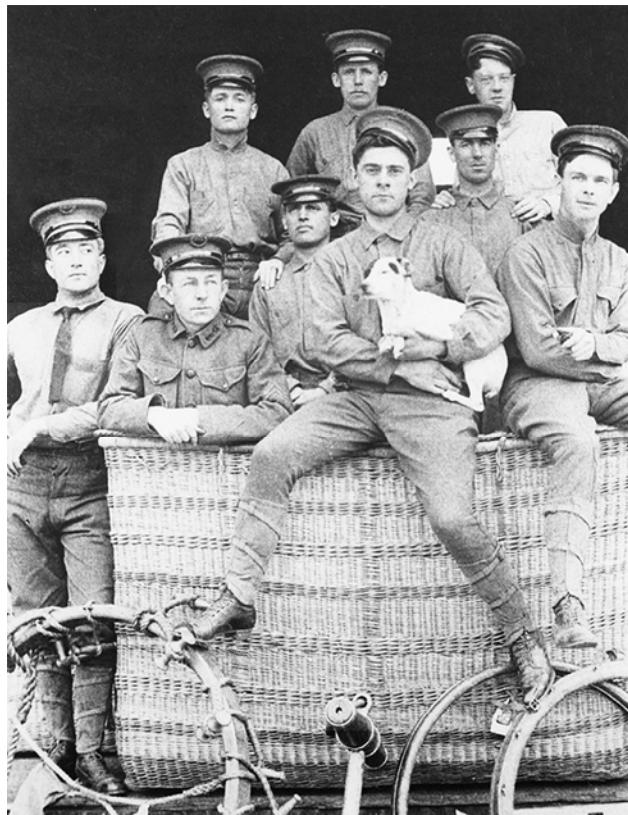
Courtesy of the Air Force Enlisted Heritage Research Institute

Figure 2.2. The US Air Arm (1907-Present).

Aeronautical Division, US Army Signal Corps
(1 August 1907 – 18 July 1914)

Aviation Section, US Army Signal Corps
(18 July 1914 – 20 May 1918)

Division of Military Aeronautics, Secretary of War
(20 May 1918 – 24 May 1918)

Army Air Service (24 May 1918 – 2 July 1926)

*Army Air Corps (2 July 1926 – 17 September 1947)
- General HQ Air Force (1 March 1935 – 1 March 1939)

*US Army Air Forces (20 June 1941 – 17 September 1947)

US Air Force (18 September 1947 – Present)

*The Army Air Corps became subordinate to the Army Air Forces 20 June 1941. Since its establishment came via statute, its disestablishment also required an act of Congress, which did not take place until 1947. Therefore, personnel of the Army Air Forces were still technically assigned to the Army Air Corps.

2.2. Before the Airplane—Military Ballooning:

2.2.1. To the extent that the US military was interested in aviation, it was interested in balloons—and a balloon detachment of one sort or the other was part of the US Army since the Civil War (Figures 2.3 and 2.4). The Army purchased new balloons because of a "rebirth" of interest in aeronautics in the United States stimulated by Lieutenant Frank P. Lahm's and Major Henry P. Hersey's winning the 1906 Gordon Bennett trophy by competing in the first international balloon race from Paris, France, to Flying Dales, England. There was also an enthusiasm in general about things aeronautical, at least among the public, ever since the Wright brothers flew their heavier-than-air contraption at Kitty Hawk, North Carolina, in 1903.

Figure 2.3. Early Ballooning.

Courtesy of the Airmen Memorial Museum

Figure 2.4. Enlisted Learning Balloon Trade.

Courtesy of the Airmen Memorial Museum

2.2.1.1. On 31 July 1861, John La Mountain rose to 1,400 feet and, commanding a view 30 miles in radius, informed Major General Benjamin Butler that Confederate strength around Hampton, Virginia, was weaker than originally thought. It was La Mountain, a freelance civilian, who recorded the first successful and useful balloon reconnaissance mission for the Army. While La Mountain was enjoying initial success, Thaddeus Lowe, an old rival, entered the balloon service. President Abraham Lincoln interviewed Lowe, and the War Department provided Lowe $250 for balloon demonstrations, including the transmission of a telegraph message from aloft.

2.2.1.2. In August 1861, a Confederate battery fired upon Lowe and his craft. Lowe and the craft escaped unharmed and went on to demonstrate how a balloon could effectively direct artillery fire by telegraph. In 1896, William Ivy Baldwin and his wife built a 14,000 cubic foot silk balloon. Baldwin enlisted in 1897 and was tasked to ready the balloon for Signal Corps service. The balloon *Santiago* was used during the Spanish-American War at the battle of San Juan Hill. Some historians believe that the use of the balloon was a determining factor in the victory of this critical battle.

2.2.2. With the Army in possession of several balloons, it required trained enlisted men to conduct balloon inflations and effect necessary repairs. Effective 2 July 1907, Ward and Barrett left the island under orders from the War Department to report to the Leo Stevens' balloon factory in New York City. They would become the first enlisted men assigned to the Signal Corps' small Aeronautical Division, which in time evolved into the United States Air Force.

2.2.3. When Ward and Barrett reported, the division did not officially exist. The Army disbanded the minuscule Civil War balloon service in 1863, and the corps' attempts to revive military aviation met with little success. At the balloon factory, the two men were schooled in the rudiments of fabric handling, folding, and stitching; in the manufacturing of buoyant gases; and in the inflation and control of the Army's "aircraft."

2.2.4. On 13 August 1907, Ward and Barrett were ordered to report to Camp John Smith outside Norfolk, Virginia, to participate in the Jamestown Exposition celebrating the 300th anniversary of the first settlement of Virginia. Over the next few years, the detachment participated in numerous air shows and moved from location to location. Barrett deserted the Army to complete a career in the Navy, but the enlisted detachment was soon expanded to include eight others. These nine men were the nucleus from which America's air arm grew. They were the first of a small band of enlisted Airmen who, during the decade before World War I, shared in the experimental

and halting first steps to establish military aviation as a permanent part of the Nation's defense. Never numbering more than a few hundred individuals, the enlisted crews of the Signal Corps' Aeronautical Division provided day-to-day support for a handful of officer pilots, learned the entirely new skills of airplane "mechanician"—and later, mechanic, rigger, and fitter—met daunting transportation and logistical challenges, and contributed mightily to the era's seat-of-the-pants technological advances.

2.2.5. A few enlisted men, against official and semi-official military prejudice, learned to fly. The majority of enlisted men were absorbed in the tasks of getting the fragile balloons and even flimsier planes of the day into the air and keeping them there. Of necessity, flexible and innovative, early crews often had to rebuild aircraft from the ground up after every crash—and, in those early days of flight, crashes were the rule rather than the exception. Enlisted crews not only repaired the planes, they labored to make some of the more ill-designed craft airworthy in the first place.

2.3. Aeronautical Division, US Army Signal Corps (1907 - 1914):

2.3.1. In August 1907, the newly created, three-person-strong Aeronautical Division of the US Army Signal Corps took "charge of all matters pertaining to military ballooning, air machines, and all kindred subjects." Captain Charles Chandler headed the new division, assisted by Cpl Edward Ward and Private Joseph Barrett. Ward and Barrett were initially trained in the fundamentals of balloon fabric, manufacture of buoyant gases, and inflation and control of the balloons. When the enlisted detachment grew to include eight others, it included Private First Class Vernon Burge. Five years later (1912), Burge became the Army's first enlisted pilot.

2.3.2. In August 1908, Ward, Burge, and the others were at Fort Myers when the Wright brothers arrived with the US Army's first airplane. The idea that the US Government managed to purchase an airplane was a minor miracle. For more than 4 years after the Wright brothers' successful flight at Kitty Hawk, North Carolina, the Government refused to accept the fact that man had flown in a heavier-than-air machine.

2.3.3. The new airplane—designated as Aeroplane No. 1 by the Army—was repaired and flown a number of times over the next few weeks. While the Wright brothers themselves, along with their own civilian mechanics, tinkered with the airplane during the trial and training period, Ward and his crew mostly worked on Dirigible No. 1 (the first Army dirigible). On 17 September 1908, Orville Wright and Lieutenant Thomas E. Selfridge crashed. Orville was badly hurt and Selfridge died. Flying was suspended until the plane could be repaired and Orville could recover. It was not until the summer of 1909 that aircraft testing resumed. The Signal Corps formally accepted Aeroplane No. 1 on 2 August 1909.

2.3.4. In the fall of 1909, Lieutenant Benjamin D. Foulois was in charge of the one airplane when part of the division was transferred to Ft Sam Houston in San Antonio, Texas. The United States "air force" that arrived at San Antonio in February 1910, according to Foulois, consisted of one beat-up and much-patched airplane; a partially trained pilot who had never taken off, landed, or soloed; a civilian aircraft mechanic; and 10 budding enlisted mechanics. Foulois taught himself to fly at Ft Sam Houston, and the results of his rough landings and crashes often put the airplane in the shop for weeks at a time. Lack of adequate funding often compelled Foulois to spend his own salary to keep the Aeronautical Division's lone plane aloft. A dedicated contingent of enlisted mechanics supported Foulois in his efforts. In one instance, Privates Glenn Madole and Vernon Burge (Figure 2.5), along with a civilian mechanic, built a wheeled landing system to ease takeoff and relieve the strain of landing on the fragile aircraft.

2.3.5. Increased appropriations over the ensuing 2 years allowed the Army to purchase more aircraft. By October 1912, the Aeronautical Division had 11 aircraft, 14 flying officers, and 39 enlisted mechanics. On 28 September 1912, one of these mechanics, Cpl Frank Scott, became the first

Figure 2.5. Vernon Burge.

Courtesy of the Air Force Enlisted Heritage Research Institute

enlisted person to die in an accident in a military aircraft. A crew chief, Scott was flying as a passenger when the aircraft's pilot lost control and the aircraft dived to earth. Scott Field, now Scott Air Force Base (AFB), in Illinois, was named in his honor. On 5 March 1913, the 1st Aero Squadron (Provisional) was activated becoming the oldest Air Force squadron.

2.4. Aviation Section, US Army Signal Corps (1914 - 1918):

2.4.1. After years of testing, improvising, and operating on little more than dedication and a shoestring, Army aviation finally received official status by the passage of US House Resolution 5304 on 18 July 1914. This bill authorized the Signal Corps to establish an aviation section consisting of 60 officers and 260 enlisted men. The bill created the military rating of aviation mechanician, which called for a 50 percent pay increase for enlisted men "instructed in the art of flying" while they were on flying status. The number of such personnel was limited to 40, and the law specified that no more than a dozen enlisted men could be trained as aviators.

Figure 2.6. Enlisted Fighting Off Pancho Villa's Men.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.4.2. In March 1916, President Woodrow Wilson ordered the 1st Aero Squadron (the oldest Air Force squadron) to accompany a force he was organizing to protect the border and to apprehend Pancho Villa (Figure 2.6). Mustering 11 pilot officers, 82 enlisted men, and 1 civilian mechanic, the squadron departed from San Antonio with eight Curtiss JN-3 "Jennies," 10 trucks, and 6 motorcycles. On the train, Foulois picked up two enlisted hospital corpsmen. An officer and 14 enlisted men of the engineering section joined them. In spite of the 1st Aero Squadron's reconnaissance flights and several deliveries of mail and dispatches, it was readily apparent the squadron's JN-type aeroplane was not powerful enough to operate at the 5,000-foot elevations of the Casa Grande. By 19 April, only two of the eight planes were in working condition. The rest had fallen victim to landing accidents and forced landings, and all had suffered from the heat and sand.

2.4.3. After 11 months of fruitless campaigning, the so-called Punitive Expedition was recalled in February 1917, and Villa continued to lead rebels in northern Mexico until 1920. Yet, poorly equipped as it was, the 1st Aero Squadron had acquitted itself admirably. In his final report on the mission, Major Foulois praised his pilots, who because of poor climbing characteristics of the aircraft, could not carry sufficient food or even adequate clothing. Foulois also commended the willingness of his pilots to fly clearly dangerous aircraft. He did not neglect the enlisted personnel; he praised them for their dedication and willingness to work day and night to keep the aircraft flying. If the performance was admirable, the fact remains that the results of this first demonstration of American air power was deeply disappointing. Yet Foulois and the others learned valuable lessons about the realities of aviation under field conditions. Adequate maintenance was essential, as were plenty of backup aircraft, which could be rotated into service while other airplanes were removed from the line and repaired. Enlisted and civilian mechanics faced a myriad of problems, in particular, the laminated wood propellers pulled apart. In response, the mechanics developed a humidor facility to maximize the life of the props.

2.4.4. Army brass persisted in discouraging the training of enlisted men, and had it not been for officers such as Billy Mitchell and Hap Arnold, who developed a deep and abiding respect for enlisted personnel in military aviation, there probably would have been even fewer enlisted aviators than the law allowed. The Signal Corps authority to train more enlisted men was largely through the efforts of Mitchell and the National Defense Act of 3 June 1916. Though at the time of America's entry into World War I, there were no more than a dozen nonofficers qualified as pilots.

2.5. World War I (1917 - 1918):

2.5.1. When the first shots of the Great War were fired in Europe in August 1914, the 1st Aero Squadron mustered a dozen officers, 54 enlisted men, and 6 aircraft. By the end of 1915, the squadron counted 44 officers, 224 enlisted men, and 23 airplanes. This constituted the entire air arm of the United States of America.

2.5.2. By 1916, a second aero squadron on duty in the Philippine Islands was added to the first. New training facilities were added to the one already in operation at North Island. In October 1916, plans were laid for a total of 24 squadrons—7 to serve with the regular Army, 12 with the National Guard, 5 for coastal defense, and balloon units for

the field and coast artillery. Each squadron was to muster a dozen aircraft. Although the seven regular Army squadrons were either organized or in the process of being organized by the end of 1916, all 24 squadrons were formed by early 1917, only the 1st Aero Squadron was fully equipped, manned, and organized when the United States declared war on Germany on 6 April 1917.

2.5.3. As of April 1917, the US Army Aviation Section consisted of 131 officers—virtually all pilots or pilots-in-training—and 1,087 enlisted men. The Aviation Section's complement of airplanes numbered fewer than 250. Even as the war began in Europe and ground on, the US Congress refused to appropriate significant funds for Army aeronautics. Yet the blame for the Army's poor state of preparedness cannot be laid entirely on Congress. The Army formulated no plan for building an air force and had not even sent trained observers to Europe. General Staff officers were so out of touch with the requirements of modern aerial warfare that their chief complaint about air personnel was the disrespectful manner in which flying officers flouted regulations by refusing to wear their cavalry spurs while flying airplanes.

2.5.4. Tradition dictated that pilots be drawn from the ranks of commissioned officers, but the Aviation Section soon 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 and radio. Most of all, the Aviation Section needed mechanics. The war demanded engine mechanics, armament specialists, welders, riggers, sail makers, etc. The Army first pressed into service factories as training sites, but by the end of 1917, the Aviation Section began training mechanics and others at a number of special schools and technical institutions—the two largest of these were located in St Paul, Minnesota, and at Kelly Field, Texas. Later, mechanics and other enlisted specialists were also trained at fields and factories in Great Britain and France.

Figure 2.7. William C. Ocker.

2.5.5. Despite the authorization that the National Defense Act of 1916 gave to train enlisted aviators, an institutional bias against them limited the number of enlisted pilots on the rolls before the United States entered into the war. Most of these, to include Sergeant Vernon Burge, the service's first enlisted pilot, received commissions after the United States formally declared war on the Central Powers. Another enlisted pilot, Sergeant William C. Ocker (Figure 2.7), inspired to fly by watching Vernon Burge, received his commission in January 1917 and commanded a flight school in Pennsylvania. However, before this his flying skills made Ocker a valuable commodity in the Aviation Section. Known as the "Father of Blind Flight," Ocker flight-tested modified aircraft, served as a flight instructor, and was hand-picked by General Billy Mitchell to scout various parcels for future airfields near the Potomac River. One of the tracts he selected became Bolling Field, Washington DC.

From the Air Force Link - Photo History

2.5.6. 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. A little-acknowledged fact about the much-celebrated Lafayette Escadrille is that its roster of aviators included an enlisted man who was also an African-American—one of the very few enlisted Americans to fly in the war and the only black man of any nationality to serve as a pilot. Cpl Eugene Bullard (Figure 2.8) was the son of a Georgia former slave. As a member of the French Foreign Legion, he was awarded the Croix de Guerre (one of 15 decorations from the French government) and 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. Cpl Bullard won the bet by completing training and joining the Lafayette Escadrille. Styling himself the "Black Swallow of Death," he claimed two victories. Despite his record of daring and dedication, he was grounded at the request of American officers attached to the escadrille. When the escadrille pilots were reorganized and incorporated into the American Expeditionary Force (AEF), Bullard was denied the officer's commission accorded to other escadrille aviators and to most of the handful of white enlisted men who had earned their wings in regular US Army outfits.

Figure 2.8. Eugene Bullard.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.5.7. Enlisted men flew before, during, and after World War I (WWI)—but their status remained vague. On 22 January 1919, the commanding officer (CO) of the Air Mechanics School at Kelly Field sought to clarify the situation by asking the Office of Military Aeronautics for a definition of "enlisted aviator" and "aerial flier." The Kelly CO wanted to know who, exactly, was entitled to wear the enlisted aviator insignia on the upper-right shoulder of his tunic. The reply came on 31 January, "…you are advised that although uniform regulations and specifications provide for an insignia to be worn by enlisted aviators, the grade itself has never been created and consequently there is no one in the service entitled to wear the insignia provided for such grade." In other words, enlisted aviators, who had served as instructors, ferry pilots, test pilots, and mechanical flight-check pilots, did not exist—at least not officially.

2.5.8. Vernon Burge and the handful of WWI enlisted aviators who immediately followed him were the first of some 3,000 enlisted personnel who would fly between the wars and into the early months of World War II (WWII). The military withheld official flying status from these men until Congress enacted Public Law 99 in 1941, which provided for training enlisted "aviation students," who were "awarded the rating of pilot and warranted as a staff sergeant." Late in 1942, however, Congress passed the Flight Officer Act (Public Law 658), which automatically promoted sergeant pilots produced by the Staff Sergeant Pilot Program to flight officers. Thus, the cockpit was effectively reserved "for the commissioned."

2.5.9. In addition to the specialized roles directly associated with flying, Air Service enlisted personnel performed a wide variety of general support functions in administration, mess, transport, and the medical corps. Construction personnel, who built the airfields, hangars, barracks, and other buildings, were often the first enlisted men stationed at various overseas locations.

2.5.10. WWI Airmen were not combat soldiers as such, but enlisted men who stood guard and operated base defense. Given the static nature of the war, there was relatively little danger of a base being overrun by ground troops. Air attacks, however, happened frequently. Aerial bombardment and strafing techniques improved later in the war, and enlisted men received training in the operation of antiaircraft machine guns.

2.5.11. Enlisted personnel also served as observers for both the aircraft and balloon corps. It was in this capacity that Sergeant Fred C. Graveline (Figure 2.9) of the 20th Aero Squadron received the Distinguished Service Cross, one of only four enlisted personnel so honored. Graveline served as an observer and aerial gunner from 30 September to 5 November 1918 on 15 missions in the back seat of a DH-4. In one 35-minute battle in which Graveline remarked he "aged 10 years," he helped drive off nearly two dozen German planes, shooting down two.

2.6. Division of Military Aeronautics and the Air Service (1918 - 1926):

2.6.1. On 20 May 1918, President Woodrow Wilson issued an executive order that transferred Army aviation from under the Signal Corps control to the Secretary of War. Later that same month, the Army officially recognized the Bureau of Aircraft Production and the Division of Military Aeronautics as the air service. WWI showed the difficulty of coordinating air activities under the existing organization, thus the Army Reorganization Act of 1920 made the air service an official combat arm of the Army.

2.6.2. When the armistice was signed on 11 November 1918, more than 190,000 men were serving in the air service, 74,000 of them overseas with the AEF. On the same day, the air service halted all inductions of enlisted recruits and began the process of dissolving its forces. Combat groups and wings in Europe were disbanded immediately, but squadrons remained intact to serve initially as the basic demobilization unit structures. Since the air service had no clear idea of the authorized final strength for the postwar peacetime, it cut loose men in wholesale batches.

Figure 2.9. Fred C. Graveline.

Courtesy of the Airmen Memorial Museum

2.6.3. The Army, in general, and the air service, in particular, took considerable pains to help discharged enlisted men find jobs after leaving the service. The Army worked closely with Federal officials to aid veterans and even allowed some men to remain in the service temporarily beyond their discharge if they had no prospects for work. Air service commanding officers provided special letters of recommendation to former mechanics and technically trained enlisted men in an effort to help them find employment.

2.6.4. By the end of WWI, both the Navy and the Army planned to experiment with bombing enemy ships from the air. General Mitchell contended his airplanes could take on the Navy's battleships and challenged the Navy to a test. On 13 July 1921, Mitchell directed an attack on a former German destroyer in which the air service sank the vessel after two direct hits. Five days later, the air service sank a German cruiser, and then on 21 July 1921, the aircrews of a Handley-Page and several Martin bombers each dropped a 2,000-pound bomb close enough to sink the German battleship *Ostfriesland* in little more than 20 minutes.

2.6.5. Despite previous air service successes, the Navy remained unconvinced about its vulnerability from the air. Officials eventually turned over two WWI battleships, the USS *New Jersey* (BB-16) and the USS *Virginia,* for further testing. A young bombardier, Sergeant Ulysses "Sam" Nero (Figure 2.10), earned a slot among the 12 aircrews selected by General Mitchell to try to sink the battleships.

2.6.6. On 5 September 1923, 11 aircraft reached the targets just off the North Carolina coast—the 12th returned to base because of engine trouble. Ten of the aircraft dropped their ordnance far from the *New Jersey*. Nero, using different tactics than General Mitchell instructed, scored two hits. General Mitchell disqualified Nero and his pilot from further competition. But General Mitchell reconsidered when the remainder of the crews failed to hit the *Virginia* until they dropped down to 1,500 feet.

2.6.7. Nero and the Martin-Curtiss NBS-1 pilot approached the *New Jersey* at 85 miles per hour at an altitude of 6,900 feet, from about 15 degrees off the port beam. Using an open wire site, Nero dropped his first 600-pound bomb right down the ship's smokestack. A delayed explosion lent suspense to the result, but a billowing black cloud signaled the *New Jersey's* demise, which went down in just over 3 minutes. Having one bomb left and no *New Jersey* to drop it on, Nero's aircraft proceeded to the floundering *Virginia,* where Nero proceeded to administer the *coup de grace* on the stricken craft—his bomb landed directly on the *Virginia's* deck. General Mitchell promoted Nero during the next cycle.

2.6.8. Congress settled the question of the size of the air service with the passage of the National Defense Act of 1920. However, the manpower authorization in the new law bore little relationship to eventual reality. In addition to establishing the basic grade structure the Air Force uses to this day, the act called for a full strength in the air service of 16,000 enlisted men, divided among all grades and specialties. Yet the air service and its successor organizations did not reach this figure until almost two decades later.

2.6.9. In 1919, while Congress debated the size of the postwar establishment, the air service mounted shows for all occasions. Scarcely a county fair or patriotic gathering within flying distance of a military airfield operated without an air service demonstration. Enlisted mechanics, for example, lectured on how to repair the Liberty engine, while pilots flew acrobatics overhead. The traveling air shows, known as circuses, coincided with Victory Loan rallies and in later years provided entertainment at Armistice Day or Washington's birthday celebrations.

Figure 2.10. Ulysses Nero.

Courtesy of the Airmen Memorial Museum

2.6.10. Enlisted pilots also took part in the shows, including a trio of intrepid flying sergeants who in 1923 put together an act that involved flying a tight "V" formation while their planes were tied together with cords. Other enlisted pilots offered more routine skills; for example, dropping demonstration smoke bombs.

2.6.11. Air activities through the mid-1920s were relatively limited and generally focused on establishing records, testing equipment, and garnering headlines. Master electrician Jack Harding and Sergeant First Class Jerry Dobias served aboard a Martin bomber that flew "around the rim" of the country, starting at Bolling Field on 24 July 1919. Totaling 100 flights and 9,823 miles, Dobias kept the effort from ending almost before it began. Almost immediately after taking off from Bolling, he crawled out on the aircraft's left wing, without a parachute, to repair a leaky engine. In 1920, the Air Corps flew a round-trip flight of four DH-4Bs from Mitchell Field on Long Island to Nome, Alaska. The flight took 3 months and covered 9,000 miles. Its safety record was largely attributable to Master Sergeant (MSgt) Albert Vierra. In 1924, Staff Sergeants Alva Harvey and Henry Ogden were mechanics on the air service's around-the-world flight.

2.6.12. After the separate air corps was established in 1926, the airshow activity slackened, probably because officials felt less a need to keep a high profile; and, with the onset of the Great Depression, funds for such activities became scarce. The Air Corps still provided demonstrations when it could, but the emphasis turned toward more serious maneuvers that combined air spectaculars with large-scale training. One such demonstration occurred in 1931, when nearly the entire air corps was mustered for a series of large-scale reviews that traveled to several large cities. Although these activities showcased the air corps' capabilities, they put great stress on the enlisted ground crews who had to keep hundreds of planes flying throughout the grand tour. The following year, budget restrictions brought about a ban on airshows and public maneuvers.

2.7. Army Air Corps (1926 - 1947):

2.7.1. The Lassiter Board, a group of General Staff officers, recommended to the Secretary of War in 1923 that a force of bombardment and pursuit units be created to carry out independent missions under the command of an Army general headquarters in time of war. The Lampert Committee of the House of Representatives went far beyond this modest proposal in its report to the House in December 1925. After 11 months of extensive hearings, the committee proposed a unified air force independent of the Army and Navy, plus a department of defense to coordinate the three armed services.

2.7.2. Another board, headed by Dwight D. Morrow, had reached an opposite conclusion in only 2 1/2 months. Appointed in September 1925 by President Coolidge to study the "best means of developing and applying aircraft in national defense," the Morrow Board issued its report 2 weeks before the Lampert Committee's. It rejected the idea of a department of defense and a separate department of air, but it recommended that the air arm be renamed the Air Corps to allow it more prestige, that it be given special representation on the General Staff, and that an assistant secretary of war for air affairs be appointed.

2.7.3. Congress accepted the Morrow Board proposal, and the Air Corps Act was enacted on 2 July 1926. The legislation changed the name of the Air Service to the Air Corps "thereby strengthening the conception of military aviation as an offensive, striking arm rather than an auxiliary service." The act created an additional assistant secretary of war to help foster military aeronautics, and it established an air section in each division of the General Staff for a period of 3 years. Other provisions required that rated personnel command all flying units and that flight pay be

continued. The position of the air arm within the Department of War remained essentially the same as before, and once more the hopes of air force officers to have an independent air force had to be deferred.

2.7.4. Perhaps the most promising aspect of the act for the Air Corps was the authorization to carry out a 5-year expansion program. However, the lack of funding caused the beginning of the 5-year expansion program to be delayed until 1 July 1927. The goal eventually adopted was 1,800 airplanes with 1,650 officers and 15,000 enlisted men to be reached in regular increments over a 5-year period. But even this modest increase never came about as planned because adequate funds were never appropriated in the budget.

2.7.5. The 20 years between the world wars marked a long, slow transition for enlisted Airmen. While their commanders struggled over the status of air power, enlisted personnel went about their business in relative quiet. From a mere handful of support troops before WWI, the enlisted corps emerged on the eve of the great global conflict of the 1940s as a nucleus of an increasingly important part of the Nation's defense.

2.7.6. General histories of America's air branch usually characterize the 1920s and 1930s as a time of stagnation and frustration, which is accurate if one looks only at the rarefied issues of reorganization, appropriations, and interservice rivalry. From the viewpoint of the enlisted soldier serving in the air branch, however, the assessment is more positive: both the size and sophistication of the enlisted portion of the air service grew between the wars.

2.7.7. Enlisted men began to assume specialized roles in the air service before WWI, but the process of selection and training during the pioneer days paled compared to the sophisticated developments of the 1920s and 1930s. Over the course of the years between the wars, enlisted men took on more and more responsibility and eventually came to perform a wide variety of indispensable functions on the ground and in the air.

2.7.8. In truth, however, between the wars it was the evolution of military aviation technology that most affected the roles of enlisted men. While major leaps rarely occurred, the overall changes were staggering—the air branch moved from planes only slightly advanced over the first Wright brothers' Flyer in 1919 to modern, multiengine heavy bombers, capable of carrying their large crews on flights of thousands of miles by 1939. As the hardware of aviation changed, so did the functions of the enlisted men in the air force.

2.7.9. Enlisted men participated in a range of experimental work, including altitude flights, blind flying, aerial photography, cosmic ray research, and the development of the parachute. Whether they were selected as guinea pigs or because they were just interested, enlisted men served as the first to try out new parachute designs, and they eventually took over most of the testing and training. The most prominent enlisted parachutist was Sergeant Ralph Bottriell (Figure 2.11), who tested the first backpack-style, freefall parachute on 19 May 1919. Bottriell eventually became chief parachute instructor at Kelly Field, Texas, and earned the Distinguished Flying Cross in 1933 for service as an experimental parachute tester.

Figure 2.11. Ralph W. Bottriell.

Courtesy of the Airmen Memorial Museum

2.7.10. Enlisted pilots were anomalies in the Army air branch between the wars as they tended to be during most of their history. Throughout the interwar period, most enlisted pilots served as noncommissioned officers (NCO) but held commissions in the Reserves. Some of the men could not qualify for Regular Army commissions because they lacked the required education. Others took enlisted status simply because they were desperate to fly and there were few officer slots in the peacetime air service. In 1928, for example, all 42 enlisted pilots, serving in ranks ranging from Cpl to MSgt, held Reserve commissions. The legislation passed in 1926 specifically directed the corps to train enlisted pilots and set a goal that 20 percent of all air corps pilots should be enlisted. From the viewpoint of air corps commanders, it was too expensive to train enlisted pilots because they could not be moved into officer administrative jobs after their active flying careers. The Great Depression complicated the situation. In 1933, blaming a shortage of funds, the Air Corps called a halt to enlisted pilot training.

2.7.11. With the threat of WWII, the now-established General Headquarters (GHQ) Air Force viewed enlisted pilots in a more positive light. The Army Air Forces decided to revitalize the tradition of the flying sergeant and launched a massive program of enlisted pilot training. The pressures of war broke down some of the prejudices and eroded even more rapidly the old "standard" of who qualified as a suitable flyer.

2.7.12. Throughout WWII, enlisted pilots flew fighters, transports, medium bombers, and medical evacuation and photo-reconnaissance aircraft into combat. The aerobatics team called "Three Men on a Flying Trapeze," which predated today's Air Force Thunderbirds, consisted of sergeant pilots William C. McDonald, John H. Williamson, plus Lt Haywood S. Hansell, and Captain Claire Chennault (Figure 2.12).

Figure 2.12. Three Men on a Flying Trapeze.

During the decades following WWI, the Army Air Corps participated in a series of national races to arouse interest in aviation and to promote favorable public support of military aeronautics. These events often featured trios of Army, Navy, and Marine Corps pilots who competed against each other in exhibitions of aero acrobatics and precision flying. This competition essentially ended at the 1934 Cleveland National Air Races when a team of stunt fliers from Maxwell Field, Alabama, put on a dazzling display of acrobatic flying that stole the show. Known as the "Three Men on a Flying Trapeze," the group, including two enlisted men, would continue to dominate the skies until they were disbanded in 1936. The fourth member, then Captain Claire Chennault, never attempted to reestablish his team but later went on to form the famous "Flying Tigers."

Courtesy of the Air Force Enlisted Heritage Research Institute

2.7.13. MSgt George Holmes (Figure 2.13) was the last of about 2,500 men who graduated from enlisted pilot training. He became a pilot in 1921 and was eventually promoted to lieutenant colonel during WWII. When the war ended, he chose to revert to his enlisted rank of MSgt. He was the last enlisted pilot to serve and retired in 1957.

2.8. General Headquarters Air Force (1935 - 1939):

2.8.1. In 1935, another reorganization established a GHQ Air Force (a measure that set up a tactical air force under the direct control of the Army GHQ but left the day-to-day organization of the Air Corps mostly intact—a confusing half-step toward an independent air force) and recognized that technological advances in aircraft would eventually make air power a significant military force apart from its early role of solely supporting ground troops. The appearance of the B-17 bomber and the threat of global war ushered in an era of greater expenditure, manpower expansion, and more specialized and more sophisticated training.

2.8.2. The GHQ Air Force resumed the practice of sending demonstration teams to fairs and expositions and expanded the scope and scale of publicity flights to include large gestures such as goodwill missions to South America. These expeditions also provided opportunities to test the new long-range big bombers. In February 1938, the air force flew six B-17s with full crews, including enlisted men, to Buenos Aires to mark the inauguration of the new Argentine president.

2.8.3. Air commanders throughout the interwar years placed little stock in offering much beyond the minimum and reasonably loose basic training requirements and wanted technical training for their elite enlisted force rather than training associated with the infantry. De-emphasizing military skills in favor of specialization, they asked only that new enlisted personnel be able to move from place to place in a military formation and not embarrass themselves during inspections. There was no standardized length for basic training, and the fundamental courses were designed and supervised at the unit level. Recruits took their basic training at their first assigned station and might have even combined basic training along with their first advanced technical courses.

2.8.4. Perhaps the key to the success of the technical school was the air service system of trade testing. 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, aptitude tests, and counseling. 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 alpha test. Finally, a trade test specialist familiar with the actual work personally interviewed each enlisted man.

Figure 2.13. George Holmes.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.8.5. Classes at the technical school started in the fall and usually continued until the following spring. Students had to pay their own transportation to Illinois and, during some periods, lived in relatively crude conditions. Still, the training grew in popularity and by 1938, the technical school had outgrown Chanute causing new branches to open at Lowry Field near Denver, Colorado, and at Scott Field in downstate Illinois.

2.9. World War II (1939 - 1945).

Even before the actual outbreak of hostilities in Europe in the fall of 1939, the GHQ Air Force had begun the massive expansion program that would blossom during the following years into the largest air organization in the Nation's history. In 1939, President Franklin Delano Roosevelt asked for an appropriation of $300 million for military aviation. The Air Corps planned for 24 operational combat-ready groups by 1941, which called for greatly enhanced manpower, training, and equipment.

2.9.1. **The Air Corps Prepares for War:**

2.9.1.1. In 1938, when the United States first took seriously the signs of war in Europe, the Army's air arm was still split into two cumbersome command organizations, the Army Air Corps and GHQ Air Force. The total force included less than 20,000 enlisted Airmen. In 1940, Congress passed the first peacetime conscription law in US history. By March 1944 when the Air Force manpower reached its high point, 2,104,405 enlisted men and women were serving in a virtually independent branch of the armed services. Moreover, they operated a sophisticated machine of air war that covered nearly the entire globe.

2.9.1.2. Meanwhile, the official status of the Army's air arm had undergone a significant series of changes brought on by the extreme pressures of the expansion program, pressures that accomplished in practice what decades of air power advocates had failed to do. The aerial branch of the US Army was split between the Army Air Corps, which handled all the day-to-day administrative, support, and training matters, and the GHQ Air Force, which was responsible for combat operations in the event of war. When pressed to the limit by expansion, the system was gradually revamped in a startlingly personal way. General H.H. "Hap" Arnold became the chief of air corps in 1938. In 1941, Arnold was designated the new Army deputy chief of staff for air, thereby combining in one man the authority over both of the older organizations. In June 1941, the Army Air Forces was created with Arnold as chief. Even though Arnold was technically not in complete command of the Army Air Forces and technically it was not a separate branch of the service, during the war, no one acted as if Arnold was anything but in complete control of a distinct air force. He sat with the chiefs of staff as an equal member, and the Army Air Forces operated from 1941 until 1945 as a nearly autonomous branch of the service.

2.9.1.3. From 1939 until 1941, the concept of training did not change drastically, but the scale did. Training centers expanded and multiplied. Ever larger numbers of new Airmen passed through advanced training as the overall goals for assembling combat-ready groups increased. The air corps simply could not build

housing fast enough or find qualified instructors in sufficient numbers to keep up with the pace. Army officials turned to private schools to help meet the demand, and many mechanics, for example, received training in one of the 15 civilian schools.

2.9.2. **WWII—The Great Central, Cataclysmic 20th Century Event:**

2.9.2.1. More than 2 million enlisted Airmen served in the Army Air Forces during the largest war ever. Most of them—aside from a small number of prewar soldiers—were not professional warriors. Some carried out routine duties in safe if unfamiliar surroundings, while others endured extreme conditions in faraway places for years (Figure 2.14). Tens of thousands died in combat, and scarcely any of them remained unchanged by the war.

Figure 2.14. John D. Foley.

Courtesy of the Air Force Enlisted Heritage Research Institute

Not many fliers have had a popular song written about them, but an exception was a soft-spoken United States Army Air Force (USAAF)-enlisted man, John D. Foley. Although he never received aerial gunnery training, he volunteered as a gunner and was assigned to a B-26 crew. On his first mission, Foley shot down at least one Japanese enemy aircraft. Other 19th Bomb Squadron members confirmed his victory and he was nicknamed "Johnny Zero" by a war correspondent. Cpl Foley became a hero and the subject of a popular song, "Johnny Got a Zero." Commercial firms capitalized on his fame and produced such items as "Johnny Zero" watches and boots. During his 31 other Pacific combat missions, Foley shared in the destruction of at least 6 more enemy aircraft and survived 3 crashes. Malaria forced his return to the United States in 1943 where he toured factories promoting war production. He volunteered to fly again and completed 31 missions over Europe. He returned to the United States again and was preparing for a third overseas tour when WWII ended. But before the war ended, Foley became an Army Air Force legend by being decorated a total of eight times for heroism including personal recognition by Generals MacArthur, Eisenhower, and Doolittle.

2.9.2.2. Before the United States could engage the enemy, it needed more personnel, training, and equipment. Thus, the year 1942 was largely one of buildup and training; these processes continued throughout the war. In the words of a former 8th Air Force gunner, "It took an average of about 30 men to support a bomber—I'm talking about a four-engine bomber, whether it be a B-24 or a B-17, it's about the same thing—yet you had to have somebody riding a gasoline truck, oil trucks; you had to have a carburetor specialist and armaments and so forth, sheet metal work; if you got shot up, they had to patch the holes. These people were very important .and they worked 18 to 20 hours a day when you came back."

2.9.2.3. If anything, the gunner underestimated the number of "guys on the ground" required to keep planes in the air. No one has come up with an accurate figure across the board for WWII, but if all the support personnel in the entire Army Air Corps are taken into account, the ratio was probably closer to 70 men to one airplane. During the war, the great majority of the more than 2 million enlisted Airmen served in roles that never took them into the air, but without their efforts, even the most mundane or menial, no bombs would have dropped and no war would have been waged.

2.9.2.4. Women served with distinction in the Army Air Force, replacing men who could then be reassigned to combat and other vital duties. The Women's Army Auxiliary Corps (WAAC) was created in May 1942 (Figure 2.15). Top priority for assignment of WAACs was to serve at aircraft warning service stations. In the spring of 1943, the WAAC became the Women's Army Corps (WAC); almost one-half of their peak strength served with the Army Air Force, with many assigned to clerical and administrative duties, while others

worked as topographers, medical specialists, chemists, and even aircraft mechanics. Some commanders were reluctant to accept women into their units, but by mid-1943, the demand for them far exceeded the numbers available.

2.9.2.5. Enlisted personnel served with honor throughout WWII. For example, a raid against the last operational Nazi oil refinery on 15 March 1945 was successful but cost the life of one of the enlisted force's most decorated Airmen. Sergeant Sandy Sanchez flew 44 missions as a gunner with the 95th Bomb Group, 19 more than required to complete his tour. After returning home for a brief period, rather than accept 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. Sanchez's honors include the Silver Star, Soldier's Medal, and Distinguished Flying Cross.

Figure 2.15. Women's Army Auxiliary Corps (later became Women's Army Corps).

Courtesy of the Airmen Memorial Museum

2.9.2.6. The 25th Liaison Squadron was one of the more celebrated liaison units. One of its members, SSgt James Nichols, earned the Air Medal and Silver Star for separate exploits in early 1944. For the Air Medal, Nichols landed his L-5 on an empty beach where earlier in the day he had noticed the words "US Ranger" scrawled in the sand. Twenty rangers, several of whom were seriously wounded, were trapped behind enemy lines for weeks and were running low on ammunition and supplies. Two at a time, Nichols and accompanying L-5s picked up the soldiers and whisked them to safety. Nichols earned the Silver Star for his role in the rescue of a P-40 pilot in New Guinea. Nichols landed his L-5 on a rough strip in an effort to pick up the pilot and two other former rescuers. One of the former rescuers crashed his L-5 a week before in an attempt to rescue the pilot. Unfortunately, Nichols' aircraft was also damaged beyond repair and the only remaining option was to walk out. With only a 2-day supply of food, the group hiked for 17 days before an Australian patrol caught up with the men. Each person had lost 25 to 30 pounds and had contracted malaria, but all recovered.

2.9.2.7. At the age of 20, on a mission to bomb the oil refineries outside Vienna, Technical Sergeant Paul Airey (Figure 2.16) and his fellow crewmen were shot down on their 28th mission. He was held as a prisoner of war (POW) for 10 months, surviving a 90-day march from the Baltic Sea to Berlin before being liberated by the British Army in 1945. Promoted to Chief Master Sergeant in 1962, Airey became the first Chief Master Sergeant of the Air Force in 1967. In 1988, he received the first Air Force POW medal.

2.9.2.8. Before 1942, the air wing of the Army had barred blacks from service and only began accepting black officers and enlisted men when forced by Congress and the wartime emergency. Blacks during WWII were admitted to the Army Air Forces but on a strictly segregated basis. Training and service for black enlisted Airmen and officers were mostly confined to a single, separate base at Tuskegee, Alabama. All-black combat fighter units formed the famous "Tuskegee Airmen," with enlisted black mechanics and support troops (Figure 2.17).

2.9.2.9. When the Air Force became a distinct service in 1947, the segregation policies were transferred, but the new organization confronted special difficulties in maintaining the separation, especially in the case of enlisted Airmen. The official restrictions of forcing black Airmen to serve either in all-black units or in segregated service squads robbed the Air Force of a major talent pool. On 11 May 1949, Air Force Letter 35.3 was published, mandating that black Airmen be screened for reassignment to formerly all-white units according to qualifications. Astoundingly, within a year, virtually the entire air force was integrated, almost without incident.

Figure 2.16. Paul Airey.

Courtesy of the Air Force Enlisted Heritage Research Institute

Figure 2.17. Tuskegee Enlisted Airmen.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.9.2.10. In the spring of 1945, after 3 1/2 years of carnage, the end of the war seemed inevitable. The invasion of Europe the previous year and the Alllied ground forces' grinding advance toward Berlin finally destroyed Germany. The Third Reich surrendered in May 1945. With Europe calmed, the American forces turned their full power against the Japanese. The American high command expected the final struggle in the Pacific would require relentless attacks against a fanatical foe. Despite the widespread destruction of Japanese cities by low-level B-29 fire bombings throughout the spring and summer of 1945, Japan's continued resistance made US commanders realize that only an American invasion of the home islands and the subjugation of the entire Japanese population would force the empire's leadership to surrender unconditionally as the Allies demanded.

Figure 2.18. Enlisted Men of the *Enola Gay* Flight Crew.

From the Air Force Link - Photo History

Figure 2.19. Enlisted Men of the *Bock's Car* Flight Crew.

Courtesy of the Airmen Memorial Museum

2.9.2.11. Army Air Force's enlisted crews flew thousands of combat missions during WWII, but two missions over Japan in August 1945 changed the world: the flight of the *Enola Gay* (Figure 2.18), 6 August 1945, to drop the world's first nuclear bomb on Hiroshima, Japan, and the flight of *Bock's Car* (Figure 2.19) dropping the second bomb 3 days later on the city of Nagasaki, Japan.

2.9.3. **Medal of Honor.**

Four enlisted aircrewmen received the United States' highest military decoration, the Medal of Honor, between May 1943 and April 1945. **Note:** A total of six enlisted members have been awarded the Medal of Honor (Figure 2.20).

Figure 2.20. Enlisted Medal of Honor Recipients.

Smith, Maynard Harrison "Snuffy"–1943 Vosler, Forrest Lee–1943 Mathies, Archibald–1944	Erwin, Henry Eugene "Red"–1945 Pitsenbarger, William H.–1966 Levitow, John–1969

2.9.3.1. **Sergeant Maynard H. Smith (Figure 2.21).** Serving as a B-17 tail gunner, Smith of Cairo, Michigan, earned the first Medal of Honor awarded to an enlisted man. Flying his very first mission on 1 May 1943, Smith's aircraft was one of several 306th Bomber Group planes assigned to attack the heavily defended submarine pens at St Nazaire, France. Smith's aircraft bore the brunt of intense antiaircraft and enemy fighter attacks. Three of the crew bailed out and two more were seriously wounded during the continuous attacks. While the stricken aircraft's oxygen supply system could not supply oxygen to the crew, it did feed the many fires raging on the plane. Smith grabbed fire extinguishers and water bottles to battle the flames. After exhausting these, he wrapped himself in extra layers of clothing to beat out with his hands fires so intense they melted radio equipment cameras, and caused ammunition to explode. At the same time, he administered first-aid to his wounded crewmates and manned guns to fight off enemy fighter attacks. Secretary of War Henry Stimson presented Smith the Medal of Honor in July 1943.

2.9.3.2. **Technical Sergeant Forrest L. Vosler (Figure 2.22).** Almost 8 months later, on 20 December 1943, radio operator Vosler of Lyndonville, New York, became the second enlisted man to receive the Medal of Honor. During an attack against a submarine base at Bremen, Germany, by the 303rd Bomber Group, the B-17 aircraft to which Vosler was assigned lost two engines to antiaircraft fire and fell out of formation—attracting swarms of enemy fighter aircraft. Early attacks wounded Vosler in the legs; when he worked his way to the rear of the aircraft to take over for the injured tail gunner, he was struck in the chest and face, impeding his vision. Vosler continued to fire at approaching enemy aircraft despite offers of first-aid. Lapsing in and out of consciousness after the attacks ceased, he managed to repair the damaged radio by touch alone and send out a distress call. Virtually sightless by the time the crippled aircraft was forced to ditch in the North Sea, Vosler continued to aid the tail gunner until they could be rescued. President Roosevelt presented Vosler the Medal of Honor in a White House ceremony in September 1944.

2.9.3.3. **Staff Sergeant Archibald Mathies (Figure 2.23).** The final Medal of Honor earned by an enlisted man in the European Theater was awarded posthumously to Scotland native Mathies of the 351st Bomber Group. On 20 February 1944, serving as engineer and ball turret gunner, Mathies' aircraft was severely damaged in a frontal attack by enemy fighters over Leipzig, Germany. The attack killed the copilot and wounded the pilot, rendering him unconscious. Sergeant Carl Moore, the plane's top turret gunner, managed to pull the aircraft from its spin, and he and Mathies managed to fly the aircraft back to England. Surviving crewmembers were ordered to parachute to safety. All but Mathies and the navigator, Lieutenant Walter Truemper, complied; the pair refused to abandon the injured pilot. On his fourth attempt to land, Mathies crashed the aircraft, killing all aboard.

2.9.3.4. **Staff Sergeant Henry E. Erwin (Figure 2.24).** On 12 April 1945, Erwin of the 29th Bombardment Group earned the USAAF enlisted corps' final Medal of Honor. The 23-year old Adamsville, Alabama, native served as a radio operator aboard a B-29 attacking a chemical plant at Koriyama, Japan. As the aircraft began its bomb run, the flare Erwin prepared to release ignited prematurely and began to burn through the floor of the aircraft. Already badly injured by the flare, he cradled the 1300-degree Fahrenheit flare and hurled it through the copilot's window. Badly burned and not expected to survive, Erwin received the Medal of Honor from General Curtis LeMay just over a week after the Koriyama mission. However, Erwin did survive the incident, as well as dozens of subsequent operations. He then went on to serve more than 30 years in the Veterans Administration.

Figure 2.21. Maynard H. Smith.

Courtesy of the Air Force Enlisted Heritage Research Institute

Figure 2.22. Forrest L. Vosler.

Courtesy of the Air Force Enlisted Heritage Rearch Institute

Figure 2.23. Archibald Mathies.

Courtesy of the Air Force Enlisted Heritage Research Institute

Figure 2.24. Henry E. Erwin.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.10. Creation of an Independent Air Force (1943 - 1947):

2.10.1. The massive WWII-era USAAF demobilized in only a few months. From an all-time high of slightly more than 2.2 million men in 1945 at the time of the Japanese surrender, USAAF numbers fell to 485,000 in the spring of 1946 and to a mere 33,000 only a year later. Few USAAF men had been in the pipeline for immediate discharge after the German surrender because US officials feared a long struggle to defeat the Japanese and perceived an ongoing need for technicians. When the detonation of atomic bombs created an abrupt end to the conflict, the USAAF was nearly at full wartime strength. After the Japanese surrender on 15 August 1945, the USAAF moved swiftly to return almost 2 million men to civilian life.

2.10.2. This left a core of prewar career Airmen and a smattering of others who, for various reasons, wanted to be part of the postwar air arm. The official policy in 1946 called for 50 air groups with 500,000 officers and enlisted men. Despite stepping up recruiting efforts, changing enlistments to longer terms (3-, 4-, 5-, and 6-year hitches instead of 12 and 18 months), and raising education requirements for enlistment, the Air Force barely reached 400,000 men by 1949.

2.10.3. Between 1945 and 1947, the USAAF was reorganized by the War Department into three basic commands that reflected postwar anxieties about global defense. The new Strategic Air Command (SAC), designed to deliver air power to distant lands, became the focus of most attention. The continental Air Defense Command (ADC) rated second as the defender of the US homeland. The Tactical Air Command (TAC) existed for a while only as a staff with no planes or operational units.

2.10.4. On 26 July 1947, President Truman approved the National Security Act of 1947, which created the National Military Establishment, including the Office of Secretary of Defense and the Departments of the Army, Navy, and Air Force.

2.10.5. The new US Air Force in theory was a coequal part of the national military establishment. It had a Chief of Staff (General Carl Spaatz) and a Secretary of the Air Force (Stuart Symington) serving under the newly organized Department of Defense. The old US Army Air Force and Army Air Corps ceased to exist and were absorbed into the new organization.

2.10.6. For the average enlisted Airman, the immediate change was scarcely noticeable (Figure 2.25). In many areas, the establishment of the Air Force had little impact on the lives of enlisted personnel until months or even years had passed. What were designated as "organic" service units were taken over as newly designated air force units. Units that provided a common service to both the Army and the Air Force were left intact. Until 1950, for example, if an enlisted Airman became seriously ill, he was likely treated by Army doctors in an Army hospital.

2.10.7. There was also, at first, no change in appearance. The distinctive blue uniforms of the US Air Force were introduced only after large stocks of Army clothing were used up. Familiar terms slowly gave way to new labels. By 1959, enlisted Airmen ate in "dining halls" rather than "mess halls," were eyed warily by "air police" instead of "military police," and bought necessities at the "base exchange" instead of the "post exchange."

2.10.8. Initially, the rank system remained as it had been in the USAAF. Corporal was removed from NCO status in 1950. Then, in 1952, the Air Force officially changed the names of the lower four ranks from private to Airman basic; private first class to Airman, third class; corporal to Airman, second class; and sergeant to Airman, first class. These changes were in response to a development that surfaced during WWII. The enlisted ranks of the Air Force were packed with highly skilled technicians who sought and received NCO ranks as a reflection of their training and value to the service. Eventually, a relative abundance of sergeants, many of whom did not play the traditional lower management role of sergeants in the Army, permeated the Air Force. The establishment of a separate Air Force and the multiplying sophistication of air force hardware put emphasis on specialists who were rated as staff sergeants or technical sergeants.

2.10.9. Promotion and specialization went hand-in-hand with training in the new Air Force. When the new organization established Air Force specialty codes (AFSC) as standard designations for functional and technical specialties, qualification for an advanced AFSC became part of the criteria for promotion. During the late 1940s, the Air Force also began an Airman Career Program that attempted to encourage long-term careers for enlisted specialists.

Figure 2.25. Esther Blake.

Courtesy of the Air Force Enlisted Heritage Research Institute

Esther Blake was the "first woman in the Air Force." She enlisted on the first minute of the first hour of the first day regular Air Force duty was authorized for women on 8 July 1948. Blake's active military career began in 1944 when she, a widow, joined her sons in uniform for the Army Air Forces. She closed her desk as a civilian employee at Miami Air Depot and joined the WAC when she was notified that her oldest son, a B-17 pilot, had been shot down over Belgium and was reported missing.

Her younger son was quoted as saying that her reason for joining was the hope of helping free a soldier from clerical work to fight, thus speeding the end of the war. During the months and years that followed, Blake saw both of her sons return home from combat with only minor wounds and many decorations.

She remained active with the Air Force until 1954 when she separated due to disability and went to work with the civil service at the Veterans Regional Headquarters in Montgomery, Alabama, until her death in 1979.

2.11. The Cold War (1948 - 1989).

Although the United States and its Western allies had counted on the Soviet Union as a heroic nation struggling with them against Hitler, it was apparent even before WWII ended that the alliance between West and East would not survive the ideological gulf that separated the capitalist democracies from the Communist giant. In 1945, the Big Three—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 did result in laying the foundation of what became the United Nations (UN). In 1946, the fledgling UN took up the issue of controlling nuclear weapons. By June 1946, a UN-appointed commission completed a plan for the elimination of nuclear weaponry based on inspectors who would travel the globe to ensure no country was making atomic bombs and to supervise the dismantling of existing weapons. Unfortunately, the plan was vetoed by the Soviet Union, resulting in almost five decades of cold war, in which the atomic superpowers played a potentially lethal game of chess, using the face of the world as their gameboard.

2.11.1. **The Berlin Airlift (1948-1949):**

2.11.1.1. In June 1948, the Soviet Union exploited the arrangements under which the United States, Great Britain, and France had occupied Germany by closing off all surface access to the city of Berlin. If left unchallenged, the provocative actions of the communists may not only have won them an important psychological victory, but may also have given them permanent control over all of Berlin. Worried that an attempt to force the blockade on the ground may precipitate World War III, the allies instead "built" a Luftbrücke—an air bridge—into Berlin.

2.11.1.2. For their part, the Soviets did not believe resupply of the city by air was even feasible, let alone practical. The Air Force turned to Major General William Tunner, who led the Hump

Figure 2.26. C-47s in Berlin.

Courtesy of the Airmen Memorial Museum

airlift over the Himalayan mountains to supply China during WWII. As the Nation's leading military air cargo expert, he thoroughly analyzed US airlift capabilities and requirements and set in motion an airlift operation that would save a city. For 15 months, the 2.2 million inhabitants of the Western sectors of Berlin were sustained by air power alone as the operation flew in 2.33 million tons of supplies on 277,569 flights (Figure 2.26). Airlift had previously come of age during WWII, but it is questionable whether its potential had been fully realized by commanders who predominantly defined "strategic" in terms of bombs on targets. The Berlin airlift was arguably air power's single most decisive contribution to the Cold War, and it unquestionably achieved a profound strategic effect.

2.11.1.3. Enlisted personnel served as cargo managers and loaders (with a major assist from German civilians), air traffic controllers, communications specialists, and weather and navigation specialists. Of all the enlisted functions, perhaps the most critical to the success of the airlift was maintenance. The Soviets' eventual capitulation and dismantling of the surface blockade represented one of the great Western victories of the Cold War—without a bomb having been dropped—and laid the foundation for the North Atlantic Treaty Organization (NATO).

2.11.2. **The Korean War (1950-1953):**

2.11.2.1. The surprise invasion of South Korea by North Korean armed forces on 25 June 1950 caught the US Air Force ill-prepared to deal with a conventional war in a remote corner of the world. The resulting confusion and makeshift responses fell short of requirements during the active course of the war, conditions made even more difficult by the drastic swings of military fortune during 1950 and 1951 on the Korean peninsula. The conflict imposed acute difficulties on enlisted Airmen, and throughout the Korean War, Airmen were called on to serve under the most dangerous and frustrating conditions.

2.11.2.2. While the Air Force struggled to find its organizational underpinnings as a separate service, it also faced severe appropriation shortages. Most Americans saw the nuclear threat from the Union of Soviet Socialist Republic (USSR) as a major challenge of the postwar period. Consequently, the Air Force put most of its resources into preparations for a global conflict that planners assumed would be over in a few days or weeks. At the same time, the hardware of the air war changed with the introduction of fast jet fighters and massive, long-range bombers. Officials believed that prop planes and close-combat support techniques of WWII were obsolete. Key conventional-war functions, such as photo-reconnaissance, were allowed to decline, and large numbers of enlisted technicians in all areas were lost to the lure of higher salaries in the commercial world.

2.11.2.3. By 1950, most US ground and air strength in the Pacific was in Japan. Although the Far East Air Forces (FEAF), led by General George Stratemeyer, claimed more than 400 aircraft in Japan, Guam, Korea, and the Philippines, its strength was illusive. The force consisted largely of F-80 jets, which did not have the range necessary to intercede in Korea from Japan. The first aerial combat between the United States and North Korea took place over Kimpo on 27 June 1950. On 29 June, B-26 gunner Staff Sergeant Nyle S. Mickley shot down a North Korean YaK-3, the first such victory recorded during the war. Enlisted personnel served as gunners aboard the B-26 for the first several months of the conflict and on B-29 aircraft throughout the war.

2.11.2.4. Despite the application of US naval and air power against enemy targets and forces in both North and South Korea, the North Korean Army continued its relentless advance southward through the end of August 1950. The 2 months following the invasion marked an increase in Air Force activity, to include B-29 strikes and the introduction of F-51 aircraft. By mid-September, the North Korean offensive had clearly failed; the UN forces had survived savage blows and grown steadily stronger. Fighting the North Koreans to a standstill required the combined efforts of the air, land, and sea forces of several nations. Although air power did not prevail, it did help to stop the enemy's drive: the burned-out hulks of hundreds of tanks destroyed by airstrikes marked the invasion route, and B-29s damaged the North Korean transportation network and destroyed whatever industry the nation possessed.

2.11.2.5. On 15 September 1950, US forces spearheaded by the First Marine Division successfully landed at Inchon, near Seoul, South Korea, effectively cutting supply lines to the North Korean Army deep in the south and threatening its rear. The US Eighth Army launched its own offensive from Pusan a day later, and what once was a stalled North Korean offensive became a disorganized retreat. So complete was the rout that less than one-third of the 100,000-strong North Korean Army escaped back to the north. On 27 September 1950, President Harry Truman authorized US forces to pursue the beaten Army north of the 38th parallel.

2.11.2.6. Air power played a significant role in the Allied offensive. Airlift actions ranged from the spectacular, to include the drop of the 187th Airborne Regimental Combat Team to cut off retreating North Korean troops, to the more mundane but critical airlift of personnel and supplies. Foreshadowing a versatility shown by the B-52 in later decades, FEAF B-29s performed a number of missions not even considered before the war, to include interdiction, battlefield support, and air superiority (counter airfield). On 9 November 1950, Cpl Harry LaVene of the 91st Strategic Reconnaissance Squadron, serving as gunner, scored the first B-29 victory over a jet by downing a MiG-15. LaVene's victory was the first of 27 MiGs shot down by B-29 gunners during the course of the war. Sergeant Billie Beach, a tail gunner on an Okinawa-based B-29, shot down two MiGs on 12 April 1951, a feat unmatched by any other gunner. His own plane was so shot up, however, that it and the crew barely survived an emergency landing with collapsed gear at an advanced fighter strip. Enlisted members served in many other ways as well (Figure 2.27).

Figure 2.27. Enlisted Contributions.

Throughout the series of events, Airmen performed crucial roles, some of them familiar from the days of WWII, but many entirely new. Enlisted aerial gunners, flight engineers, and radio operators flew thousands of sorties on B-29s and B-26s. Enlisted radio operators served on the front lines as part of tactical air control teams. Ground technicians, mechanics, and armorers served both jets and prop fighters, sometimes switching back and forth with little notice. When Air Force hardware proved inadequate, enlisted Airmen fabricated new devices on the spot to fill the need.

2.11.2.7. The helicopter, essentially a novelty in WWII, became an important player in war. Rescue squadrons greatly improved the chances of a pilot being recovered from behind enemy lines and, if wounded, receiving adequate medical attention more quickly. On 10 October 1950, an H-5 crew administered plasma to an injured pilot in flight—a first. Operating everything from helicopters to amphibious planes to even its own mini-Navy, the exploits of the 3d Air Rescue Squadron made it the most decorated unit of the Korean War.

2.11.2.8. The success of the United States-led counteroffensive ended abruptly in late November with the full-scale entrance of China into the war. Over the course of the next 2 months, the Chinese, together with the remnants of the routed North Korean Army, advanced 40 miles south of the South Korean capital of Seoul but were halted by stiffening ground resistance, US Air Force close air support and air interdiction, and its own stretched supply lines (Figure 2.28). Limited allied offensives in the ensuing months brought US, UN, and South Korean forces back near the 38th parallel by February 1951. After 2 1/2 more years of war, including 2 years of truce negotiations, the war ended on 27 July 1953 near that demarcation line.

Figure 2.28. Combat Command Personnel and Supplies.

Courtesy of the Airmen Memorial Museum

2.11.2.9. On a variety of levels, the Korean war represented a change in US participation in war. Two were of particular note:

2.11.2.9.1. First, the realities of the Cold War redefined the term "victory." In conflicts such as the Korean War, victory could mean something less than destroying the enemy's armed forces or replacing governments. "Containment" (of communism), the US-stated position of the Cold War since 1947, became reality.

2.11.2.9.2. Second, the US Armed Forces and the United States Air Force, in particular, fought the war in the midst of a technological evolution, an evolution that saw the talent and skill of its enlisted force used significantly (Figure 2.29). Propellers gave way to jets; bombsights that were state of the art in WWII gave way to much more effective electronic versions. During this technological evolution, MSgt LeRoy

Henderson received recognition when he earned the Legion of Merit for inventing a new technique to replace hinge pins on the F-84 aircraft. A two-man, 20-hour job could now be accomplished in 2 hours by one mechanic.

Figure 2.29. Electronic Warfare Officers.

In 1956, SAC experienced a shortage of electronic warfare officers (EWO) for assignment to newly forming B-52 wings. To fill the slots, 75 enlisted radio and electronic countermeasures operators were selected to staff the 99th Bomb Wing at Westover MA. These personnel served until commissioned replacements were available in late 1964. Some even trained, checked, and certified their own replacements. During the years between 1956 and 1964, several other requirements led to the certification of enlisted EWOs. In all, 132 enlisted personnel were qualified and assigned duties as B-52 EWOs.

Courtesy of the Airmen Memorial Museum

2.11.3. **Cuban Missile Crisis (1962):**

2.11.3.1. In 1959, Fidel Castro overthrew the dictator of Cuba, initially promising free elections but instead instituted a socialist dictatorship. Hundreds of thousands of Cubans fled their island, many coming to the United States. From his rhetoric and actions, Castro proved he was a Communist. In late 1960, President Eisenhower authorized the Central Intelligence Agency (CIA) to plan an invasion of Cuba using Cuban exiles as troops. President Eisenhower hoped that, in conjunction with the invasion, the Cuban people would overthrow Castro and install a pro-US government. The President's second term ended before the plan could be implemented. President John F. Kennedy ordered the invasion to proceed. In mid-April 1961, the Cuban exiles landed at the Bay of Pigs and suffered a crushing defeat.

Figure 2.30. U-2 Aircraft.

Courtesy of the Airmen Memorial Museum

2.11.3.2. Following failure of the US-supported Bay of Pigs invasion of Cuba by Cuban exiles in April 1961, the Soviet Union increased economic and military aid to Cuba. In August 1962, the Soviets and Cubans started constructing intermediate- and medium-range ballistic missile complexes on the island. Suspicious, the US intelligence community called for photographic investigation and verification of the activity. In October, SAC U-2 aircraft (Figure 2.30) deployed to McCoy AFB, Florida, and began flying high-altitude reconnaissance flights over Cuba. On 15 October, photographs obtained on flights the previous day confirmed the construction of launch pads that, when completed, could be used to employ nuclear-armed missiles with a range up to 5,000 miles. Eleven days later, RF-101s and RB-66s began conducting low-level reconnaissance flights, verifying data gathered by the U-2s and gathering prestrike intelligence.

2.11.3.3. In the event an invasion of Cuba became necessary, TAC deployed F-84, F-100, F-105, RB-66, and KB-50 aircraft to numerous bases in Florida. Meanwhile, SAC prepared for general war by dispersing nuclear-capable B-47 aircraft to approximately 40 airfields in the United States and keeping numerous B-52 heavy bombers in the air ready to strike.
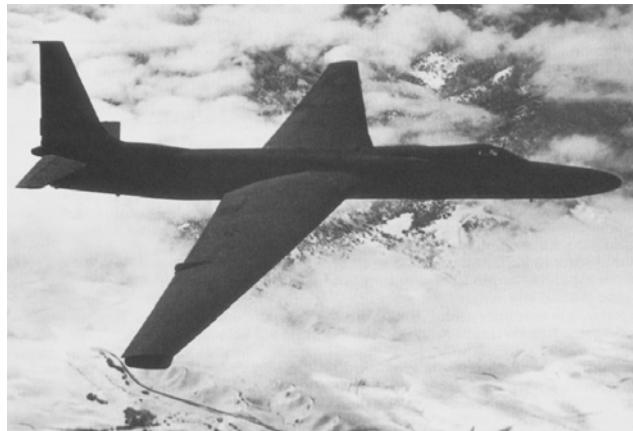
2.11.3.4. Meanwhile, President Kennedy and his advisors on the national security team debated the most effective course of action. Many on the Joint Chiefs of Staff (JCS) favored invasion, but President Kennedy took the somewhat less drastic step of imposing a naval blockade of the island, which was designed to prevent any more materiel from reaching Cuba. Still technically an act of war, the blockade nevertheless had the advantage of not turning the Cold War into a hot one.

2.11.3.5. Confronted with the photographic evidence of missiles, the Soviet Union initially responded belligerently. Soviet Premier Nikita Khrushchev accused the United States of degenerate imperialism and declared that the USSR would not observe the illegal blockade. In the ensuing days, Khrushchev softened, and then hardened, his position and demands. Tensions increased on 27 October when Cuban air defenses shot down a U-2 piloted by Major Rudolf Anderson.

2.11.3.6. The JCS recommended an immediate air strike against Cuba, but President Kennedy decided to wait. The increasing tempo in the military, however, continued unabated. While US military preparations continued, the United States agreed not to invade Cuba in exchange for removal of Soviet missiles from the island. Secretly, the United States 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 started to deploy aircraft back to home bases and lower the alert status.

2.11.3.7. The Cuban Missile Crisis brought the world dangerously close to nuclear war; the world breathed a sigh of relief when it ended. The strategic and tactical power of the US Air Force, coupled with the will and ability to use it, provided the synergy to deter nuclear war with the USSR and convince the Soviet leaders to remove the nuclear weapons from Cuba.

2.11.4. **The War in Southeast Asia (1950-1975).**

The Truman Administration did not pursue total victory in Korea in part to maintain US defensive emphasis on Western Europe. The next major conflict for the US Armed Forces, however, once again took place in Asia.

2.11.4.1. **The Early Years (1950-1964):**

2.11.4.1.1. In the 1950s, the United States' involvement in Vietnam began as a cold war operation. Vietnam was essentially a French battle. However, the post WWII policy of containment of communism prompted President Harry S. Truman to intervene. On 7 February 1950, the United States recognized the legitimacy of the French-backed ruler of Vietnam, the former Emperor Bao Dai. The French then requested US economic and military aid, stating they would leave the nation to Ho Chi Minh and communism if they did not receive the assistance. The United States appropriated $75 million. On 25 June 1950, Communist forces from North Korea invaded South Korea and President Truman increased aid. He also ordered eight C-47 transports directly to Saigon, the first air force presence in Vietnam. On 3 August 1950, the first contingent of the US Military Assistance Advisory Group (MAAG) arrived in Saigon.

2.11.4.1.2. By 1952, the United States supplied one-third of the cost of the French military effort in Vietnam, yet it was becoming apparent that the French were losing heart. On 4 January 1953, the United States deployed the first sizable contingent of Air Force personnel (other than those attached to the MAAG). This group included a complement of enlisted technicians (Figure 2.31) to primarily handle supply and aircraft maintenance.

Figure 2.31. Enlisted Technicians.

Courtesy of the Airmen Memorial Museum

2.11.4.1.3. In April 1953, the Viet Minh (under Ho Chi Minh's direction) staged a major offensive, advancing into Laos and menacing Thailand. President Eisenhower authorized C-119 transports (aircraft only, not crews) to the area and loaned additional cargo planes to the French in the fall of 1954. Because French air units were seriously undermanned, US officials made the fateful decision on 31 January 1954 to dispatch 300 Airmen to service aircraft at Tourane and at Do Son Airfield near Haiphong.

2.11.4.1.4. On 7 April 1954, President Eisenhower presented to the American press a rationale for fighting communism in Vietnam. "You have a row of dominoes set up," he explained, "you knock over the first one, and what will happen to the last one is the certainty it will go over very quickly."

2.11.4.1.5. As Air Force presence increased in the early 1960s, so did the need for support personnel. Construction of airfields, barracks, and intelligence-gathering were among the priorities. In addition, Operation Ranch Hand kicked off in January 1962. Using modified transports, Operation Ranch Hand crews sprayed herbicides on jungles and undergrowth to kill the foliage and deny cover to the enemy. On 2 February 1962, a C-123 on a training flight for Operation Ranch Hand crashed in South Vietnam, probably the result of ground fire or sabotage. Staff Sergeant Milo B. Coghill, the aircraft's flight engineer, became the first Air Force enlisted member to die in South Vietnam as a result of this crash.

2.11.4.2. **The Air War Expands (1965-1968):**

2.11.4.2.1. On 7 February 1965, the Viet Cong attacked Camp Holloway near Pleiku, killing eight Americans. The President responded with Operation Flaming Dart, a series of strikes against military barracks near Dong Hoi in North Vietnam, as well as other targets. Increased airstrikes against targets in the northern half of the country, code name Rolling Thunder, began less than a month later on 2 March. Rolling Thunder was the first sustained bombing campaign of the war against North Vietnam and lasted through 1968.

2.11.4.2.2. As offensive air operations increased, Air Force presence in Southeast Asia also increased. For example, about 10,000 Air Force personnel served in Vietnam in May 1965. This number doubled by the end of the year, and as 1968 drew to a close, 58,000 Airmen served in the country. Airmen performed a variety of duties, ranging from support to combat to rescue (Figure 2.32). Prime BEEF personnel, for example, built revetments, barracks, and other facilities. Rapid engineering and heavy operational repair squadron, engineering (REDHORSE) teams provided more long-range civil engineer services. In the realm of combat operations, Air Force gunners flew aboard gunships as well as B-57s and B-52s. In December 1972, B-52 tail gunner Staff Sergeant Samuel Turner shot down an enemy MiG, the first of only two confirmed shoot-downs by enlisted Airmen during the war—both victories from gunners belonging to the 307th Strategic Wing at U-Tapao, Thailand. Credit for the fifth overall MiG-21 kill during Linebacker II also went to an enlisted Airman, Airman First Class Albert E. Moore (Figure 2.33).

Figure 2.32. Medical Evacuation System.

Courtesy of the Airmen Memorial Museum

Figure 2.33. Albert E. Moore.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.11.4.2.3. Enlisted personnel also served on gunships during the war as both aerial gunners and as loadmasters. With the Gatling-style guns actually aimed by the pilot through speed, bank, and altitude, the responsibility of the aerial gunners was to keep the quick-firing guns reloaded. Crewmembers occupying this position were particularly vulnerable to ground fire. Meanwhile, loadmasters released flare canisters over target areas during night missions—another hazardous undertaking. On 18 December 1966, a flare on board an AC-47 gunship exploded prematurely, deploying its parachute in the aircraft. With only seconds before the 4,000-degree Fahrenheit flare ignited, Staff Sergeant Parnell Fisher of the 4th Air Commando Squadron searched the darkened cabin and threw the flare out just as it ignited. The parachute, however, caught under

the cargo door, and the flare burned next to the fuselage. Fisher cut the lines while leaning outside the aircraft, probably saving the crew and plane. These efforts earned him the Silver Star.

2.11.4.2.4. Three years later, another load-master earned the Medal of Honor. On 24 February 1969, an enemy shell exploded on the right wing of "Spooky 71," an AC-47 on a night illumination mission near Long Binh, South Vietnam. The explosion resulted in injury to all four enlisted personnel in the aircraft's cargo bay, including Airman First Class John Levitow (Figure 2.34), as well as an armed Mark 24 flare rolled about the cabin floor. Suffering 40 shrapnel wounds, Levitow fell on the flare, dragged it to the cargo door, and heaved it outside. It ignited almost immediately. President Richard Nixon presented him with the Medal of Honor in a White House ceremony on 14 May 1970.

Figure 2.34. John Levitow.

Courtesy of the Air Force Enlisted Heritage Research Institute

2.11.4.2.5. Combat came not only in the air for Air Force enlisted members. With the continuing threat of guerilla attack throughout the country, air base defense became a monumental undertaking performed almost exclusively by Air Force security police squadrons. In one instance, Staff Sergeant William Piazza of the 3d Security Police Squadron earned the Silver Star (Figure 2.35) for helping defend Bien Hoa during the North Vietnamese Tet Offensive of 1968.

Figure 2.35. Silver Star Citation for William Piazza.

CITATION TO ACCOMPANY THE AWARD OF

THE SILVER STAR

TO

WILLIAM PIAZZA

Staff Sergeant William Piazza distinguished himself by gallantry in connection with military operations against an opposing armed force as Security Police Supervisor directing friendly forces at Bien Hoa Air Base, Republic of Vietnam, on 31 January 1968. On that date, a vicious rocket and ground attack was launched by hostile forces. With the brunt of the ground penetration being concentrated at a bunker on the east end of the base, Sergeant Piazza drove through an unmerciful hail of rocket, mortar, machine-gun, and sniper fire to resupply its defenders who were rapidly expending their ammunition. When the Officer in Charge was killed, Sergeant Piazza assumed command, exposed himself to the barrage of incoming fire when deploying his personnel, and nevertheless, exhibited unrelenting stamina that rallied his men for eight hours in countering the hostile assault. The position was held, the westward progress of the hostile forces across the installation was thwarted, and untold numbers of lives and literally hundreds of millions of dollars of aircraft and other material had been saved. By his gallantry and devotion to duty, Sergeant Piazza has reflected great credit upon himself and the United States Air Force.

Courtesy of the Air Force Heritage Research Institute

2.11.4.2.6. The Air Force used helicopters for everything—personnel and supply transport, infiltration and exfiltration of special operations troops, and search and rescue. Pararescue personnel were among the most decorated individuals in the war. Some of the honors received included the Medal of Honor, Air Force Cross, and the Silver Star. While assigned as a pararescue crewmember in Detachment 6, 38th Aerospace Rescue and Recovery Squadron, Airman First Class William Pitsenbarger (Figure 2.36) distinguished himself by extreme valor on 11 April 1966 near Cam My, Republic of Vietnam. On this date, Pitsenbarger was aboard an HH-43 rescue helicopter responding to a call for evacuation of casualties incurred in an ongoing firefight between Company C of the United States

Figure 2.36. William Pitsenbarger.

Courtesy of the Air Force Enlisted Heritage Research Institute

Army's 1st Infantry Division and a sizeable enemy force approximately 35 miles east of Saigon. With complete disregard for personal safety, Pitsenbarger volunteered to ride a hoist more than 100 feet through the jungle to the ground because Army personnel were having trouble loading casualties onto the Stokes litter. On the ground, he organized and coordinated rescue efforts, cared for the wounded, prepared casualties for evacuation, and ensured that the recovery operation continued in a smooth and orderly fashion. As each of the nine casualties evacuated that day was recovered, Pitsenbarger refused evacuation in order to get more wounded soldiers to safety. After several pickups, Pitsenbarger's rescue helicopter was struck by heavy enemy ground fire and was forced to leave the scene for an emergency landing. Pitsenbarger waved off evacuation and voluntarily stayed behind on the ground to perform medical duties. Shortly thereafter, the area came under sniper and mortar fire. During the subsequent attempt to evacuate the site, American forces came under heavy assault by a large Viet Cong force. When the enemy launched an assault, the evacuation was called off, and Pitsenbarger took up arms with the besieged infantrymen. He courageously resisted the enemy, braving intense gunfire to gather and distribute vital ammunition to American defenders. As the battle raged on, he repeatedly exposed himself to enemy fire to care for the wounded, pull them out of the line of fire, and return fire whenever he could, during which time he was wounded three times. Despite his wounds, he valiantly fought on, simultaneously treating as many wounded as possible. In the vicious fighting that followed, the American forces suffered 80 percent casualties as their perimeter was breached, and Pitsenbarger was fatally wounded. Pitsenbarger's bravery and determination stand as a prime example of the highest professional standards and traditions of military service. His family was initially awarded his Air Force Cross in a Pentagon ceremony in 1966. Thirty-four years later, after survivors of the battle came forward with proof of Pitsenbarger's valor, and with the signing of the 2001 National Defense Authorization Act, Pitsenbarger's Air Force Cross was upgraded to the Medal of Honor making him the sixth enlisted member to be awarded the country's highest award.

2.11.4.2.7. Of the 20 Air Force Cross recipients from the Vietnam conflict, 10 were pararescuemen. Of note, Sergeant Steve Northern earned two Silver Stars and a Purple Heart during his tours in Vietnam. Northern was credited with 51 combat rescues—the most in Air Force history.

2.11.4.2.8. Chief Master Sergeant Richard Etchberger was secretly serving in Laos when the enemy overran his radar site in March 1968. Under heavy fire, he continued to defend his comrades, call in air strikes, and direct an air evacuation. When a rescue helicopter arrived, Etchberger put himself in the line of fire while placing three other Airmen in rescue slings. He was fatally wounded by enemy ground fire as he was finally being rescued. Etchberger's widow and sons received the posthumous Air Force Cross during a Pentagon ceremony in 1969. The entire case remained classified for some 17 years.

2.11.4.3. **Vietnamization and Withdrawal (1969-1973):**

2.11.4.3.1. Since the Eisenhower years, American presidents wanted the Vietnam conflict to be fought and resolved by the Vietnamese. Through 1963 and much of 1964, American forces operated under restrictive rules of engagement in a forlorn effort to maintain the definition of the US role as "advisory" only. On 22 November 1963, in the midst of the deteriorating situation in Vietnam, President Kennedy was

assassinated, and Vice President Lyndon B. Johnson took office. After the Gulf of Tonkin incident and Senate resolution in 1964, the advisory role, both in appearance and fact, rapidly became the primary responsibility for combat operations. Yet the Air Force never stopped working with the Vietnamese Air Force to develop its capability to prosecute the war itself. In January 1969, shortly after taking office, President Nixon announced an end to US combat in Southeast Asia as one of the primary goals of his administration. He charged the Secretary of Defense (SECDEF) with making Vietnamization of the war a top priority.

2.11.4.3.2. Enlisted Airmen played key roles in Vietnamization, especially in training Vietnamese operational and training crews. As the Vietnamese took over air operations, the Nation's air force grew to become the fourth largest air force in the world. In May 1969, the withdrawal of US Army ground units from Vietnam began in earnest, while air support units lingered. In 1972, taking advantage of the reduced American ground presence, Communist forces of the National Liberation Front crossed the demilitarized zone. President Nixon ordered harbors mined. Peace talks broke down completely.

2.11.4.3.3. President Nixon ordered 11 days of intensive bombing of Vietnamese cites. B-52s from Anderson AFB, Guam, carried out the mission called "Linebacker II." Linebacker II succeeded in breaking the deadlock. The North Vietnamese resumed negotiations and a cease-fire agreement was hammered out by 28 January 1973.

2.11.4.3.4. While this final Air Force mission was a success, Vietnam was no ordinary war. The cease-fire did not bring an end to the fighting, and the punishment aircrews delivered did not bring victory. Nevertheless, the United States was committed to withdrawing from Vietnam. On 27 January 1973, the military draft ended; on 29 March, the last US troop left the country (Figure 2.37); and even though another cease-fire agreement was drawn up to end previous cease-fire violations, fighting continued until April 22 when the president of South Vietnam resigned. North and South Vietnam were officially unified under a Communist regime on 2 July 1976.

Figure 2.37. Wayne Fisk.

Chief Master Sergeant Wayne Fisk was directly involved in the famed Son Tay POW camp raid and the rescue of the crew of the USS *Mayaquez.* When the USS *Mayaquez* was highjacked 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 United States Marines. For his actions, Fisk was presented with his second Silver Star. Concluding the *Mayaquez* mission, he was recognized as the last American serviceman to engage Communist forces in ground combat in Southeast Asia.

In 1979, he was the first Air Force enlisted recipient of the US Jaycees Ten Outstanding Young Men of America. In 1986, Fisk became the first director of the Air Force Enlisted Heritage Hall on Maxwell AFB-Gunter Annex.

2.12. Humanitarian Airlift:

2.12.1. The history of humanitarian airlift by US Armed Forces is almost as old as the history of flight itself. Army aircraft flying out of Kelly Field in Texas, for example, dropped food to victims of a Rio Grande flood in 1919, one of the first known uses of an aircraft to render assistance. Many early domestic humanitarian flights were flown in response to winter emergencies. In March 1923, Aberdeen Proving Ground in Maryland sent airplanes to bomb an ice jam on the Delaware River, and an aircraft from Chanute Field in Illinois dropped food to stranded people on South Fox Island in Lake Michigan. From blizzards and floods, to volcanic eruptions and earthquakes, Army Air Corps personnel and aircraft provided relief.

2.12.2. Army aircraft also flew humanitarian missions to foreign nations before the establishment of the United States Air Force as an independent service. In February 1939, the 2d Bombardment Wing delivered medical supplies to earthquake victims in Chile. Four years later, in the midst of WWII, a B-24 from a base in Guatemala dropped a life raft with the diphtheria vaccine to a destroyer escorting a British aircraft carrier. The destroyer delivered the vaccine to the carrier, preventing a shipboard epidemic. In September 1944, Army Air Force planes dropped food to starving French citizens; in May 1945, B-17s delivered food to hungry people in the Netherlands in Operation Chowhound.

2.12.3. Humanitarian efforts continued after the Air Force became a separate service and through the ensuing decades. In Operation Safe Haven I and II in 1956 and 1957, Military Air Transport Service's (MATS) 1608th Air Transport Wing from Charleston AFB, South Carolina, and 1611th Air Transport Wing from McGuire AFB, New Jersey, airlifted over 10,000 Hungarian refugees to the United States. President Eisenhower approved asylum for the refugees who fled Hungary after Soviet forces crushed an anticommunist uprising there. In May 1960, earthquakes followed by

volcanic eruptions, avalanches, and tidal waves ripped through southern Chile, leaving nearly 10,000 people dead and a quarter of a million homeless. The US Departments of Defense and State agreed to provide assistance. During the month-long "Amigos Airlift," the 63d Troop Carrier Wing from Donaldson AFB South Carolina, and the 1607th, 1608th, and 1611th Air Transport Wings airlifted over 1,000 tons of material to the stricken area.

2.12.4. America's commitment to South Vietnam led to many relief flights to that country during the 1960s and 1970s. In November 1964, three typhoons dropped over 40 inches of rain on the country's central highlands. Seven thousand people died as a result of the subsequent flooding and 50,000 homes were destroyed. HH-43F helicopters from Detachment 5, Pacific Air Rescue Center, plucked 80 Vietnamese from rooftops and high ground in the immediate aftermath of the storms; over the next 2 months, various Air Force units moved more than 2,000 tons of food, fuel, boats, and medicine to the ravaged area. Less than a year later, in August 1965, escalated fighting in Da Nang displaced 400 children orphaned by the floods once again. To move them out of harm's way, the 315th Air Division C-130s airlifted the orphans to Saigon. In 1975, following the fall of Cambodia and South Vietnam to Communist forces, transports from 11 Air Force wings and other units airlifted over 50,000 refugees to the United States. This airlift, encompassed in Operations Babylift, New Life, Frequent Wind, and New Arrivals, constituted the largest aerial evacuation in history. Besides the refugees, Air Force units also moved 5,000 relief workers and more than 8,500 tons of supplies.

2.12.5. Aside from the Vietnamese evacuation of the 1970s and the Berlin airlift in the late 1940s, the most significant humanitarian airlift operations took place in the 1990s. In 1991, following the Persian Gulf War, Iraqi leader Saddam Hussein attacked the Kurdish population in northern Iraq. In response to the unfolding human tragedy, Air Force transports in support of Operation Provide Comfort provided more than 7,000 tons of blankets, tents, food, and more to the displaced Kurds and airlifted thousands of refugees and medical personnel. Operation Sea Angel, in which the Air Force airlifted 3,000 tons of supplies to Bangladesh, followed a 1991 typhoon. Operation Provide Hope in 1992 and 1993 provided 6,000 tons of food, medicine, and other cargo to republics of the former Soviet Union. In 1994, the Air Force carried 3,600 tons of relief supplies to Rwandan refugees in war-torn central Africa.

2.13. Post-Vietnam Conflicts:

2.13.1. **Operation Urgent Fury—Grenada (1983):**

2.13.1.1. In October 1983, a military coup on the tiny Caribbean island nation of Grenada aroused US attention. Coup leaders arrested and then assassinated Prime Minister Maurice Bishop, imposed a 24-hour shoot-on-sight curfew, and closed the airport at Pearls on the east coast, about 12 miles from the capital of St. George's, located on the opposite side of the island. President Ronald W. Reagan, who did not want a repetition of the Iranian hostage crisis a few years earlier, considered military intervention to rescue hundreds of US citizens attending medical school on the island.

2.13.1.2. Twenty-six Air Force wings, groups, and squadrons supported the invasion by 1,900 US Marines and Army Rangers. Airlift and special operations units from the Military Airlift Command (MAC) comprised the bulk of the Air Force fighting force. AC-130 gun ships in particular proved their worth repeatedly, showing more versatility and accuracy than naval bombardment and land artillery. Several Air Force enlisted personnel received special praise for their efforts. Among them, Sergeant Charles Tisby (Figure 2.38) saved the life of a paratrooper in his aircraft.

Figure 2.38. Charles H. Tisby.

Enlisted personnel were among 10 Air Force Grenada veterans cited for special achievement. Tisby, a loadmaster, saved the life of an unidentified paratrooper. When his C-130 banked sharply to avoid antiaircraft fire, one paratrooper's static line fouled and left the trooper still attached to the aircraft. Tisby, with the help of paratroopers still on board, managed—at significant personal risk—to haul the man back in.

2.13.2. **El Dorado Canyon—Libya (1986):**

2.13.2.1. In 1969, a group of junior military officers led by Muammar Qadhafi overthrew the pro-Western Libyan Arab monarchy. By the mid-1980s, Libya was one of the leading sponsors of worldwide terrorism. In addition to subversion or direct military intervention against other African nations and global assassinations of anti-Qadhafi Libyan exiles and other "state enemies," Qadhafi sponsored terrorist training camps within Libya and supplied funds, weapons, logistical support, and safe havens for numerous terrorist groups.

2.13.2.2. Between January 1981 and April 1986, terrorists worldwide killed over 300 Americans and injured hundreds more. With National Security Decision Directive 138 signed on 3 April 1984, President Reagan

established in principle a US policy of preemptive and retaliatory strikes against terrorists. On 27 December 1985, terrorists attacked passengers in the Rome and Vienna airports. Despite the strong evidence that connected Libya to the incident, the US administration determined that it did not have sufficient proof to order retaliatory strikes against Libya. President Reagan imposed sanctions against Libya, publicly denounced Qadhafi for sponsoring the operation, and sent the 6th Fleet to exercise off the coast of Libya.

2.13.2.3. In Berlin on 5 April 1986, a large bomb gutted a discotheque popular with US service members. This time President Reagan had the evidence he sought. On 9 April, he authorized an air strike against Libya and attempted to obtain support from European allies. Great Britain gave permission for the United States Air Force to use British bases; however, the governments of France and Spain denied permission to fly over their countries, thereby increasing the Air Force's round trip to almost 6,000 miles. By 14 April 1986, all Air Force forces were gathered and ready.

2.13.2.4. Politically, the raid against the terrorist state was extremely popular in the United States and almost universally condemned or "regretted" by the United States' European allies, who feared that the raid would spawn more violence. The operation spurred Western European governments to increase their defenses against terrorism and their intelligence agencies began to share information. The Air Force was saddened by the loss of a F-111F crew, but the loss of one out of over a 100 aircraft used in the raid statistically was not a high toll. Despite the high abort rate, collateral damage, and loss of innocent lives, the Air Force could be proud that it successfully bombed three targets seen beforehand only in photographs, after a flight of over 6 hours, and in the face of strong enemy opposition.

2.13.3. **Operation Just Cause—Panama (1989):**

2.13.3.1. Since Panama's declaration of independence from Columbia in 1903, the United States has maintained a special interest in the small Central American country. The United States controlled and occupied the Panama Canal Zone, through which it built a 40-mile long canal to connect the Atlantic and Pacific Oceans. President Woodrow Wilson formally opened the canal on 12 July 1915. Political and domestic conditions in Panama remained fairly stable until 1968, when a military ruler deposed the country's president. A new treaty took effect on 1 October 1979, granting Panama complete control of the canal and withdrawal of US military forces by 1 January 2000.

2.13.3.2. In 1981, a struggle for leadership ensued; and, in 1983, Manuel Noriega prevailed. Noriega maintained ties with the US intelligence community, furnishing information on Latin American drug trafficking and money laundering, while at the same time engaged in such activities. By 1987, brutal repression of his people was enough for the US Senate to issue a resolution calling for the Panamanians to oust him. Noriega in turn ordered an attack on the US Embassy, causing an end to US military and economic aid. In 1988, a Miami Federal grand jury indicted Noriega on drug-trafficking and money-laundering charges. Noriega intensified his harassment against his own people and all Americans. By 1989, President George H. W. Bush decided to invade Panama.

2.13.3.3. All four branches of the US Armed Forces played a role in Operation Just Cause. For the Air Force, elements of 18 wings and 9 groups used 17 types of aircraft. 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 WWII. The airdrop also featured the first use of night vision goggles by Air Force personnel during a contingency.

2.13.3.4. Operation Just Cause was the largest and most complex air operation since Vietnam. It involved over 250 aircraft. American forces eliminated organized resistance in just 6 days. Manuel Noriega surrendered on 3 January 1990 and was flown to Miami, Florida, to face trial. Less than a year later, many of the same Airmen that made Operation Just Cause a resounding success would build and travel through another, larger air bridge during Operation Desert Shield.

2.14. Gulf War I (1990):

2.14.1. **Persian Gulf War and Subsequent Operations:**

2.14.1.1. The Gulf War came as no surprise to anyone except perhaps Saddam Hussein. After prevailing in an 8-year war against Iran so costly that it nearly led to a military coup in Iraq, Saddam Hussein had invaded and attempted to annex the small, oil-rich nation of Kuwait on 2 August 1990. During his occupation of the country, he plundered it and brutalized the population. The invasion of Kuwait put Iraq—with the fourth largest Army in the world and an extensive program to develop nuclear weapons—at the doorstep of Saudi

Arabia and its vast petroleum reserves. If the Saudis also fell to Iraq, the Iraq dictator would control 50 percent of the world's oil.

2.14.1.2. The United States sought and received a UN sanction to act against Iraq and joined 27 other nations to launch Operation Desert Shield, a massive military buildup in Saudi Arabia near the border of Iraq, aimed first at deterring Saddam Hussein from aggression against the Saudis and then to prepare the way for a counterinvasion if necessary. US President George Bush demanded the immediate withdrawal of Iraqi forces from Kuwait. Saddam, privately persuaded that since Vietnam the American public lacked the stomach for war, responded in the course of nearly 6 months of back-and-forth diplomacy, his defiance alternating with vague promises of compliance.

2.14.2. **Operation Desert Shield and Operation Desert Storm—Kuwait and Iraq (1990-1991):**

2.14.2.1. By the time President Bush launched Operation Desert Shield, the US Air Force and its sister services had moved a considerable distance toward a unified conventional war-fighting capability. The defensive deployment in itself was an impressive accomplishment. On 8 August 1990, 24 F-15Cs landed in Saudi Arabia after roaring aloft 15 hours earlier from Langley AFB, Virginia, some 8,000 miles away. Within 5 days, C-5 and C-141 airlifters had flown in five fighter squadrons, an Airborne Warning and Control System (AWACS) contingent, and an airborne brigade, 301 planes altogether. On 21 August, SECDEF Richard Cheney announced that there was sufficient force to defend Saudi Arabia in place. A month into the crisis, 1,220 Allied aircraft were in theater and combat ready. When Saddam Hussein missed the final deadline for withdrawing his troops from Kuwait on 15 January 1991, Operation Desert Storm began.

2.14.2.2. Within the first 24 hours of Desert Storm, the air war was essentially won. The Iraqi air force hardly showed its face in the war. Meanwhile, having established dominance in the air, the coalition air forces then turned to pounding Saddam's entrenched ground forces into a mass of frightened humanity, ready to surrender to the first allied troops they saw. In the final stages of the air war, the Air Force took to "tank plinking," that is, to destroying Iraqi tanks on the ground one at a time (Figure 2.39).

Figure 2.39. Loading Up an A-10.

Courtesy of AF Link

2.14.2.3. Maintenance was a key to the success of the air campaign. Air Force historian Dr Richard Hallion stated, "From the suppliers to the line crews sweating under the desert sun, the coalitions' maintainers worked miracles, enabling ever-higher sortie rates as the war progressed—essentially, a constant surge." Not all the enlisted Airmen worked on maintenance crews, of course. In addition to those jobs traditionally associated with enlisted personnel, there were new kinds of duties, some quite high tech. Two less known jobs were the collection and analysis of electronic emissions undertaken with EWOs and airborne intelligence technicians. Electronic intelligence was characterized by long hours of work on station and meticulous, patient review of enemy transmissions, shot through with brief but urgently explosive moments when life or death information was quickly transmitted to the right people.

2.14.2.4. On 28 February 1991, scarcely 48 hours after the air war ended, and the land invasion took center stage, Iraq surrendered to the coalition. In the 43-day war, the Air Force was, for the first time in modern combat, the equal partner of land and sea power. The Air Force went into the Gulf talking in cold war terms about air superiority and sustainable casualties; it came out trumpeting air supremacy and minimum or no casualties at all. Scarcely 6 months after Desert Storm, on 27 September 1991, strategic bomber crews were ordered to stand down from their decades-long round-the-clock readiness for nuclear war. The Cold War was officially over, a new world had arrived, and the role of the enlisted Airmen was changing as well.

2.14.3. **Operations Provide Comfort and Northern Watch—Iraq (1991-2003):**

2.14.3.1. When the American-led international coalition bombed Iraq and drove the forces of Iraq from Kuwait in 1991, it weakened Saddam Hussein's power. Rebellious Kurds in northern Iraq, whom Hussein brutally suppressed with chemical weapons 3 years earlier, launched an uprising in early March 1991. When

Iraqi government troops defeated the rebellion a month later, threatening to repeat the massacres of the past, more than a million Kurds fled to Iran and Turkey. 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.

2.14.3.2. On 3 April 1991, the UN Security Council authorized a humanitarian relief effort for the Iraqi Kurds. During the first week in April, the United States organized a combined task force for Operation Provide Comfort. About 600 pallets of relief supplies were delivered per day. But airdrops alone proved to be inadequate. Moreover, the operation failed to address the root of the problem. The refugees could not stay where they were, and Turkey, faced with a restless Kurdish population of its own, refused to admit them in large numbers. Operation Provide Comfort, therefore, evolved into a larger phased operation for American ground troops.

2.14.3.3. After 1993, Saddam Hussein did not often challenge coalition aircraft patrolling the no-fly zones, but US units remained wary. On 14 April 1994, two American F-15s patrolling the northern no-fly zone accidentally shot down two UH-60 Black Hawk helicopters, killing 26 people, including 15 Americans. Misidentifying the helicopters as hostile, the F-15 pilots failed to receive contrary information from either the helicopters or an orbiting E-3 aircraft. The "friendly fire" incident aroused negative public opinion and a demand for changes to prevent such accidents in the future.

2.14.3.4. Phase II of Operation Provide Comfort came to an end in December 1996, thanks largely to in-fighting among Kurdish factions vying for power. When one Kurdish group accepted Iraqi backing to drive another from the northern Iraqi city of Irbil, US transports participating in Operations Quick Transit I, II, and III airlifted many displaced Kurds to safe areas in Turkey. Some 7,000 of the refugees proceeded onto Guam in Operation Pacific Haven for settlement in the United States.

2.14.3.5. Operation Northern Watch was the successor to Operation Provide Comfort, which officially ended in December 1996. Operation Northern Watch began 1 January 1997, with an initial mandate of 6 months. Northern Watch was officially ended on 17 March 2003, two days prior to the beginning of Operation Iraqi Freedom.

2.14.4. **Operation Southern Watch—Iraq (1992-2003):**

2.14.4.1. On 26 August 1992, President George H. W. Bush announced a no-fly zone, this time in southern Iraq to discourage renewed Iraqi military activity near Kuwait in support of United Nations Security Council Resolution 688—Operation Southern Watch.

2.14.4.2. The resolution protected Shiite Muslims under aerial attack from the Iraqi regime of Saddam Hussein in the aftermath of Operation Desert Storm and enforced other UN sanctions against Iraq. The Iraqi regime complied with the restrictions of the no-fly zone until 27 December 1992. F-16s shot down one Iraqi MiG-25 and chased a second aircraft back across the border.

2.14.4.3. Less than a month later, Air Force aircraft attacked surface-to-air missile (SAM) sites threatening coalition aircraft. In June, the United States launched cruise missile strikes against the Iraq Intelligence Service Headquarters in Baghdad as retaliation for the planned assassination of former US President George Bush during an April 1993 visit to Kuwait.

2.14.4.4. In October 1994, Iraqi troops, to include elite Republican Guard units, massed at the Kuwaiti border. The United States responded with Operation Vigilant Warrior, the introduction of thousands of additional US Armed Forces personnel into the theater. Operation Southern Watch became the United States Air Force test for the Air and Space Expeditionary Force (AEF) concept in October 1995 when a composite unit, designed to temporarily replace a United States Navy carrier air wing leaving the gulf area, arrived to support flying operations. The AEF arrived fully armed and began flying within 12 hours of landing. The AEF concept proved sound. Additional AEFs have since deployed to support Operation Southern Watch.

2.14.4.5. In 1997, in response to Iraqi aggression against Kurdish rebels in northern Iraq, President William Clinton expanded the Southern Watch no-fly zone to the 33d parallel, just south of Baghdad. The expansion meant that most of Iraqi airspace fell into no-fly zones.

2.14.4.6. One of the most important improvements in both flying operations and the quality of life for members resulted directly from the 1996 bombing at Khobar Towers, Dhahran Air Base (AB). In the aftermath, the Air Force reviewed its entire security police, law enforcement, and force protection programs. In 1998, the Air Force reorganized existing security police units into new security forces groups and

squadrons that trained and specialized in all aspects of force protection, including terrorist activity and deployed force security. Southern Watch officially ended 26 August 2003.

2.14.5. **Operations Provide Relief, Impressive Lift, and Restore Hope—Somalia (1992-1994):**

2.14.5.1. Civil unrest in the wake of a 2-year civil war contributed to a famine in Somalia that killed up to 350,000 people in 1992. As many as 800,000 refugees fled the stricken country. The UN-led relief effort began in July 1992. To relieve the suffering of refugees near the Kenya-Somalia border and then Somalia itself, the United States initiated Operation Provide Relief in August 1992. By December, the United States airlifted 38 million pounds of food into the region, sometimes under the hail of small arms fire. Continued civil war and clan fighting within Somalia, however, prevented much of the relief supplies from getting into the hands of those who most desperately needed them.

2.14.5.2. First the UN, then the United States, attempted to alleviate the problem. In September, the United States initiated Operation Impressive Lift to airlift hundreds of Pakistani soldiers under the UN banner to Somalia. Despite the increased security from the UN forces, the problems continued. On 4 December, President George Bush authorized Operation Restore Hope to establish order in the country so that food could reach those in need. Marines landed and assumed control of the airport, allowing flights in and out of Mogadishu, Somalia, to resume. C-5 Galaxies, C-141 Starlifters, C-130 Hercules, and even KC-10 tankers rushed supplies into the country. Further, the Operation Restore Hope airlift brought 32,000 US troops into Somalia. In March 1993, the UN once again assumed control of the mission, and Operation Restore Hope officially ended 4 May 1993. Fewer than 5,000 of the 25,000 US troops originally deployed remained in Somalia. Unfortunately, factional fighting within the country caused the relief effort to unravel yet again. On 3 October 1993, US special forces troops, in an effort to capture members of one clan, lost 18 personnel and suffered 84 wounded.

2.14.5.3. In the late afternoon of 3 October 1993, Technical Sergeant Timothy A. Wilkinson (Figure 2.40), a pararescueman with the 24th Special Tactics Squadron, responded with his crew to the downing of a US UH-60 helicopter in the streets of Mogadishu, Somalia. Wilkinson repeatedly exposed himself to intense enemy small arms fire while extracting the wounded and dead crewmembers from the crashed helicopter. Despite his own wounds, he provided life-saving medical treatment to the wounded crewmembers. With the helicopter crew taken care of, he turned to aid the casualties of a Ranger security element engaged in an intense firefight across an open four-way intersection from his position where he began immediate medical treatment. His decisive actions, personal courage, and

Figure 2.40. Timothy A. Wilkinson.

Courtesy of the Air Force Enlisted Heritage Research Institute

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. Wilkinson was awarded the Air Force Cross for his actions. To date, 24 enlisted members have been awarded the Air Force Cross (Figure 2.41).

2.14.5.4. The losses sustained on 3 and 4 October prompted Operation Restore Hope II, the airlifting of 1,700 US troops and 3,100 tons of cargo into Mogadishu between 5 and 13 October 1993. The troops and equipment were tasked with only stabilizing the situation: President Clinton refused to commit the United States to "nation building" and promised to remove US forces by March 1994. Operation Restore Hope II officially ended 25 March 1994 when the last C-5 carrying US troops departed Mogadishu. While Operation Restore Hope II allowed US forces to get out of the country without further casualties, anarchy ruled in Somalia, and the threat of famine remained.

Figure 2.41. Enlisted Air Force Cross Recipients.

Adams, Victor R. – 1968
Black, Arthur N. - 1965
Chapman, John A. - 2002
Clay, Eugene L. - 1967
Cunningham, Jason D. - 2002
Etchberger, Richard L. – 1968
Richardson, Dennis M. - 1968
Fish, Michael E. - 1969
Gamlin, Theodore R. - 1969
Hackney, Duane D. - 1967
Harston, John D. - 1975
Hunt, Russell M. - 1967
Kent, Jr., Nacey - 1968
King, Charles D. - 1968
Maysey, Larry W. - 1967
McGrath, Charles D. - 1972
Newman, Thomas A. - 1968
Pitsenbarger, William H. – 1966 *
Robinson, William A. - 1965
Shaub, Charles L. - 1972
Smith, Donald G. - 1969
Talley, Joel - 1968
Wright, Leroy M. - 1970
Wilkinson, Timothy A. – 1993
* Medal upgraded to the Medal of Honor

2.14.6. **Operation Uphold Democracy—Haiti (1994):**

2.14.6.1. The United States decided to intervene in Haiti on 8 September. The US Atlantic Command developed Operation Uphold Democracy in two different plans, one a forcible-entry and the other a passive-entry plan. United States Air Force planners worked through evolving variations, not knowing which of the two plans would be chosen. At nearly the last minute, a diplomatic proposal that former President James (Jimmy) E. Carter offered persuaded the military leader in Haiti to relinquish his control. The unexpected decision caused a mission change from invasion to insertion of a multinational peacekeeping force. On 19 September 1994, the JCS directed execution of the passive-entry plan. For the Air Force, this meant swinging into action an aerial force of over 200 aircraft, transports, special operations, and surveillance planes.

2.14.6.2. United States Air Force participation effectively ended 12 October 1994 when resupply of US forces became routinely scheduled airlift missions, and deployed aircraft and crews returned home. On 15 October 1994, the Haitian president returned to his country, the beneficiary of a strong US response to an oppressive dictator. As in Panama, the Air Force brought to bear an overwhelming force of fighters, command and control aircraft, gunships and other special operations aircraft, reconnaissance airplanes, aerial refueling tankers, and thousands of troops aboard the airlift fleet of strategic and tactical aircraft. The successful adaptation to the last-minute change in mission, from military invasion force to airlifting peacekeeping troops, was a major indicator of the flexibility air power offers US military and political leaders in fulfilling foreign policy objectives.

2.14.7. **Operation Provide Promise—Sarajevo and Bosnia-Herzegovina (1992-1996):**

2.14.7.1. By 1991, the collapse of communism in Eastern Europe and the Soviet Union, coupled with the disintegration of the Soviet Union itself, dissolved the political cement that bound ethnically diverse Yugoslavia into a single nation. Freed from the threat of external domination, Roman Catholic Slovenia and Croatia declared their independence from the Yugoslav federation dominated by Eastern Orthodox Serbia. In early 1992, predominantly Muslim Bosnia-Herzegovina (Bosnia) also severed its ties to the Federation. Fearing their minority status, armed Serbs within Bosnia began forming their ethnic state by seizing territory and, in the spring, besieging the Bosnian capital of Sarajevo.

2.14.7.2. In April 1992, the United States recognized Bosnia's independence and began airlifting relief supplies to Sarajevo. On 3 July 1992, the United States designated operations in support of the UN airlift Operation Provide Promise, and the United States Air Forces in Europe (USAFE) C-130s began delivering food and medical supplies.

2.14.7.3. Most United States Air Force missions flew out of Rhein-Main AB in Frankfurt, Germany. The C-130s from the 435th and 317th Airlift Wings flew the initial Operation Provide Promise missions, but over the course of the operation, Air Force Reserve (AFR), Air National Guard (ANG), and active duty units rotated from the United States on 3-week deployments. The United States was only one of at least 15 countries airlifting relief supplies to Sarajevo, but by the end of 1992, US airplanes had delivered more than 5,400 tons of food and medical supplies.

2.14.7.4. Inaugurated during the Bush Administration, Operation Provide Promise expanded significantly after President Clinton took office. The new President's actions were in response to the continued attacks by Bosnian Serbs on Sarajevo, and sometimes on the relief aircraft themselves. A secondary mission, Operation Provide Santa, took place in December 1993 when C-130s dropped 50 tons of toys and children's clothes and shoes over Sarajevo. A month later, an Operation Provide Promise C-130 suffered the first United States Air

Force damage from the operation when it was struck by an artillery shell at the Sarajevo airport. Despite the fact that there were no injuries and the damage was minor, the UN suspended flights for a week.

2.14.7.5. On 14 December 1995, warring factions signed peace accords at Wright-Patterson AFB, Ohio. The last humanitarian air-land delivery into Sarajevo took place on 4 January 1996. During the 3 1/2-year operation, aircraft supporting the UN-relief operation withstood 279 incidents of ground fire.

2.14.8. **Operation Deny Flight—Bosnia (1993-1995):**

2.14.8.1. NATO Operation Deny Flight was an effort to limit the war in Bosnia through imposition of a no-fly zone over the country. There was only one non-American in the NATO Deny Flight command chain, although many other nations including the United Kingdom, France, the Netherlands, Spain, Germany, and Turkey participated.

2.14.8.2. Over the first year and a half of Deny Flight, the operation's mission expanded and its aircraft engaged violators of the UN resolutions. On 28 February 1994, NATO aircraft scored the first aerial combat victories in its 45-year history. Two United States Air Force F-16s from the 526th Fighter Squadron intercepted six Bosnian Serb jets and shot down four.

2.14.8.3. Despite its actions, Deny Flight did not stop the Bosnian Serb attacks or effectively limit the war. Bosnian Serbs often took members of lightly armed UN forces hostage to compel NATO to discontinue its airstrikes. In May 1995, Deny Flight aircraft struck a munitions depot, an event followed by the Bosnian Serbs taking 370 UN soldiers hostage. The UN vetoed further strikes. In June, Bosnian Serbs shot down a United States Air Force F-16 patrolling over Bosnia.

2.14.8.4. Operation Deliberate Force served notice to Bosnian Serb forces that they would be held accountable for their actions. Airstrikes came not only against targets around Sarajevo, but also against Bosnian Serb targets throughout the country. The results were dramatic. Operation Deliberate Force marked the first campaign in aerial warfare where precision munitions outweighed conventional bombs. The incessant air campaign, with only a few days respite in early September, as well as ground advances by Croatian and other forces against the Serbs, garnered the desired results. On 14 September, the Serbs agreed to NATO terms and the bombing stopped. Deliberate Force officially ended 21 September 1995.

2.14.8.5. With the signing of peace accords among the warring parties in Paris in December, Operation Deny Flight ended. Operation Joint Endeavor, whose mission was to implement the agreements, replaced it in 1996.

2.14.9. **Operation Allied Force—Kosovo (1999):**

2.14.9.1. The conclusion of Operations Deliberate Force and Deny Flight did not mean the end to strife in the region. After revoking the province of Kosovo's autonomy in 1989, the Serbian government slowly began to oppress its ethnic Albanian population. That oppression eventually turned to violence and mass killings, and 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 last-ditch effort to negotiate a settlement began in January 1999 at Rambouillet, France, but following a large offensive against Albanian civilians in March, talks broke down.

2.14.9.2. Wanting to prevent a repeat of the "ethnic cleansing" that took place in Bosnia, NATO forces began flying operations on 24 March 1999 to force Serbia to accept NATO terms for ending the conflict in Kosovo. Given the name Operation Allied Force, NATO leaders hoped Milosevic would capitulate after just a few days of airstrikes that demonstrated NATO's resolve. That was not the case. It would take 78 days and over 38,000 sorties in the air war over Serbia for NATO to secure its objective.

2.14.9.3. The fundamental factor in the conclusion of Allied Force was NATO's unity and resolve. NATO acted in a way that was tough and became progressively tougher throughout the campaign. This lesson was clear to Milosevic, who had hoped he could outwait NATO. Secondly, both the precision and the persistence of the air campaign were fundamental factors in convincing Milosevic that it was time to end the fight. The air campaign started slowly but gathered momentum as it went on. It became systematically damaging to Milosevic's entire military infrastructure, not just the forces in the field in Kosovo, but throughout the entire country.

2.15. Operations Noble Eagle and Enduring Freedom:

2.15.1. Four unprecedented acts of violence in three locations spreading from New York City to western Pennsylvania to Washington DC, on 11 September 2001 left thousands dead, thousands more grieving, and a nation wondering what

would happen next. This fanatical hatred carried out by a hidden handful manifested and exploded, causing two of the world's tallest buildings to crumble, scarring the nation's military nerve center, and forcing the President of the United States flying aboard Air Force One to seek safe haven. As the clock ticked away following the attacks on the World Trade Center, the Air Force community realized the depth and scope of the hatred. This day and in the days that followed, stories were told of service members and civilians pulling comrades from burning buildings, fighting fires, providing medical attention, and volunteering to do whatever they could.

2.15.2. The Air Force responded quickly. Fighter aircraft began to fly combat air patrols over the skies of America in support of Operation Noble Eagle the same day as the attack. Six months later, North American Aerospace Defense Command (NORAD) continued to have more than 100 ANG, AFR, and active duty fighters from 26 locations monitoring the skies over the United States. More than 80 percent of the pilots flying Noble Eagle missions belonged to the ANG. Nearly as many AFR, ANG, and active duty members (more than 11,000) deployed to support Noble Eagle, (Figure 2.42) as for the other thrust of the US response to the attack, Operation Enduring Freedom.

2.15.3. Enduring Freedom looked to take the fight to the Nation's enemies overseas, most notably Afghanistan. In this impoverished country, the US effort was twofold: to provide humanitarian airlift to the oppressed people of Afghanistan and to conduct military action to root out terrorists and their supporters. When the ruling government in Afghanistan, the Taliban, refused President George W. Bush's demand that the suspected terrorists be turned over and all terrorist training camps closed, the President ordered US forces to the region. Over the next few weeks, approximately 350 US aircraft, including 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 near Afghanistan, including some in the former Soviet Union. On 7 October 2001, following continued Taliban refusal to hand over the suspected terrorists, US, British, and French aircraft began a sustained campaign against terrorist targets in Afghanistan (Figure 2.43).

Figure 2.42. Noble Eagle Memorial at Enlisted Heritage Hall.

Courtesy of Air Force Enlisted Heritage Research Institute

Figure 2.43. C-17 in Afghanistan.

US Air Force Photo by SSgt Steven Pearsall

2.15.4. Working closely with US special operations troops and Afghan opposition forces, air power employed precision weapons to break the Taliban's will and capacity to resist. Organized resistance began to collapse in mid-November, and the Taliban abandoned the last major town under its control, Kandahar, early in December 2001. In addition to strike operations, the Air Force flew humanitarian relief, dropping nearly 2.5 million humanitarian rations.

2.16. Operation Anaconda:

2.16.1. The Pentagon called it Operation Anaconda, and the press referred to it as the battle at Shah-I-Kot Mountain, but the men who fought there called it the battle of Robert's Ridge. In the early morning hours of 4 March 2002, on a mountaintop called Takur Ghar in southeastern Afghanistan, al Qaeda soldiers fired on an MH-47E helicopter causing a Navy SEAL to fall to the ground, and a chain of events ensued culminating in one of the most intense small-unit firefights of the war against terrorism, the death of all the al Qaeda terrorists defending the mountaintop, and the death of seven US servicemen. Despite these losses, the US forces involved in this fight distinguished themselves by conspicuous bravery. Their countless acts of heroism demonstrated the best of America's Special Operations Forces

as Air Force, Army, and Navy special operators fought side by side to save one of their own and each other, and in the process secured the mountaintop and inflicted serious loss on the al Qaeda.

2.16.2. Senior Airman Jason D. Cunningham was one of the seven killed. The Air Force Cross was awarded to Cunningham who lost his life in Afghanistan while on a rescue mission. Despite being mortally wounded, he saved 10 lives and made it possible for 7 others who were killed to come home. The citation accompanying the Air Force Cross reads, "Despite effective enemy fire, and at great risk to his own life, Cunningham remained in the burning fuselage of the aircraft in order to treat the wounds. As he moved his patients to a more secure location, mortar rounds began to impact within 50 feet of his position. Disregarding this extreme danger, he continued the movement and exposed himself to enemy fire on seven separate occasions. When the second casualty collection point was also compromised, in a display of uncommon valor and gallantry, Cunningham braved an intense small arms and rocket-propelled grenade attack while repositioning the critically wounded to a third collection point. Even after he was mortally wounded and quickly deteriorating, he continued to direct patient movement and transferred care to another medic." Cunningham was laid to rest in Arlington National Cemetery on 11 March 2002.

2.16.3. On 10 January 2003, Secretary of the Air Force posthumously awarded the Air Force Cross to Technical Sergeant John A. Chapman (Figure 2.44). It was only the third time since the end of the Vietnam conflict that an enlisted Airman received the Air Force Cross and the second time that it went to one of the enlisted Airman who died in what became a 17-hour ordeal on top of Takur Ghar mountain in Afghanistan. Chapman's helicopter came under enemy fire, causing a Navy SEAL to fall out of an MH-47 helicopter during an insertion under fire. The helicopter landed 4.5 miles away from where the SEAL was killed. Once on the ground, Chapman provided directions to another helicopter to pick them up. After being rescued, Chapman and the team volunteered to rescue their mission team member from the enemy stronghold. After landing, Chapman killed two enemy soldiers and, without regard for his own life, kept advancing toward a dug-in machinegun nest. The team came under fire from three directions. Chapman exchanged fire from minimum personal cover and succumbed to multiple wounds. His engagement and

Figure 2.44. John A. Chapman.

Courtesy of the 24th Special Tactics Squadron

destruction of the first enemy position and advancement to the second enabled his team to move to cover and break enemy contact. He is credited with saving the lives of the entire rescue team.

2.17. Operation Iraqi Freedom:

2.17.1. Much like the Gulf War, Operation Iraqi Freedom came as no surprise to anyone besides Saddam Hussein. On 17 March 2003, President George W. Bush (Figure 2.45) announced a 48-hour ultimatum for Saddam and his sons to leave Iraq or face conflict. Saddam rejected President Bush's ultimatum to flee and on 20 March a salvo of missiles and laser-guided bombs hit as no surprise to anyone besides Saddam Hussein. On 17 March 2003, President George W. Bush (Figure 2.45) announced a 48-hour ultimatum for Saddam and his sons to leave Iraq or face conflict. Saddam rejected President Bush's ultimatum to flee and on 20 March a salvo of missiles and laser-guided bombs hit targets where coalition forces believed Saddam and his sons and other leaders gathered. Thus the war began.

2.17.2. More than 300,000 troops were deployed to the Gulf region to form a coalition of multinational troops. Combat operations took longer than the 24-hour war of Operation Desert

Figure 2.45. President George W. Bush Addressing the Airmen.

Storm. Operation Iraqi Freedom officially began on 20 March 2003 and ended on 1 May 2003. The Pentagon unleashed air strikes so devastating they would leave Saddam's soldiers 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 plan called for launching another 300 to 400 missiles. The battle plan was based on a concept developed at the National Defense University. Called "Shock and Awe," it focused on the psychological destruction of the enemy's will to fight rather than the physical destruction of the opposing military force. The concept relies on a large number of precision-guided weapons hitting the enemy simultaneously, much like a nuclear weapon strike that takes minutes instead of days or weeks to work.

Figure 2.46. Scott Sather.

Courtesy of the 24th Special Tactics Squadron

2.17.3. Heavy sand storms slowed the coalition advance, but soldiers reached within 50 miles of Baghdad by 24 March. Missile attacks hit military facilities in Baghdad on 30 March, and by 2 April, the Baghdad and Medina divisions of Iraq's Republican Guard were defeated. US soldiers seized bridges over the Tigris and Euphrates rivers and then advanced within 25 miles of Baghdad. The next day, US Army units along with Air Force special tactics combat controllers, pararescuemen, and combat weathermen attacked Saddam International Airport, 10 miles southwest of the capital. Two days later American-armored vehicles drove through Baghdad after smashing through Republican Guard units. On 7 April, US tanks rumbled through downtown Baghdad and a B-1B bomber attack hit buildings thought to hold Saddam and other leaders. On 8 April 2003, Staff Sergeant Scott Sather (Figure 2.46), a combat controller, became the first Airman killed in Operation Iraqi Freedom. The 29-year-old Michigan native earned seven medals, including the bronze star, during his Air Force career. The citation accompanying Sather's Bronze Star Medal with Valor reads, "He led this reconnaissance task force on combat operations into Iraq on the first day of the ground war, breeching enemy fortifications during the Iraqi border crossing. During the next several days Sergeant Sather covered countless miles conducting specialized reconnaissance in the Southwestern Iraqi desert supporting classified missions. With only minimal sleep he assumed a leadership role in the reconnaissance of an enemy airfield opening up the first of five air fields used by a joint task force to conduct critical resupply of fielded troops, and provide attack helicopter rearming facilities enabling deep battlefield offensive operations. Sergeant 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. Exposed to direct enemy fire on numerous occasions he continued to provide vital information to higher headquarters in direct support of ongoing combat operations. His magnificent skills in the control of close air support aircraft and keen leadership under great pressure were instrumental in the overwhelming success of these dangerous missions. Sergeant Sather's phenomenal leadership and bravery on the battlefield throughout his deployment were instrumental in the resounding successes of numerous combat missions performing a significant role in the success of the war and complete overthrow of the Iraqi regime."

2.17.4. Meanwhile British forces took Basra, control of which was essential to delivering humanitarian aid. American commanders declared Saddam's regime was no longer in control of Baghdad on 9 April. Before the city fell, jubilant crowds toppled a 40-foot statue of Saddam. Iraq's science advisor surrendered to US forces, the first on the 55 most wanted leaders list issued by the coalition.

2.17.5. In a speech delivered on 2 May 2003, on the aircraft carrier *USS Abraham Lincoln*, President Bush announced victory in Iraq. The President's announcement was based on an assessment given to him 3 days earlier by General Tommy Franks, the top US military commander in the Gulf. Meanwhile, in a speech delivered by Secretary of the Air Force (SECAF) James G. Roche on 25 April 2003 to attendees of the Command Chief Master Sergeant Conference in Gunter Annex, Maxwell AFB, Alabama, Secretary Roche assessed how US combat air forces performed during

Operation Iraqi Freedom. Secretary Roche mentioned that in the past month in Iraq, coalition forces liberated an oppressed people and began the process of rebuilding a very different tribal and political climate.

2.17.6. While providing convoy security support on Wednesday September 28, 2005, in Safwan, Iraq, Airman 1st Class Elizabeth Nicole Jacobson (Figure 2.47), 21, of Riviera Beach, Florida, became the first Security Forces Airman to die in Operation Iraqi Freedom. She died as a result of her vehicle making contact with an improvised explosive device (IED). Safwan is on the border of Iraq and Kuwait. She is also the first female Airman killed in the line of duty in support of Operation Iraqi Freedom.

2.18. Conclusion.

From the skies over the Rio Grande to those over Iraq and Afghanistan nearly 100 years later, air power has evolved from an ineffective oddity to the dominant form of military might in the world. Its applications and effectiveness have increased with each succeeding conflict; in WWI airpower played a minor role; in Kosovo, it played the only role. This chapter looked at the development of airpower through the Nation's many conflicts and just a few of the many contributions of enlisted personnel.

Figure 2.47. A1C Elizabeth Jacobson.

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Chapter 3

ORGANIZATION

Section 3A—Overview

3.1. Introduction.

The Armed Forces of the United States are not separate and independent parts of the Government; rather, they compose one of the instruments of national policy. Since the birth of the nation, policies and directives have been made by civilians assigned to the military and to the executive and legislative branches of the Government. Military leaders do not make national military policy decisions. Civilian leadership is a key concept in the military organization, beginning with the President's role as Commander in Chief (CINC). This chapter begins with a discussion of the President's role. The chapter highlights the structure of the Department of Defense (DoD) and defines the roles of the military departments, Joint Chiefs of Staff (JCS), unified combatant commands, and combined commands. Finally, this chapter emphasizes the key elements of the Department of the Air Force, focuses on force structure, major commands (MAJCOM) and includes a discussion about the structure and functions of the various lower levels of command and air reserve components.

Section 3B—Command Authority

3.2. Commander in Chief.

The US Constitution establishes the basic principle of civilian control of the Armed Forces. As CINC, the President has the final word of command authority; however, as head of the executive branch, he is subject to the "checks and balances" system of the legislative and judicial branches.

Section 3C—Department of Defense

3.3. Department of Defense.

Established by the National Security Act of 1947, the DoD's function is to maintain and employ Armed Forces. The DoD includes the Office of the Secretary of Defense (OSD); the JCS; the Joint Staff; the Departments of the Army, Navy (including the US Marine Corps), and Air Force. Furthermore, the DoD includes the unified combatant commands and forces dedicated to combined commands, defense agencies, and DoD field activities. As the civilian head of the DoD, the Secretary of Defense (SECDEF) reports directly to the President.

3.4. Secretary of Defense.

The President appoints the SECDEF with the advice and consent of the Senate. The SECDEF serves as principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DoD, and for the execution of approved policy. The operational chain of command runs from the President to the SECDEF to the combatant commanders. The SECDEF's specific responsibilities include providing the heads of DoD components written policy guidance for the preparation and review of the program recommendations and budget proposals. The Secretary's guidance includes national security objectives and policies, the priorities of military missions, and the resource levels projected for availability. The SECDEF also provides the Chairman written policy guidance for the preparation and review of contingency plans. The Secretaries of the military departments and the commanders of the combatant commands 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.

3.4.1. **The Armed Forces Policy Council.**

The Armed Forces Policy Council assists in matters requiring a long-range view and in formulating broad defense policy. The council advises the SECDEF on matters of broad policy and reports on other matters as requested. The Armed Forces Policy Council is considered the most important advisory body that works directly with the SECDEF. The council consists of the SECDEF (Chairman); the Deputy SECDEF; Secretaries of the Army, Navy, and Air Force; the Chairman, Joint Chiefs of Staff (CJCS); Under Secretaries of Defense; the Deputy Under Secretary of Defense for Acquisition; and the four service chiefs. Sometimes other departments and agencies in the executive branch are invited to attend specific meetings.

3.4.2. **Under Secretaries of Defense.**

There are five Under Secretaries of Defense (Policy; Comptroller; Personnel and Readiness; Acquisition, Technology and Logistics; and Intelligence) who assist the SECDEF. The SECDEF receives staff assistance

through a number of special agencies. Included among these are the Defense Threat Reduction Agency (DTRA), Security Service, and Defense Logistics Agency (DLA). These agencies, as well as others, provide special skills, expertise, and advice to the SECDEF.

3.5. Chairman, Joint Chiefs of Staff.

Appointed by the President, by and with the advice and consent of the Senate, the CJCS is selected from the officers of the regular components of the Armed Forces. The Chairman, while so serving, holds the grade of general or, in the case of the Navy, holds the grade of admiral, and outranks all other officers of the Armed Forces. However, the Chairman may not exercise military command over the JCS or any of the Armed Forces. The operational chain of command runs from the President to the SECDEF to the combatant commanders. However, a provision of the Goldwater-Nichols DoD Reorganization Act of 1986 permits the President to authorize communications through the CJCS. Consequently, DoDD 5100.1, *Functions of the Department of Defense and Its Major Components,* places the CJCS in the communications chain of command. The CJCS is the principal military advisor to the President, the National Security Council, and the SECDEF. Further, the SECDEF may assign to the CJCS responsibility for overseeing the activities of the combatant commands.

3.6. Joint Chiefs of Staff:

3.6.1. Subject to the authority, direction, and control of the President and the SECDEF, members of the JCS serve as advisors to the President, SECDEF, and the National Security Council. They provide the strategic direction of the Armed Forces. They review major materiel and personnel requirements of the Armed Forces according to strategic and logistic requirements and establish joint doctrine. Members of the JCS are also responsible for the assignment of logistic responsibilities to the military services, formulation of policies for joint training, and coordination of military education.

3.6.2. Members of the JCS consist of the CJCS; Vice Chairman, Joint Chiefs of Staff (VCJCS); Chief of Staff (CS), US Army (CSA); Chief of Naval Operations (CNO); Chief of Staff, US Air Force (CSAF); and Commandant of the Marine Corps (CMC). The CJCS serves as a member of and presides over the JCS and furnishes the recommendations and views of the JCS to the President, National Security Council, or the SECDEF. Other members of the JCS may also provide advice to these bodies, when requested. If a member disagrees with an opinion of the CJCS, the CJCS must present this advice in addition to his or her own. For the service chiefs (CSA, CNO, CSAF, CMC), their JCS duties take precedence over all other duties. Consequently, as the military heads of their respective services, JCS members delegate many duties to their vice chiefs of staff while retaining overall responsibility.

3.7. Joint Staff.

The Joint Staff assists members of the JCS in carrying out their assigned responsibilities of strategic direction, unified operation of combatant commands, and the integration of all land, naval, and air forces into an efficient force. By law, the direction of the Joint Staff rests exclusively with the CJCS. The staff's more than 1,500 military and civilian personnel are composed of approximately even numbers of officers from the Army, Navy, and Air Force. Marines make up about 20 percent of the number allocated to the Navy.

3.8. Unified Combatant Commands and Combined Commands:

3.8.1. **Unified Combatant Commands.**

The President, assisted by the CJCS through the SECDEF, establishes unified combatant commands for the performance of military missions. The SECDEF assigns military missions. The combatant commander deploys, directs, controls, and coordinates the action of the command's forces; conducts joint training exercises; and controls certain support functions. Combatant commanders are responsible to both the SECDEF and the President. The component commanders or the commanders of subordinate commands exercise operational control. A unified combatant command has a broad, continuing mission and is composed of forces from two or more military departments. The organization of Unified commands are on a geographical and functional basis and include the US Joint Forces Command (USJFCOM), US European Command (USEUCOM), US Pacific Command (USPACOM), US Northern Command (USNORTHCOM), US Southern Command (USSOUTHCOM), US Central Command (USCENTCOM), US Special Operations Command (USSOCOM), US Transportation Command (USTRANSCOM), and US Strategic Command (USSTRATCOM). Once assigned to a unified command, a force cannot be transferred except by authority of the SECDEF or under special procedures of this office with the approval of the President. All units not assigned to a unified command remain with their respective services.

3.8.2. **Combined Commands.**

Combined commands consist of forces from more than one allied nation. Since combined commands are binational or multinational, their missions and responsibilities (including command responsibilities) must establish, assign, and conform with binational and multinational agreements. Normally a combined command operates under the terms of a treaty, alliance, or bilateral agreement between or among the nations concerned. The North American Aerospace Defense Command, Combined Forces Command Korea, and Allied Command Operations are examples of multinational commands.

3.9. Military Departments.

The military departments consist of the Army, Navy (including the Marine Corps and, in wartime, the Coast Guard), and the Air Force. The Service Secretaries are responsible for providing efficiently organized, trained, and equipped ready forces to the combatant commanders. Although operational command of the forces rests with the combatant commanders under the direction of the SECDEF, the Service Secretaries assist the SECDEF in managing the administrative, training, and logistic functions of the military departments. Except in operational matters, the SECDEF issues orders to a service through its secretary. Each service develops and trains its forces to perform functions that support the efforts of other services to accomplish the overall military objectives. The military departments share general and specific functions as outlined below, and the Air Force has primary functions designed to support the general and specific functions of the military departments.

3.9.1. **General Functions.**

The traditional roles and mission of each branch of service are commonly referred to as functions. Besides specific combat roles, they furnish operational forces to unified commands. The SECDEF and the JCS established the functions of each branch of the Armed Forces in the Key West Agreement of 1948. The Key West Agreement was revised in 1953 and again in 1958. The general functions of the Armed Forces are to:

3.9.1.1. Support and defend the US Constitution against all enemies, foreign and domestic.

3.9.1.2. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests.

3.9.1.3. Uphold and advance the national policies and interests of the United States.

3.9.2. **Specific Functions.**

Along with general functions, military departments also have some specific functions they share. These include, but are not limited to:

3.9.2.1. Preparing forces and establishing reserves of personnel, equipment, and supplies for effective prosecution of war and military operations short of war, and planning for the expansion of peacetime components to meet the needs of war.

3.9.2.2. Maintaining, in readiness, mobile reserve forces properly organized, trained, and equipped for deployment in an emergency.

3.9.2.3. Preparing and submitting to the SECDEF budgets for their respective departments, and justifying (before Congress) budget requests as approved by the SECDEF.

3.9.2.4. Administering the funds made available for maintaining, equipping, and training the forces of their respective departments, including those assigned to unified commands.

3.9.2.5. Assisting each other in accomplishing their respective functions, including the provision of personnel, intelligence, training, facilities, equipment, supplies, and services.

Section 3D—Department of the Air Force

3.10. Overview.

Headquarters Air Force and its field units comprise the Department of the Air Force. They are responsible for preparing the air and space forces necessary for the effective prosecution of war and military operations short of war for the expansion of the peacetime components of the Air Force to meet the needs of war.

3.11. Primary Functions of the Air Force.

The primary functions of the Air Force include, but are not limited to the following:

3.11.1. Organize, train, equip, and provide forces for the conduct of prompt and sustained combat operations in the air and space—specifically, forces to defend the United States against air and space attack, gain and maintain air and space supremacy, defeat enemy air and space forces, and conduct space operations.

3.11.2. Organize, train, equip, and provide forces for strategic air and missile warfare.

3.11.3. Organize, equip, and provide forces for joint amphibious, space, and airborne operations in coordination with the other military services, and provide for their training according to joint doctrines.

3.11.4. Organize, train, equip, and provide forces for close air support and air logistic support to the Army and other forces, as directed, including airlift, air support, resupply of airborne operations, aerial photography, tactical air reconnaissance, and air interdiction of enemy land forces and communications.

3.11.5. Organize, train, equip, and provide forces, as directed, to operate air and space lines of communications.

3.11.6. Organize, train, equip, and provide forces for the support and conduct of psychological operations.

3.11.7. Provide equipment, forces, procedures, and doctrine necessary for effective electronic warfare operations.

3.12. Secretary of the Air Force (SECAF).

The SECAF is appointed from civilian life by the President, by and with the advice and consent of the Senate. The Secretary is the head of the Department of the Air Force and is subject to the authority, control, and direction of the SECDEF. The Secretary is responsible for recruiting; organizing; supplying; equipping (including research and development); training; servicing; mobilizing; demobilizing; administering (including the morale and welfare of personnel); maintaining, constructing, outfitting, and repairing military equipment; constructing, maintaining, and repairing buildings, structures, and utilities; and acquiring real property and interests in real property necessary to carry out the responsibilities specified in 10 US Code Section 8013.

3.13. Chief of Staff, US Air Force.

The CSAF is appointed from the general officers of the Air Force for a period of 4 years by the President, by and with the advice and consent of the Senate. The CSAF is subject to the authority, direction, and control of the SECAF and presides over the Air Staff; acts as an agent in carrying out Air Staff's approved recommendations or plans by the SECAF; exercises supervision, consistent with the authority assigned to commanders of unified or specified combatant commands and organizations of the Air Force as the Secretary determines; is subject to the authority, direction, and control of the SECDEF; and as a member of the JCS, the CSAF shall inform the SECAF regarding military advice rendered by the JCS on matters affecting the Department of the Air Force.

3.14. Air National Guard (ANG).

The ANG is administered by the National Guard Bureau, a joint bureau of the departments of the Army and Air Force, located in the Pentagon, Washington DC. ANG is one of the seven Reserve components of the US Armed Forces that augment the active components in the performance of their missions. **Note**: The ANG is *not* a MAJCOM but is a very important component of the Total Force in offensive, defensive, and relief operations.

3.14.1. **Mission.**

The ANG has both a federal and state mission. The dual mission, a provision of the US Constitution, results in each guardsman holding membership in the National Guard of his or her state and in the National Guard of the United States.

3.14.2. **Federal Mission.**

The ANG'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 Air Force major commands to carry out missions compatible with training, mobilization readiness, humanitarian and contingency operations such as Operation Enduring Freedom in Afghanistan. ANG units may be activated in a number of ways as prescribed by public law. Most of the laws may be found in Title 10 of the US Code.

3.14.3. **State Mission.**

When ANG units are not mobilized or under federal control, they report to the governor of their respective state, territory (Puerto Rico, Guam, Virgin Islands) or the commanding general of the District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the adjutant general of the state or territory. Under state law, the ANG provides protection of life and property, and preserves peace, order and public safety. These missions are accomplished through emergency relief support during natural disasters such as floods, earthquakes, and forest fires; search and rescue operations; support to civil defense authorities; maintenance of vital public services, and counterdrug operations.

3.14.4. **Personnel.**

The ANG has more than 106,000 officers and enlisted personnel who serve in 88 flying units and 579 independent support units. The primary sources of full-time support for ANG units are the dual-status military technicians and guardsmen on active duty. These people perform day-to-day management, administration, and maintenance. 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 it when it's activated. Active duty members serve under the command authority of their respective state or territorial governors until mobilized for Federal duty.

3.15. Air Staff.

The function of the Air Staff is to assist the Secretary of the Air Force in carrying out his responsibilities. The Air Staff is composed of the following: (1) the Chief of Staff, (2) Vice Chief of Staff, (3) Deputy Chiefs of Staff, (4) Assistant Chiefs of Staff, (5) Surgeon General of the Air Force, (6) Judge Advocate General of the Air Force, (7) Chief of the Air Force Reserve, (8) other members of the Air Force assigned or detailed to the Air Staff, and (9) civilian employees in the Department of the Air Force assigned or detailed to the Air Staff.

3.16. Headquarters US Air Force (HQ USAF).

The senior headquarters of the Air Force consists of two major entities: the Secretariat (including the Secretary of the Air Force and the Secretary's principal staff) and the Air Staff headed by the Chief of Staff.

3.17. Field Units.

The Department of the Air Force field units include MAJCOMs, field operating agencies (FOA), and direct reporting units (DRU).

3.17.1. **MAJCOMs.**

The Air Force is organized on a functional basis in the United States and a geographical basis overseas. A MAJCOM represents a major Air Force subdivision having a specific portion of the Air Force mission. Each MAJCOM is directly subordinate to HQ USAF. 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 materiel, maintenance, surface transportation, education and training, or special services and other supported organizations. The MAJCOMs in the US Air Force include:

3.17.1.1. **Air Combat Command (ACC).** ACC, with headquarters at Langley AFB VA, is a major command created 1 June 1992, by combining its predecessors Strategic Air Command and Tactical Air Command. ACC is the primary provider of air combat forces to America's warfighting commanders.

3.17.1.1.1. **Mission.** ACC is the primary force provider of combat airpower to America's warfighting commands. To support global implementation of national security strategy, ACC operates fighter, bomber, reconnaissance, battle-management, and electronic-combat aircraft. It also provides command, control, communications, and intelligence systems, and conducts global information operations.

3.17.1.1.1.1. As a force provider, 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.

3.17.1.1.1.2. ACC numbered air forces provide the air component to USCENTCOM, USSOUTHCOM, and USNORTHCOM, with Headquarters ACC serving as the air component to Joint Forces Commands. ACC also augments forces to USEUCOM, USPACOM, and USSTRATCOM.

3.17.1.1.2. **Personnel and Resources.** More than 96,000 active-duty members and civilians make up ACC's workforce. When mobilized, more than 57,000 members of the ANG and Air Force Reserve, along with about 859 aircraft, are assigned to ACC. In total, ACC and ACC-gained units fly more than 2,000 aircraft.

3.17.1.2. **Air Mobility Command (AMC).** AMC, with headquarters at Scott AFB IL, was created 1 June 1992. AMC provides America's Global Reach. This rapid, flexible, and responsive air mobility promotes stability in regions by keeping America's capability and character highly visible.

3.17.1.2.1. **Mission.** Air Mobility Command's primary mission is rapid, global mobility and sustainment for America's armed forces. The command also plays a crucial role in providing humanitarian support at home and around the world. The men and women of AMC—active duty, Air National Guard, Air Force Reserve, and civilians—provide airlift and aerial refueling for all of America's armed forces. Many special duty and operational support aircraft and stateside aeromedical evacuation missions are also assigned to AMC.

3.17.1.2.1.1. US forces must be able to provide a rapid, tailored response with a capability to intervene against a well-equipped foe, hit hard and terminate quickly. Rapid global mobility lies at the heart of US strategy in this environment—without the capability to project forces, there is no conventional deterrent.

3.17.1.2.1.2. As US forces stationed overseas continue to decline, global interests remain, making the unique capabilities only AMC can provide even more in demand

3.17.1.2.2. **Personnel and Resources.** AMC's mission encompasses more than 141,000 active-duty and Air Reserve Component military and civilian personnel. They include approximately 51,500 active duty, 8,215 civilians, 43,444 Air Force Reserve, and 37,902 Air National Guard. AMC's mobility aircraft include the C-5 Galaxy, KC-10 Extender, C-17 Globemaster III, C-130 Hercules, KC-135 Stratotanker, and C-141 Starlifter. Operational support aircraft are the VC-25 (Air Force One), C-9, C-20, C-21, C-32, C-37, C-40 and UH-1.

3.17.1.3. **Air Force Space Command (AFSPC).** AFSPC, created 1 September 1982, is a major command with headquarters at Peterson AFB CO. AFSPC defends North America through its space and intercontinental ballistic missile operations (ICBM)—vital force elements in projecting global reach and global power.

3.17.1.3.1. **Mission.** AFSPC's mission is to deliver space and missile capabilities to America and its warfighting commands.

3.17.1.3.2. **Personnel and Resources.** Approximately 39,000 people, including 25,000 active-duty military and civilians, and 13,700 contractor employees, combine to perform AFSPC missions. AFSPC acquires, operates, and supports the Global Positioning System, Defense Satellite Communications Systems, Defense Meteorological Satellite Program, Defense Support Program, Wideband Global Satellite Communications (SATCOM) Satellite systems and the Space-Based Infrared System Program. AFSPC currently operates the Delta II, Delta IV, and Atlas V launch vehicles. The Atlas V and Delta IV launch vehicles comprise the Evolved Expendable Launch Vehicle program, which is the future of assured access to space. AFSPC's launch operations include the Eastern and Western ranges and range support for all launches, including the space shuttle on the Eastern Range. The command maintains and operates a worldwide network of satellite tracking stations, called the Air Force Satellite Control Network, to provide communications links to satellites.

3.17.1.3.2.1. Ground-based radars used primarily for ballistic missile warning include the Ballistic Missile Early Warning System, Precision Avionics Vectoring Equipment (PAVE) Phased Array Warning System and Perimeter Acquisition Radar Attack radars. The Maui Optical Tracking Identification Facility, Ground-based Electro-Optical Deep Space Surveillance System, Passive Space Surveillance System, and phased-array and

mechanical radars provide primary space surveillance coverage. New transformational space programs are continuously being researched and developed to enable AFSPC to stay on the leading edge of technology.

3.17.1.3.2.2. The ICBM force consists of Minuteman III missiles that provide the critical component of America's on-alert strategic forces. As the nation's "silent sentinels," ICBMs, and the people who operate them, have remained on continuous around-the-clock alert since 1959—longer than any other US strategic force. More than about 450 ICBMs are currently on alert in reinforced concrete launch facilities beneath the Great Plains. AFSPC is the Air Force's lead command and largest operator of UH-1N Huey helicopters. The command uses helicopters to support ICBM operations at F.E. Warren, Malmstrom, and Minot.

3.17.1.4. **Pacific Air Forces (PACAF).** PACAF is headquartered at Hickam AFB HI. When the North Koreans crossed the 38th parallel on 25 June 1950, Far East Air Forces consisted of 5th Air Force, 13th Air Force, 20th Air Force, and the Far East Materiel Command. Four years after the Korean War armistice, Far East Air Forces was redesignated Pacific Air Forces and transferred its headquarters to Hickam.

3.17.1.4.1. **Mission.** PACAF's primary mission is to provide ready airspace and information power to promote US interests in the Asia-Pacific region during peacetime, through crisis, and in war. PACAF's responsibility extends from the west coast of the United States to the east coast of Africa and from the Arctic to the Antarctic, more than 100 million square miles. The area is home to nearly 2 billion people who live in 44 countries. PACAF maintains a forward presence to help ensure stability in the region.

3.17.1.4.2. **Personnel and Resources.** The command has approximately 45,000 military and civilian personnel serving in 9 major locations and numerous smaller facilities, primarily in Hawaii, Alaska, Japan, Guam, and South Korea. Approximately 300 fighter and attack aircraft are assigned to the command.

3.17.1.5. **US Air Forces in Europe (USAFE).** USAFE is headquartered at Ramstein AB GE. USAFE originated as the 8th Air Force in 1942 and flew heavy bombardment missions over the European continent during World War II. In August 1945, the command was given its current name, US Air Forces in Europe.

3.17.1.5.1. **Mission.** As the air component for USEUCOM, USAFE directs air operations in a theater spanning three continents, covering more than 20 million square miles, containing 91 countries, and possessing one-fourth of the world's population and about one-third of the world's Gross Domestic Product.

3.17.1.5.1.1. During the Cold War, USAFE was a fight-in-place force postured for a large-scale conflict. Since the fall of the Berlin Wall, it has transitioned to an Air Expeditionary Force with a mobile and deployable mix of people and resources that can simultaneously operate in multiple locations. Its role in Europe and Africa has included warfighting as well as humanitarian and peacekeeping operations, and other nontraditional contingencies throughout its area of responsibility.

3.17.1.5.1.2. In peacetime, USAFE trains and equips US Air Force units pledged to North Atlantic Treaty Organization (NATO). In fulfilling its NATO responsibilities, USAFE maintains combat-ready wings based from Great Britain to Turkey. USAFE plans, conducts, controls, coordinates, and supports air and space operations in Europe, Asia and Africa to achieve US national and NATO objectives based on taskings by the USEUCOM commander.

3.17.1.5.1.3. In support of national and NATO requirements, USAFE assets stand ready to perform close air support, air interdiction, air defense, in-flight refueling, long-range transport, and support of maritime operations. USAFE remains a formidable force despite a rapid drawdown that saw its main operating bases cut by 67 percent following the end of the Cold War. As witnessed in the command's support of contingency and humanitarian operations throughout Europe and parts of Africa, USAFE remains a highly responsive and capable combat force.

3.17.1.5.2. **Personnel and Resources.** More than 39,000 active-duty, Reserve, Air National Guard, and civilian employees are assigned to USAFE. Equipment assets include about 220 fighter, attack, rotary wing, tanker, and transport aircraft, and a full complement of conventional weapons.

3.17.1.6. **Air Education and Training Command (AETC).** AETC, with headquarters at Randolph AFB TX near San Antonio, Texas, was established 1 July 1993, with the realignment of Air Training Command and Air University. AETC's role makes it the first command to touch the life of almost every Air Force member.

3.17.1.6.1. **Mission.** AETC's mission is to develop America's Airmen today. for tomorrow. The command accomplishes this by recruiting new people into the US Air Force and providing them with military, technical, and flying training. AETC also provides precommissioning, professional military, and continuing education. During their careers, every Air Force officer and enlisted person receives education and training administered by AETC.

3.17.1.6.2. **Personnel and Resources.** More than 60,000 active-duty members and 14,000 civilian personnel make up AETC. The command also has approximately 7,300 Air National Guard and Air Force Reserve personnel, and more than 11,500 contractors assigned. AETC has responsibility for approximately 1,600 aircraft.

3.17.1.7. **Air Force Materiel Command (AFMC).** AFMC, headquartered at Wright-Patterson AFB OH, was created 1 July 1992. The command was formed through the reorganization of Air Force Logistics Command and Air Force Systems Command.

3.17.1.7.1. **Mission.** 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. From cradle-to-grave, AFMC provides the workforce and infrastructure necessary to ensure the United States remains the world's most respected air and space force.

3.17.1.7.2. **Personnel and Resources.** AFMC employs a highly professional and skilled command work force of about 75,000 military and civilian employees.

3.17.1.8. **Air Force Special Operations Command (AFSOC).** AFSOC, headquartered at Hurlburt Field FL, was established 22 May 1990. AFSOC is the Air Force component of USSOCOM.

3.17.1.8.1. **Mission.** America's specialized air power...a step ahead in a changing world, delivering Special Operations power anytime, anywhere.

3.17.1.8.1.1. AFSOC provides Air Force special operations forces for worldwide deployment and assignment to regional unified commands. The command's Special Operation Forces are composed of highly trained, rapidly deployable Airmen. These forces conduct global special operations missions ranging from precision application of firepower, to infiltration, exfiltration, resupply and refueling of Special Operation Force operational elements.

3.17.1.8.1.2. AFSOC's unique capabilities include airborne radio and television broadcast for psychological operations, as well as aviation foreign internal defense instructors to provide other governments military expertise for their internal development. The command's special tactics squadrons combine combat controllers, special operations weathermen and pararescuemen with other service Special Operation Forces to form versatile joint special operations teams.

3.17.1.8.1.3. The command's core missions include battlefield air operations; agile combat support; aviation foreign internal defense; information operations; precision aerospace fires; psychological operations; specialized air mobility; specialized refueling; and intelligence, surveillance and reconnaissance.

3.17.1.8.2. **Personnel and Resources.** AFSOC has approximately 12,900 active-duty, Air Force Reserve, Air National Guard, and civilian personnel. The command's active duty and reserve component flying units operate fixed- and rotary-wing aircraft, including the CV-22, AC-130H/U, C-130, EC-130, MC-130, MH-53 and U-28A.

3.17.1.9. **Air Force Reserve Command (AFRC).** The AFRC, headquartered at Robins AFB GA, became an Air Force MAJCOM on 17 February 1997. Previously, the AFRC was an FOA.

3.17.1.9.1. **Mission.** AFRC supports the Air Force mission to defend the United States through control and exploitation of air and space by supporting Global Engagement. The AFRC plays an integral role in the day-to-day Air Force mission and is not a force held in reserve for possible war or contingency operations.

3.17.1.9.2. **Resources.** AFRC has over 68,000 officer and enlisted personnel assigned to accomplish their diverse mission. The command has 35 flying wings equipped with their own aircraft and nine associate units that share aircraft with an active-duty unit. Four space operations squadrons share satellite control mission with the active force. There also are more than 620 mission support units in the AFRC, equipped and trained to provide a wide range of services, including medical and aeromedical evacuation, aerial port, civil engineer, security force, intelligence, communications, mobility support, logistics, and transportation operations among others.

3.17.2. **Field Operating Agencies (FOA).**

FOAs are subdivisions of the Air Force directly subordinate to a headquarters US Air Force functional manager. A FOA performs field activities beyond the scope of the MAJCOMs. The activities are specialized or associated with an Air Force-wide mission and do not include functions performed in management headquarters (such as AMC), unless specifically directed by a DoD authority. Two examples are the Air Force Personnel Center (AFPC) under the Deputy Chief of Staff for Manpower and Personnel, and the Air Force Office of Special Investigations (AFOSI) under The Inspector General. Similar organizations at MAJCOM level are called MAJCOM FOAs.

3.17.3. **Direct Reporting Units (DRU).**

DRUs are Air Force subdivisions directly subordinate to the CSAF. A DRU performs a mission that does not fit into any of the MAJCOMs. A DRU has many of the same administrative and organizational responsibilities as a MAJCOM. Two examples are the Air Force District of Washington and the USAF Academy.

3.18. Lower Levels of Command.

Below the MAJCOMs are several levels of command. The Air Force Component Commands and numbered Air Forces (NAF) administratively report directly to the MAJCOM. Wings, groups, squadrons, and flights report to either Air Force Component Command or a NAF, whichever is appropriate.

3.18.1. **Air Force Component Numbered Air Forces (CNAF).**

The Air Force has established 11 new Air Force CNAFs, dedicated to supporting the unified/sub-unified Combatant Command and joint task force commanders. These new CNAFs (nicknamed warfighting headquarters) are the primary operational-level warfighting and Air Force component commands. The CNAF headquarters consists of an Air Force Forces (AFFOR) staff and an assigned Air and Space Operations Center (AOC). They are dedicated to supporting the unified combatant commander, and his/her subordinate joint force commanders across the full range of military operations. The CNAF commander will be prepared to assume responsibilities as the Joint Force Air Component Commander (JFACC) for joint military operations in their respective area of operations, and command a joint task force as required.

3.18.2. **NAF.**

The 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. The number of personnel assigned varies but should not exceed 99 manpower authorizations without an approved waiver from HQ USAF/XPM. A NAF is assigned subordinate units, such as wings, groups, and squadrons.

3.18.3. **Wing.**

The wing is a level of command below the NAF 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. The different types of wings are operational, air base, or specialized mission. A wing structure is depicted in Figure 3.1.

3.18.3.1. **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 organization, the host command provides it with varying degrees of base and logistics support.

3.18.3.2. **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.

Figure 3.1. Wing Organization.
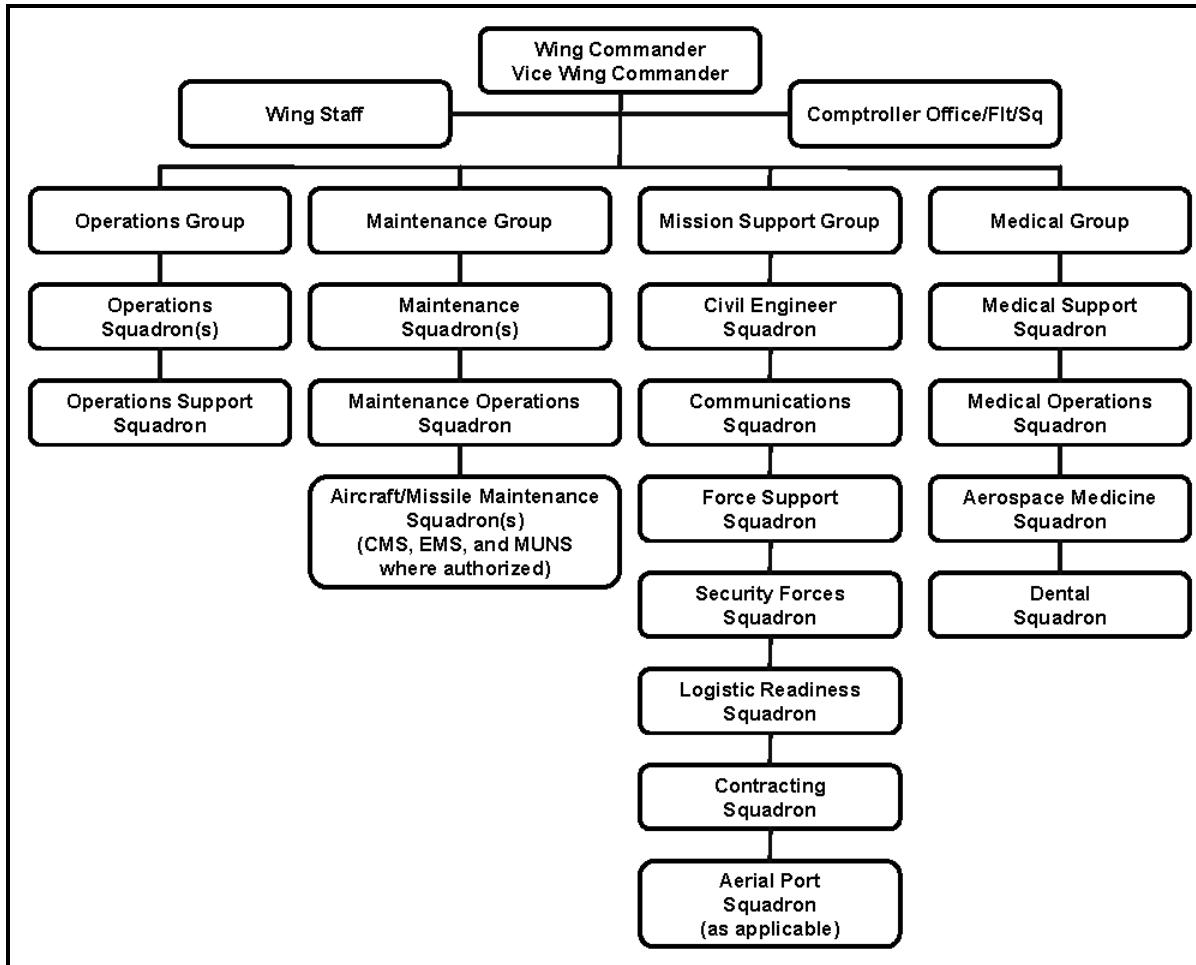
3.18.3.3. **Specialized Mission Wing.** A specialized mission wing performs a specialized mission and usually does not have aircraft or missiles assigned. Examples include intelligence wings, training wings, and so on. This wing is either a host or a tenant wing, depending on whether it maintains and operates the base.

3.18.4. **Group.**

A group is a level of command below the wing. Like the NAF, 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. Such groups may possess small supporting staff elements, such as standardization and evaluation or quality control, that are organized as sections. 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.

3.18.5. **Squadron.**

The squadron is the basic unit in the Air Force. The different types of squadrons are either a mission unit, such as an operational flying squadron, or a functional unit, such as a civil engineer, security forces, or logistics readiness squadron. Squadrons vary in size according to responsibility.

3.18.6. **Flight.**

If internal subdivision is required, a flight may consist of sections, then elements. The different types of flights include either a numbered, alpha, or functional flight.

3.18.6.1. **Numbered Flight.** A numbered flight is the lowest level unit in the Air Force. A flight primarily incorporates smaller elements into an organized unit. A numbered flight has administrative characteristics, such as strength reporting, like those of a squadron.

3.18.6.2. **Alpha Flight.** Alpha flights are part of a squadron (usually a mission squadron) and composed of several elements that perform identical missions. Because an alpha flight is not a unit, this type of a flight is not subject to unit reporting.

3.18.6.3. **Functional Flight.** Functional flights are usually part of a squadron and composed of elements that perform specific missions. Because a functional flight is not a unit, this type of a flight is not subject to unit reporting.

3.19. Air Reserve Command (ARC):

3.19.1. **Components.**

The ANG and AFRC form a significant part of our aerospace capability. Together they are called the ARC. Forces are drawn from the ARC when circumstances require the active force to rapidly expand. AFPD 10-3, *Air Reserve Component Forces,* establishes policy to fully integrate the ANG, AFRC, and active Air Force into a single Total Force.

3.19.2. **Staffing and Equipping.**

ARC forces are staffed and trained to meet the same training standards and readiness levels as active component forces and are supplied with the same equipment on an equal priority. The active force can only withdraw, divert, or reassign equipment for other commitments with the SECDEF's written approval. To ensure responsiveness and combat readiness, ARC forces are continuously evaluated and modernized.

3.19.3. **Use.**

AFPD 10-3 states, under the Total Force policy established by DoD in 1973, that both active and reserve assets are considered as parts of a single US military resource. All aspects of active and reserve forces are considered when determining an appropriate force mix. Significant factors include contribution of forces to national security, availability of forces in view of time, statutory or regulatory constraints, and the cost to equip and maintain forces. Considerations unique to ANG units include their dual state and Federal missions.

3.19.4. **Organization.**

ANG and AFRC unit organization parallels similar active force units with one exception. ARC units are sometimes separated to take advantage of state or regional demographics and are not centralized at major, multisquadron bases, as is the case with active-duty 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.

3.19.5. **Jurisdiction.**

Command jurisdiction for nonmobilized ANG units is vested in the governor of the state, commonwealth, or possession, or in the President, who in essence is the governor of the District of Columbia. The President delegates authority to the Secretary of the Army to carry out the powers of the President as "governor" of the District of Columbia. Command of nonmobilized AFRC units is exercised through the Commander, Air Force Reserve, who, in turn, is responsible to the CSAF. Command of nonmobilized AFRC individual mobilization augmentees is exercised through the unit of assignment. When the President authorizes involuntary activation, the SECAF delegates authority to gaining MAJCOM commanders who order ANG and AFRC forces to active duty. When activated, operational command of ARC forces transfers to the gaining MAJCOM commander who is also responsible for establishing training resources for all assigned ARC forces.

3.20. Conclusion.

Organized with civilian leadership throughout, the Armed Forces of the United States are not separate and independent parts of the Government but serve as instruments of national policy. This chapter began with a discussion of the President's role as CINC and continued with the DoD, JCS, unified combatant commands, and combined commands. In addition, this chapter contained information on the Department of the Air Force and focused on force structure and MAJCOMs. Finally, the chapter included a discussion of the structure and functions of the various lower levels of command and Air Reserve components.

Chapter 4

AIR FORCE DOCTRINE, AIR AND SPACE EXPEDITIONARY FORCE (AEF), AND JOINT FORCE

Section 4A—Overview

4.1. Introduction:

4.1.1. America's Air Force faces significant challenges. We have been engaged in combat for 18 years while transforming into a smaller, leaner, and more capable force. Fiscal constraints combined with operational challenges and a dynamic international security environment translate into risks we continue to manage and mitigate in order to provide capabilities America needs. The Air Force continues to fight the global war on terrorism and prepares to face and overcome threats and conflicts of the future. In order to remain dominant, we must maintain our air, space, and cyberspace power advantages over potential adversaries. Modern warfare is changing. This is nothing new to America's Airmen whose heritage spans and embraces change and whose culture embodies courage and innovation for America.

4.1.2. The success of our Air Force in meeting the challenges of this rapidly changing world depends on our understanding and applying our doctrine. Airmen, defined as people who formally belong to the US Air Force and employ or support some aspect of the US Air Force's capabilities, at times have not properly understood or consistently applied our doctrine. As great operators, sometimes we have preferred our ability to improvise over sound repeatable principles. That is not good enough—the complex integration required among our fighting elements, the complexity of joint and combined doctrine, and the uncertainty of rapidly developing contingency operations demand that our planning and employment be understood and repeatable. It requires that we learn and practice our own doctrine. We know how to do it right; we have taken the time to argue it out, write it down, and publish it. We must understand what it means to be an Airman and be able to articulate what air and space power can bring to the joint fight. AFDD 1, *Air Force Basic Doctrine,* the Air Force's premier statement of our beliefs, is the cornerstone from which all our doctrine flows and expresses our Service's identity. **Note:** The material in this chapter is taken directly from AFDD 1.

4.1.3. The AEF is the Air Force methodology for presenting forces to combatant commanders (CCDR). Three main principles provide the foundation of how the AEF is structured and executed: transparency, predictability, and equitability. Transparency is the sense that there is no mystery to the process; the when, why, and how should be visible and understandable by every Airman. Every Air Force member has the responsibility of knowing and understanding the AEF: it's original structure, how we deploy today's AEF, and our goals for the future. Alignment of forces across AEF pairs/blocks allows our Air Force to address the "Who goes first?" question, defines our battle rhythm, and provides a logically organized structure during periods of surge in order to supply near-seamless support to combatant commanders.

4.1.4. Joint warfare is team warfare. Over time, the American experience in war increasingly demanded cooperation, coordination, and integration of all US military Services. Today, joint operations are routine and, thus, routinely practiced. Effectively integrated joint forces expose no weak points or seams to an adversary, while they rapidly and efficiently find and engage those adversary weak points and vulnerabilities that ensure mission accomplishment. Whether there are years to prepare and plan (as in the Normandy invasion during World War II), months (as in Operation Desert Storm), or only a few weeks (as in Operation Enduring Freedom), the US Armed Forces must always be ready to operate in smoothly functioning joint teams.

Section 4B—Air Force Doctrine

4.2. Doctrine:

4.2.1. Air Force doctrine is a statement of officially sanctioned beliefs, war-fighting principles, and terminology that describes and guides the proper use of air, space, and cyberspace power in military operations. It is what we have come to understand, based on our experience to date.

4.2.2. The US Air Force promulgates and teaches its doctrine as a common frame of reference on the best way to prepare and employ Air Force forces. Subsequently, doctrine shapes the manner in which the US Air Force organizes, trains, equips, and sustains its forces. Doctrine prepares us for future uncertainties and provides a common set of understandings on which Airmen base their decisions. Doctrine consists of the fundamental principles by which military forces guide their actions in support of national objectives; it is the linchpin of successful military operations. It also provides us with common terminology, conveying precision in expressing our ideas.

4.2.3. In application, doctrine should be used with judgment. As a body of best practices, it should never be dismissed out of hand or through ignorance of its principles, nor should it be employed blindly without due regard for the mission and situation at hand. On the other hand, following doctrine to the letter is not the fundamental intent. Rather, good doctrine is somewhat akin to a good "commander's intent": it provides sufficient information on what to do, but does not specifically say how to do it. Airmen must strive above all else to be doctrinally sound, not doctrinally bound.

4.2.4. In the current turbulent environment of expeditionary operations and the emerging arena of homeland security, doctrine provides an informed starting point for the many decisions Airmen must make in what seems to be a continuous series of deployments. We no longer face the challenge of starting with a blank sheet of paper; with doctrine, Airmen now have a good outline that lays out the basic issues:

    4.2.4.1. What is my mission?

    4.2.4.2. How should I approach it?

    4.2.4.3. What should my organization look like, and why?

    4.2.4.4. What are my lines of authority within my organization and within the joint force?

    4.2.4.5. What degrees of control should I have over my forces?

    4.2.4.6. How am I supported? Who do I call for more support?

    4.2.4.7. How should I articulate what airpower provides to the joint force?

    NOTE: From one operation to the next, many things are actually constant. Doctrine, properly applied, often can provide a 70-, 80-, or even 90-percent solution to most questions, allowing leaders to focus on the remainder, which usually involves tailoring for the specific operation.

4.2.5. Good doctrine informs, provides a sound departure point, and allows flexibility; bad doctrine overly binds and restricts creativity. If not properly developed, and especially if parochialism is allowed to creep in, doctrine will point to suboptimal solutions. Parochialism and other biases can come from within a Service as well as between Services. Professionals will still have honest differences of opinions, but when those opinions are not based on sound war-fighting practices, inefficiency and ineffectiveness frequently result. Good doctrine can help, but it must be intelligently applied.

4.2.6. Doctrine is about war-fighting, not physics. This principle specifically addresses the perceived differences between operations in air, space, and cyberspace. Air, space, and cyberspace are separate domains requiring exploitation of different sets of physical laws to operate in, but are linked by the effects they can produce together. To achieve a common purpose, air, space, and cyberspace need to be integrated. Therefore, Air Force doctrine focuses on the best means to obtain war-fighting effects regardless of the domain in which a system operates. As an example, Airmen should be concerned with the best means of employing intelligence, surveillance, and reconnaissance (ISR) capabilities, not whether a particular ISR platform is airborne or in orbit, or manned or unmanned. This is requisite to achieving true integration across any given collection of forces.

4.2.7. Doctrine is about effects, not platforms. This focuses on the desired outcome of a particular action, not on the system or weapon itself that provides the effect. For example, doctrine states that Airmen should seek to achieve air superiority, but doctrine does not focus on which platforms should be used to achieve that effect. A parallel example is seen in the recognition that bombers are not "strategic" nor are fighters "tactical." It does not matter if an F-16 or a B-52 accomplishes a given task, whether a particular platform is manned or unmanned, or whether a C-17 or a C-130 delivers a certain load; the outcome of the mission—the effect achieved—is what's important. Thus, Air Force doctrine does not explicitly tie specific weapon systems to specific tasks or effects.

4.2.8. Doctrine is about using domains, not owning domains. This illustrates the importance of properly using a domain to obtain the best war-fighting effects, not of carving up the operational environment based on Service or functional parochialism. Focusing on using a domain is a vital first step to integration of efforts. "Ownership" arguments eventually lead to suboptimal (and usually at best tactical) application of efforts at the expense of the larger, total effort.

4.2.9. Doctrine is about organization, not organizations. Modern warfare demands that disparate parts of different Services, different nations, and even differing functions within a single Service be brought together intelligently to achieve unity of effort and unity of command. However, merely placing different organizations together in an area of operations is insufficient to meet these demands. A single, cohesive organization is required with clearly defined lines of command and commanders with requisite authorities at appropriate levels. 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 is more decisive than another, nor about positing that element as the centerpiece of joint operations; it's the total, tailored joint force that's decisive. Getting to that effective joint force requires smart organization.

4.2.10. Doctrine is about synergy, not segregation. True integration of effort cannot be achieved by merely carving up the operational environment. While segregation may have some benefit and may appear the simplest way from a command and control viewpoint to manage elements of a diverse joint force, it may actually suboptimize the overall effort. It guarantees that the whole will never be greater than the sum of its parts. For example, Airmen should have access to the entire theater of operations to maximize their ability to achieve the joint force commander's (JFC) objectives; they should not be restricted from any area due to unnecessarily restrictive fire support coordination measures. Also, segregating the operational environment into smaller areas of operation may create competition for scarce, high-demand low-density capabilities, and reduce combat effectiveness.

4.2.11. Doctrine is about integration, not just synchronization. According to JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, synchronization is 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 the arrangement of military forces and their actions to create a force that operates by engaging as a whole. Synchronization is, in essence, deconfliction in time and space between different units. It is a useful means to plan and execute operations and to prevent fratricide. Synchronization emphasizes timing, while integration considers priority and effect to be both efficient and effective with scarce resources. Synchronization is bottom-up; integration, on the other hand, starts at the top with a single cohesive plan and works downward. Synchronization is an additive "sum of the parts" model, while integration may produce geometric results. This is not to say that synchronization is bad. For surface forces, it is very useful for managing their scheme of maneuver. However, from an Airman's perspective, synchronization is a tactical tool and doesn't necessarily scale up to the operational level. Thus, Airmen should seek to integrate, not merely synchronize, joint operational planning.

4.2.12. Doctrine is about what's important, not who's important. Good doctrine should point to the important things a commander should do and explain why they should be done. It should not be an advertisement for any particular element of the US Air Force, nor assert the relative value of any one Service over another. Different parts of the US Armed Forces do different things, and each has its own utility depending on the situation. It's all about the right capability to best accomplish the mission.

4.2.13. Doctrine is about the right force, not just equal shares of the force. This addresses the proper mix of Service components within a joint force. Some believe that a joint force requires equal parts of all the Services. This is incorrect. As one senior US Air Force officer said, "joint war-fighting 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, and others maritime centric. The composition of the joint force and the tasks assigned to its various elements should reflect the needs of the situation.

4.3. Levels of Air and Space Doctrine.

The Air Force places air and space doctrine at different levels and depths of detail in the forms of basic, operational, and tactical doctrine.

4.3.1. **Basic Doctrine.**

AFDD 1 is the Airman's basic doctrine. It states the most fundamental and enduring beliefs that describe and guide the proper use of Air Force forces in military action. It describes the "elemental properties" of air, space, and cyberspace power and provides the Airman's perspective. Because of its fundamental and enduring character, basic doctrine provides broad and continuing guidance on how US Air Force forces are organized, trained, equipped, sustained, and employed. Because it expresses broad, enduring fundamentals, basic doctrine changes relatively slowly compared to the other levels of doctrine. As the foundation of all Air Force doctrine, basic doctrine also sets the tone and vision for doctrine development for the future.

4.3.2. **Operational Doctrine.**

Contained in AFDD 2-series publications, operational doctrine describes more detailed organization of forces and applies the principles of basic doctrine to military actions. Operational doctrine guides the proper organization and employment of 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 that must be executed through tactical doctrine.

4.3.3. **Tactical Doctrine.**

Tactical doctrine describes the proper employment of specific US Air Force assets, individually or in concert with other assets, to accomplish detailed objectives. It is codified as tactics, techniques, and procedures (TTP) in Air Force TTP 3-series manuals. Because tactical doctrine is closely associated with employment of technology and procedural adaptation, change may occur more rapidly than to the other levels of doctrine.

4.4. Key Doctrine Concepts:

4.4.1. **The Airman's Perspective.**

Because of the unique nature of Air Force forces, the perspective of Airmen is necessarily different; it reflects the range, speed, and capabilities of airpower, as well as threats and survival imperatives unique to Airmen. The study of airpower leads to a particular expertise and a distinctive point of view that General Henry H. ("Hap") Arnold termed "airmindedness." Airmindedness is much harder to convey than the perspectives of Soldiers, Sailors, and Marines for several reasons. Their viewpoint—bounded by the apparent horizon—is part of everyday life and instinctive understanding. Yet few have ever operated an aircraft or contemplated the problems of aerial warfare, and few popular sources of information realistically reflect an Airman's perspective.

4.4.1.1. Whoever controls the vertical dimension generally controls the surface. The first mission of an air force is to defeat or neutralize the enemy air forces so friendly operations on land, sea, in the air, and in space can proceed unhindered, while at the same time one's own military forces and critical vulnerabilities remain safe from air attack.

4.4.1.2. Airpower is an inherently strategic force. War and peace are decided, organized, planned, supplied, and commanded at the strategic level of war. Airpower can hold an enemy's centers of gravity and critical vulnerabilities directly at risk immediately and continuously. Airpower also has great strategic capability for non-lethal strategic influence, as in humanitarian relief and security cooperation activities.

4.4.1.3. Airpower can exploit the principles of mass and maneuver simultaneously to a far greater extent than surface forces. There are no natural lateral boundaries in the vertical environment to prevent air and space systems from concentrating their power at any point, and from doing so very quickly, even when starting from widely dispersed locations. Airpower dominates the fourth dimension—time—and compresses events to produce physical and psychological shock.

4.4.1.4. Airpower can apply force against any facet of enemy power. Airpower can be brought to bear on an enemy's political, military, economic, and social structures simultaneously or separately. It can be employed in support of national, combined/joint, or other component objectives. It can be integrated with surface power or employed independently.

4.4.1.5. Airpower creates a smaller cultural footprint when deployed. Surface forces are composed of many people and vehicles which, when arrayed for operations, cover a significant area. Thus, their presence may be very visible to local populations and may create resentment during certain types of stability operations. Airpower, operating from bases over the horizon or from just a few bases in-country, has a smaller footprint for the effects it provides.

4.4.1.6. The inherent speed, range, and flexibility of airpower combine to make it the most versatile component of military power. Its versatility allows it to be rapidly employed against strategic, operational, and tactical objectives simultaneously. The versatility of airpower may easily be lost if its forces are subdivided and directed by surface force commanders.

4.4.1.7. Airpower results from the effective integration of platforms, people, weapons, bases, logistics, and all supporting infrastructure. No one aspect of airpower should be treated in isolation since each element is essential and interdependent. Ultimately, airpower depends on the performance of the people who operate, command, and sustain air, space, and cyberspace forces.

4.4.1.8. The choice of weapons is a key aspect in the realization of airpower. Weapons should be selected based on their ability to influence an adversary's capability and will. Precision weaponry requires precise intelligence and effective command and control. Achieving the full potential of airpower requires timely, actionable intelligence and sufficient command and control assets to permit commanders to exploit its speed, range, flexibility, and versatility.

4.4.1.9. Supporting bases with their people, systems, and facilities are essential to launch, recovery, and sustainment of airpower. One of the most important characteristics of airpower has proved to be its ability to

move anywhere in the world quickly and then rapidly begin operations. However, the need for mobility must be balanced against the need to operate at the deployment site. The availability and operability of suitable bases can be the dominant factor in employment planning and execution.

4.4.1.10. Airpower's unique characteristics necessitate that it be centrally controlled by Airmen. Surface warfare is largely constrained by terrain and organized by figures on a map. Airpower can quickly intervene anywhere, regardless of whether it is used for strategic or tactical purposes. Thus, Airmen must take a broader view of war, because the weapons they command have effects at broader levels of war.

4.4.2. **Principles of War.**

Throughout the history of conflict, military leaders have noted certain principles that tended to produce military victory. From ancient times to the present, certain "truths" of warfare have emerged. Known as the principles of war, they are "those aspects of warfare that are universally true and relevant." As members of the joint team, Airmen should appreciate how these principles apply to all forces but must fully understand from an Airman's perspective how they pertain to the unique nature of Air Force forces.

4.4.2.1. **Unity of command** ensures concentration of effort for every objective under one responsible commander. Airpower's operational-level perspective calls for unity of command to gain the most effective and efficient application. Coordination may be achieved by cooperation; it is, however, best achieved by vesting a single commander with the authority to direct all force employment in pursuit of a common objective. The essence of successful operations is a coordinated and cooperative effort toward a commonly understood objective. In many operations, the wide-ranging interagency and nongovernmental organization operations involved may dilute unity of command; nevertheless, a unity of effort must be preserved to ensure common focus and mutually supporting actions. Unity of command is vital in employing airpower. Airpower is the product of multiple capabilities, and centralized command and control is essential to effectively fuse these capabilities. Airmen best understand the entire range of airpower. The ability of airpower to range on a theater and global scale imposes theater and global responsibilities that can be discharged only through the integrating function of centralized control under an Airman.

4.4.2.2. **Objective** is the principle concerned with directing military operations toward a defined and attainable objective that contributes to strategic, operational, and tactical aims. In application, this principle refers to unity of effort. Success in military operations demands that all efforts be directed toward the achievement of tactical, operational, and ultimately, strategic, aims. In a broad sense, this principle holds that political and military goals should be complementary and clearly articulated. A clear statement of national objectives provides focus for defining military objectives. At the operational level, campaign or theater objectives determine military priorities. It is important to consider the impact time and persistence have on attaining the objective. Short-term solutions to long-term problems must be avoided when defining military objectives. The objective is important due to the versatility of airpower. From the outset, airpower can pursue tactical, operational, or strategic objectives, in any combination, or all three simultaneously. From an Airman's perspective, then, the principle of objective shapes priorities to allow airpower to concentrate on military campaign priorities and seeks to avoid the siphoning off of airpower elements to support fragmented objectives.

4.4.2.3. **Offensive** action is to seize, retain, and exploit the initiative. This principle is particularly significant to airpower because it is best used as an offensive weapon. While defense may be dictated by the combat situation, success in war is generally attained only while on the offensive. Even highly successful defensive air campaigns such as the World War II Battle of Britain were based upon selective offensive engagements. Airpower is inherently offensive at the tactical level—even when employed in operational or strategic defense. History has generally shown that a well planned and executed air attack is extremely difficult to stop. The speed and range of attacking airpower forces gives it a significant offensive advantage over surface forces and even defending air forces. In an air attack, the defender often requires more forces to defend a given geospatial area than the attacker requires to strike a set of specific targets. Although all military forces have offensive capabilities, airpower's ability to mass and maneuver and its ability to operate independently or simultaneously at the tactical, operational, and (or) strategic levels of warfare, provides JFCs a resource with global reach to directly and rapidly seize the initiative. Whether deploying forces and supplies into a region, conducting combat operations, or maintaining information assurance, airpower provides the JFC the means to take the offensive. From the beginning of an operation, airpower can seize the initiative by flying over enemy lines and around massed defenses to directly attack enemy capabilities. Through prompt and sustained offensive actions designed to attain operational and strategic objectives, airpower causes the enemy to react rather than act, deny them the offensive, and shape the remainder of the conflict.

4.4.2.4. **Mass** concentrates the effects of combat power at the most advantageous place and time to achieve decisive results. Concentration of military power is a fundamental consideration in all military operations. At the operational level, this principle suggests that superior, concentrated combat power is used to achieve decisive results. Airpower is singularly able to launch an attack from widely dispersed locations and mass combat power at the objective, whether that objective is a single physical location or a widely dispersed enemy system or systems. From an Airman's perspective, mass is not based solely on the quantity of forces and materiel committed. Mass is an effect that airpower achieves through effectiveness of attack, not just overwhelming numbers. Today's airpower has altered the concept of massed forces. The speed, range, and flexibility of airpower—complemented by the accuracy and lethality of precision weapons and advances in information technologies—allow it to achieve mass faster than surface forces. In the past, hundreds of airplanes attacked one or two major targets each day. Massed bomber raids revisited targets often, intending their attacks to gradually attain cumulative operational- or strategic-level effects over time. Today, a single precision weapon can often cause the destructive effect that took hundreds of bombs in the past. In an inversion of previous platform-to-target ratios, modern precision munitions now permit a single aircraft to confidently strike several targets.

4.4.2.5. **Airlift and air refueling** provide a significant and critical capability to mass lethal and nonlethal forces on a global scale. The rapid mobility of airlift enabled the airborne assault during Operation JUST CAUSE, which played a pivotal role in massing US forces in Panama. The capability of air forces to act quickly and mass effects, along with their capability to mass other lethal and nonlethal military power, combine the principle of mass with the next principle, maneuver.

4.4.2.6. **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 also flows from its flexibility and versatility during the planning and execution of operations. Maneuver, like the principle of offensive, forces the enemy to react, allowing the exploitation of successful friendly operations and reducing friendly vulnerabilities. The ability to quickly integrate a force and to strike directly at an adversary's strategic or operational centers of gravity is a key theme of airpower's maneuver advantage. Airpower maneuver allows engagement anywhere, from any direction, at any time, forcing the adversary to be on guard everywhere. Additionally, the principle of maneuver is not limited to simple weapons delivery. Airpower's global awareness, reach, and presence were instrumental in the rapid buildup of US forces into Kuwait in 1994 that deterred Iraqi aggression against Kuwait. Whether it involves airlift or attack aircraft, in small or large numbers, the versatility and responsiveness of airpower allows the simultaneous application of mass and maneuver. Consider airlift operations such as SUPPORT HOPE in Rwanda or PROVIDE PROMISE in Bosnia, or combat operations such as ALLIED FORCE in Serbia, ENDURING FREEDOM in Afghanistan, or IRAQI FREEDOM in Iraq—airpower has played a critical role in American diplomacy by providing unmatched maneuverability.

4.4.2.7. **Economy of force** is the judicious employment and distribution of forces. Its purpose is to allocate minimum essential resources to secondary efforts. This principle calls for the rational use of force by selecting the best mix of airpower. To ensure overwhelming combat power is available, maximum effort should be devoted to primary objectives. At the operational level, commanders must ensure that any effort made towards secondary objectives does not degrade achievement of the larger operational or strategic objectives. This principle requires Airmen to maintain a broader operational view even as they seek to obtain clearly articulated objectives and priorities. Economy of force may require a commander to establish a balance in the application of airpower among attacking, defending, delaying, or conducting deception operations, depending on the importance of the area or the priority of the objective or objectives. Also, priorities may shift rapidly; friendly troops in contact might drive a change in priority from one type of mission (e.g., interdiction) to another (e.g., close air support). Although this principle suggests the use of overwhelming force in one sense, it also recommends guarding against the "overkill" inherent in the use of excessive force. This is particularly relevant when excessive force can destroy the legitimacy and support for an operation. While this principle was well developed before the advent of airpower, it highlights precisely the greatest vulnerability of airpower employment. The misuse or misdirection of airpower can reduce its effectiveness even more than enemy action.

4.4.2.8. **Security's** purpose is never to permit the enemy to acquire unexpected advantage. Friendly forces and their operations must be protected from enemy action that could provide the enemy with unexpected advantage. The lethal consequences of enemy attack make the security of friendly forces a paramount concern. This principle also enhances our freedom of action by reducing the vulnerability of friendly forces. Gaining or maintaining the appropriate degree of control of the air, space, and cyberspace domains and the

information environment provides friendly forces a significant advantage. Airmen and airpower capabilities are usually most vulnerable on the ground. Thus, force protection is an integral part of airpower employment. Fixed bases are especially vulnerable as they not only must withstand aerial and ground attacks but also must sustain concentrated and prolonged air activities against the enemy. This must be a particular focus of operations during peace support or crisis situations, when forces may operate from austere and unimproved locations, in small units, or in crowded urban settings and face threats to security from individuals and groups as well as military or paramilitary units. Security also may be obtained by staying beyond the enemy's reach. Airpower is uniquely suited to capitalize on this through its global capabilities. Not only can airpower reach and strike at extended range, but it also can distribute data and analysis as well as command and control across a worldwide span. Security from enemy intrusion conceals our capabilities and intentions, while allowing friendly forces the freedom to gather information on the adversary—the type of information that creates the opportunity to strike the enemy where they will least expect it. Critical to security is the understanding that security embraces physical security and security of the information environment. Information has always been part of air, land, and sea warfare; now, with the proliferation of advanced communications and computer technologies, it becomes even more central to the outcome of a conflict.

4.4.2.9. **Surprise** leverages the security principle by attacking the enemy at a time, place, or in a manner for which they are not prepared. The speed and range of airpower, coupled with its flexibility and versatility, allow air forces to achieve surprise more readily than surface forces. The final choice of timing and tactics rests with the commander of air forces because terrain and distance are not inhibiting factors in the employment of airpower. Airpower can enhance and empower surface forces to achieve surprise. The rapid global reach of airpower also allows surface forces to reach foreign destinations quickly, thus seizing the initiative through surprise.

4.4.2.10. **Simplicity** calls for avoiding unnecessary complexity in organizing, preparing, planning, and conducting military operations. This ensures that guidance, plans, and orders are as simple and direct as the objective will allow. Military operations, especially joint operations, are often complex. Simple guidance allows subordinate commanders the freedom to operate creatively within their portion of the operational environment. Common equipment, a common understanding of Service and joint doctrine (including terminology), and familiarity with procedures through joint exercises and training, can help overcome complexity. Straightforward plans and unambiguous organizational and command relationships are central to reducing it.

4.4.3. **Tenets of Air, Space, and Cyberspace Power.**

The application of airpower is refined by several fundamental guiding truths known as tenets. They reflect not only the unique historical and doctrinal evolution of airpower, but also the specific current understanding of its nature. The tenets of airpower complement the principles of war. While the principles of war provide general guidance on the application of military forces, the tenets provide more specific considerations for the employment of airpower. They reflect the specific lessons of airpower operations throughout history. The tenets of airpower employment are interconnected, overlapping, and often interlocking. Flexibility and versatility necessitate priorities. Priorities determine synergies, levels of concentration, and degrees of persistence. Balance calculations influence all operations. The combinations and permutations of interrelationships between the tenets are nearly endless, but none of the tenets is more than an empty phrase without the master tenet—centralized control. The oldest tenet of airpower remains the keystone of success in modern warfare. As with the principles of war, these tenets require informed judgment in application. They require a skillful blending to tailor them to the ever-changing operational environment. The competing demands of the principles and tenets (for example mass versus economy of force, concentration versus balance, and priority versus objective) require an Airman's expert understanding in order to strike the required balance. In the last analysis, commanders must accept the fact that war is incredibly complicated, and no two operations are identical. Commanders must apply their professional judgment and experience to the principles and tenets as they employ airpower in a given situation.

4.4.3.1. **Centralized Control and Decentralized Execution.** Centralized control and decentralized execution of airpower are critical to effective employment of airpower. Indeed, they are the fundamental organizing principles for airpower, having been proven over decades of experience as the most effective means of employing this capability. Because of airpower's unique potential to directly affect the strategic and operational levels of war, it should be controlled by a single Airman who maintains the broad, strategic perspective necessary to balance and prioritize the use of a powerful, highly desired yet limited, force. Decentralized execution is the delegation of authority to designated lower-level commanders and other tactical decisionmakers to achieve effective span of control and to foster disciplined initiative, situational

responsiveness, and tactical flexibility. It allows subordinates to exploit opportunities in rapidly changing, fluid situations. Centralized control and decentralized execution of airpower forces provide broad global or theater-wide focus while allowing operational flexibility to meet military objectives. They assure concentration of effort while maintaining economy of force. They exploit airpower's versatility and flexibility to ensure that airpower capabilities remain responsive, survivable, and sustainable. Execution should be decentralized within a command and control architecture that exploits the ability of front-line decisionmakers (such as strike package leaders, air battle managers, and forward air controllers) to make on-scene decisions during complex, rapidly unfolding operations. Modern communications technology unfortunately enables commanders to succumb to the temptation toward increasingly centralized execution of airpower. Although some recent operations have demonstrated aspects of centralized execution, such is not the expected norm. Centralized execution will not stand up in a fully stressed, dynamic combat environment. Despite impressive gains in data exploitation and automated decision aids, a single person cannot achieve and maintain detailed situational awareness when fighting a conflict involving many simultaneous engagements taking place throughout a large area. Furthermore, a high level of centralized execution results in a rigid campaign unresponsive to local conditions and lacking in tactical flexibility. In some situations there may be valid reasons for control of specific operations at higher levels, most notably when the JFC (or perhaps even higher authorities) wish to control strategic effects. However, such instances should be rare, as in the short-notice prosecution of high-value, time-sensitive targets, or when the operational climate demands tighter control over selected missions due to political sensitivities, such as the potential for collateral damage or mistargeting. In all cases, senior commanders must balance overall campaign execution against the pressing need for tactical effectiveness. As long as a subordinate's decision supports the superior commander's intent and meets campaign objectives, subordinates should be allowed to take the initiative during execution.

4.4.3.2. **Flexibility and Versatility.** Although often used interchangeably, flexibility and versatility are different. Flexibility allows airpower to exploit mass and maneuver simultaneously. Flexibility allows airpower operations to shift from one campaign objective to another, quickly and decisively; to "go downtown" on one sortie, then hit fielded enemy forces the next; to re-role assets quickly from a preplanned mission to support an unanticipated need for close air support of friendly troops in contact with enemy forces. Versatility is the ability to employ airpower effectively at the strategic, operational, and tactical levels of warfare and provide a wide variety of tasks in concert with other joint force elements. Airpower, unlike other forms of military power, has the potential to achieve this unmatched synergy through asymmetric and parallel operations.

4.4.3.3. **Synergistic Effects.** The proper application of a coordinated force can produce effects that exceed the contributions of forces employed individually. The destruction of a large number of targets through attrition warfare is rarely the key objective in modern war. Instead, the objective is the precise, coordinated application of the various elements of air, space, cyberspace, and surface power to bring disproportionate pressure on enemy leaders to comply with our national will. Airpower's overwhelming ability to observe adversaries allows us to counter their movements with unprecedented speed and agility. Airpower is unique in its ability to dictate the tempo and direction of an entire war-fighting effort regardless of the scale of the operation.

4.4.3.4. **Persistence.** Air, space, and information operations may be conducted continuously against a broad spectrum of targets. Airpower's exceptional speed and range allow its forces to visit and revisit wide ranges of targets nearly at will. Airpower does not have to occupy terrain or remain constantly in proximity to areas of operation to bring force upon targets. Space forces in particular hold the ultimate high ground, and as space systems advance and proliferate, they offer the potential for persistent overhead access; unmanned aircraft systems are offering similar possibilities within the atmosphere. Examples of persistent operations might be maintaining a continuous flow of materiel to peacetime distressed areas; constantly monitoring adversaries to ensure they cannot conduct actions counter to those agreed upon; assuring that targets are kept continually out of commission; or ensuring that resources and facilities are denied an enemy or provided to an ally during a specified time. The end result would be to deny the enemy an opportunity to seize the initiative and to directly accomplish assigned tasks. Factors such as enemy resilience, effective defenses, or environmental concerns may prevent commanders from quickly attaining their objectives. However, for many situations, airpower operations provide the most effective means to attain national objectives. Air commanders should keep their eye on achieving strategic- and operational-level objectives and resist pressures to divert resources to other efforts unless such diversions are vital to attaining the JFC's goals or to the survival of an element of the joint force. Given sufficient time, even the most devastating strategic effects can be circumvented by resourceful enemies; the goal is to keep pressure on and not allow the enemy that time.

4.4.3.5. **Concentration.** One of the most constant and important trends throughout military history has been the effort to concentrate overwhelming power at the decisive time and place. The principles of mass and economy of force deal directly with concentrating overwhelming power at the right time and the right place (or places). The versatility of airpower makes it an attractive option for almost every combat task. With forces as flexible and versatile as airpower forces, the demand for them will often exceed the available forces and may result in the fragmentation of the integrated airpower effort in attempts to fulfill the many demands of the operation. Depending on the operational situation, such a course of action may court the triple risk of failing to achieve operational-level objectives, delaying or diminishing the attainment of decisive effects, and increasing the attrition rate of air forces—and consequently risking defeat. Airmen must guard against the inadvertent dilution of airpower effects resulting from high demand.

4.4.3.6. **Priority.** Commanders must establish clear priorities for the use of airpower. Due to the inherent flexibility of its forces, the demands for it will nearly always exceed available resources. If commanders fail to establish priorities, they can become overwhelmed. Only commanders of land and naval components can effectively prioritize their requirements for coordinated airpower effects to the JFC, and only then can effective priorities for the use of airpower flow from an informed dialogue between the JFC and the air component commander. The air commander should assess the possible uses of his forces and their strengths and capabilities to support the overall joint campaign, air operations, and the battle at hand. Limited resources require that airpower be applied where it can make the greatest contribution to the most critical current JFC requirements. The application of airpower must be balanced among its ability to conduct operations at all levels of war, often simultaneously. The principles of mass, offensive, and economy of force; the tenet of concentration; and the Airman's strategic perspective all apply to prioritizing airpower.

4.4.3.7. **Balance.** Balance is an essential guideline for air commanders. Much of the skill of an air commander is reflected in the dynamic and correct balancing of the principles of war and the tenets of airpower to bring airpower together to produce a synergistic effect. An air commander should balance combat opportunity, necessity, effectiveness, efficiency, and the impact on accomplishing assigned objectives against the associated risk to friendly airpower forces. An Airman is uniquely—and best—suited to determine the proper theater-wide balance between offensive and defensive operations, and among strategic, operational, and tactical applications. Commensurate with this capability is the air commander's responsibility to adequately communicate the intended effects of airpower to the JFC and other component commanders, especially those schooled in surface operations. Technologically sophisticated airpower assets will be available only in finite numbers; thus, balance is a crucial determinant for an air commander.

4.4.4. **Operational Functions of Air, Space, and Cyberspace Power:**

4.4.4.1. The principles of war provide a foundation of war-fighting principles universally held by the joint community. The tenets of airpower refine these further by adding context, from the Airman's perspective, about how airpower should best be applied. The functions of airpower take this discussion to the next level of granularity by describing the actual operational constructs Airmen use to apply airpower to achieve objectives.

4.4.4.2. Operational functions are tied to achieving specific effects. Effects are outcomes, events, or consequences resulting from specific actions; effects should contribute directly to desired military and political outcomes. This requires that commanders and planners explicitly and comprehensively link, to the greatest extent possible, each tactical action to strategic and operational objectives. This linkage is at the heart of the effects-based approach to operations, which are those actions taken against enemy systems designed to achieve specific effects and contribute directly to objectives. Commanders and planners must have a clear understanding of national security and campaign objectives and those actions necessary to create effects that cumulatively result in the desired end state. Airpower is tremendously flexible and can perform many tasks. In terms of describing those key war-fighting functions airpower presents to the joint force, an operational function should meet one or more of the following criteria:

4.4.4.2.1. It must be planned and directed at the operational level by a component commander.

4.4.4.2.2. It must be a war-fighting (operational) task, not an organizational (administrative) task.

4.4.4.2.3. It should create an effect at the operational level.

4.4.4.2.4. It should describe a finite operation that delivers airpower to the JFC.

4.4.4.3. The US Air Force's operational functions are the broad, fundamental, and continuing activities of airpower. They are not necessarily unique to the Air Force; elements of other Services may perform them or

similar activities to varying degrees, but together they do represent the means by which US Air Force forces accomplish the missions assigned to JFCs by the President, Secretary of Defense (SECDEF), and CCDRs. These basic functions have evolved steadily since airpower's inception. US Air Force forces employ airpower globally through these basic functions to achieve strategic-, operational-, and tactical-level objectives. These battle-proven functions can be conducted at any level of war and enable the Air Force to shape and control the operational environment.

4.4.4.3.1. **Strategic Attack:**

4.4.4.3.1.1. Is offensive action specifically selected to achieve national strategic objectives. These attacks seek to weaken the adversary's ability or will to engage in conflict and may achieve strategic objectives without necessarily having to achieve operational objectives as a precondition.

4.4.4.3.1.2. Is a concept, not just a function. As a concept, strategic attack builds on the idea that it is possible to directly affect an adversary's sources of strength and will to fight without first having to engage and defeat their military forces.

4.4.4.3.1.3. May be used to prevent the enemy from attacking our vulnerable points, essentially denying them their war aims. Adding in the concept of an effects based approach to operations takes it further. Military forces are highly interconnected entities. Through strategic attack, military commanders can directly affect adversary leadership perceptions (either by isolation, deception, or exploitation) and cut off their fielded forces from their leadership and societies, as well as directly attack the adversary's capacity to sustain military forces in the field.

4.4.4.3.1.4. May not totally eliminate the need to directly engage the adversary's fielded military forces, but it can shape those engagements so they will be fought at the time and place of our choosing under conditions more likely to lead to decisive outcomes with the least risk to friendly forces.

4.4.4.3.1.5. As envisioned today, is more than just a function—it is also a different approach for thinking about war. It is the manifestation of the Airman's perspective: thinking about defeating the enemy as a system. Understanding strategic attack is critically important to future joint operations. Airpower is inherently a strategic force and an offensive weapon. Unlike other forms of military power, airpower may simultaneously hold all of an enemy's instruments of power at risk—diplomatic, informational, military, and economic.

4.4.4.3.1.6. When employed properly, offers the capability of going to the heart of the enemy sources of strength, avoiding prolonged attrition-based surface combat operations as a precursor.

4.4.4.3.1.7. Is not an argument for replacing ground combat with airpower; the ground battle will often still be necessary. Strategic attack simply offers JFCs another option, a flexible one that can go to the heart of an enemy and attain a variety of effects directly at the strategic level. It is thus the articulation of what modern airpower can bring to the joint table as a maneuver force in its own right.

4.4.4.3.2. **Counterair.** Even though strategic attack best describes the Airman's overall vision for striking at the enemy, it is the pivotal prerequisite for success. Counterair consists of integrated offensive and defensive operations to attain and maintain a desired degree of air superiority. Counterair's two elements—offensive counterair and defensive counterair—enable friendly use of contested airspace and disable the enemy's offensive air and missile capabilities to reduce the threat posed against friendly forces. The entire offensive and defensive counterair effort should be controlled by one air officer, under the principle of unity of command and the tenet of centralized control with decentralized execution, in order to meet requirements for concentration of effort and economy of control of the air enables the entire joint force. The JFC's first airpower priority should normally be achieving air and space superiority.

4.4.4.3.2.1. **Offensive counterair (OCA)** consists of operations to destroy, degrade, or disrupt enemy air and missile power as close to its source as possible and at a time and place of our choosing. Because airpower is inherently offensive and yields the best effect when so employed, OCA is often the most effective and efficient method for achieving the appropriate degree of air superiority. OCA operations:

4.4.4.3.2.1.1. Include the suppression of enemy air defense targets, such as aircraft and surface-to-air missiles or local defense systems, and their supporting command and control (C2).

4.4.4.3.2.1.2. Protect friendly forces and vital interests by destroying or degrading enemy offensive air and missile threats before they bring their effects to bear against us. This is freedom from attack that in turn enables action by friendly forces—freedom to attack. The aircraft and missile threat may include fixed- and

rotary-wing attack aircraft, reconnaissance aircraft, unmanned aircraft systems, air-, land-, and sea-launched cruise missiles, ballistic missiles, and air-to-surface missiles.

4.4.4.3.2.2. **Defensive counterair (DCA)** entails detection, identification, interception, and destruction of attacking enemy aircraft and missiles and normally takes place over or close to friendly territory. DCA concentrates on defeating the enemy's offensive plan and on inflicting unacceptable losses on attacking enemy forces. DCA is synonymous with air and missile defense and consists of active and passive operations to defend friendly airspace and protect friendly forces, materiel, and infrastructure from enemy air and missile attack.

4.4.4.3.3. **Counterspace.** Counterspace involves those lethal and nonlethal operations conducted to attain and maintain a desired degree of space superiority by protecting and defending friendly space capabilities while disrupting, denying, degrading, destroying, or deceiving adversary space capability. Such operations may include operations against a third-party nation with space capabilities supporting an adversary's interests. The main objectives of counterspace operations are to allow friendly forces to exploit space capabilities, while negating the enemy's ability to do the same. They can be conducted by air, space, cyberspace, land, sea, or special operations forces (SOF). Effective counterspace operations depend on space situational awareness to provide an understanding of global space operations and are derived from C2, ISR, and environmental information. Counterspace has offensive and defensive operations, which are dependent on robust space situational awareness, which includes traditional space surveillance, reconnaissance of specific space assets, collecting and processing space intelligence data, and analyzing the space environment. It also encompasses the use of traditional intelligence sources to provide insight into adversary space operations.

4.4.4.3.3.1. **Offensive counterspace** (OCS) operations deny, degrade, disrupt, destroy, or deceive an adversary's space capability or the service provided by a third-party's space asset(s) to the adversary at a time and place of our choosing through attacks on the space nodes, terrestrial nodes, or the links that comprise a space system. These operations range from dropping ordnance on terrestrial nodes of space systems to jamming enemy satellite uplink or downlink frequencies. OCS operations initiated early in a contingency can result in an immediate advantage in space capabilities and control of the space domain.

4.4.4.3.3.2. **Defensive counterspace** (DCS) operations preserve space capabilities, withstand enemy attack, restore or recover space capabilities after an attack, and reconstitute space forces. DCS operations should be proactive in nature to protect our capabilities and prevent the adversary from disrupting overall friendly operations. Suppression of threats to friendly space capabilities is a key of DCS operations. An example of DCS operations from Operation IRAQI FREEDOM was the destruction of adversarial ground-based global positioning system (GPS) jammers to preserve freedom to employ GPS-aided munitions by friendly forces.

4.4.4.3.4. **Counterland.** Counterland is defined as airpower operations against enemy land force capabilities to create effects that achieve JFC objectives. The main objectives of counterland operations are to control the surface environment and prevent the opponent from doing the same. Although historically associated with support to friendly surface forces, counterland operations may also be conducted without the presence of friendly surface forces or with only small numbers of surface forces providing target cueing. This independent or direct attack of adversary surface operations by airpower has proven to be the key to success when seizing the initiative during early phases of a conflict. Counterland provides the JFC two discrete air operations for engaging enemy land forces: air interdiction, in which air maneuver indirectly supports land maneuver and close air support, in which air maneuver directly supports land maneuver.

4.4.4.3.4.1. **Air Interdiction.** Air interdiction is a form of joint maneuver with joint means. Interdiction consists of operations to divert, disrupt, delay, or destroy the enemy's surface military. Counterland can shape the surface environment potential before it can be used effectively against friendly forces. Joint force interdiction needs the direction of a single commander who can exploit and coordinate all the forces involved, whether air-, space-, cyber-, or surface-based. Air interdiction is airpower's application of interdiction. Air interdiction is a form of aerial maneuver that destroys, disrupts, diverts, or delays the enemy's surface military potential before it can be used effectively against friendly forces, or otherwise achieve its objectives.

4.4.4.3.4.1.1. The JFACC is normally the supported commander for air interdiction. Using the JFC's priorities, the JFACC executes air interdiction to provide effects for friendly forces executing a surface scheme of maneuver. Joint air forces provide responsive air interdiction across the theater, unconstrained by battlefield boundaries. They should be free to attack the right targets with the right munitions at the right time.

4.4.4.3.4.1.2. Air interdiction is directed against enemy land force capabilities and associated infrastructure that contribute directly to or are maneuvering to reinforce the ground battle. Air interdiction affects the

enemy's ability to command, mass, maneuver, supply, and reinforce available combat power. Surface, air, and special operations commanders need to assist in identifying the crucial targets; decide when, where, and how to attack them; and determine how surface operations and interdiction can best complement each other to achieve the JFC's objectives and to create opportunities for other maneuver elements to exploit. Historically, air interdiction has had greater effect when conducted against maneuvering land forces that are actively using up consumables and smaller effect against static forces or forces with minimal logistics requirements, such as insurgents and guerrillas.

4.4.4.3.4.1.3. Air interdiction levies requirements on air planners and air operations center (AOC) personnel to plan, execute, and assess air interdiction in coordination with surface components, when appropriate.

4.4.4.3.4.2. **Close Air Support (CAS).** CAS provides direct support to help friendly surface forces in close proximity with enemy forces carry out their assigned tasks. These operations require detailed integration of each air mission with the fire and movement of those forces. Commanders can build on the tactical effects of close air support by orchestrating it with other surface and air operations to produce operational level effects. In fluid, high-intensity warfare, the need for tight control, the unpredictability of the tactical situation, the risk of fratricide, and the proliferation of lethal ground-based air defenses make CAS especially challenging. CAS can provide a tremendous tactical advantage when supporting ground forces. Although in isolation it rarely achieves campaign-level objectives, at times it may be the more critical mission due to its contribution to campaign objectives. CAS should be planned to prepare the conditions for success or reinforce successful attacks of surface forces. CAS can halt attacks; help create breakthroughs, cover withdrawals, guard flanks, and escort friendly ground forces through complex terrain. To be most effective, however, CAS should be used at decisive points in a battle and should normally be massed to apply concentrated combat power and saturate defenses.

4.4.4.3.5. **Countersea.** Countersea operations are those operations conducted to attain and maintain a desired degree of maritime superiority by the destruction, disruption, delay, diversion, or other neutralization of threats in the maritime environment. The main objective of countersea operations is to secure and dominate the maritime environment and prevent opponents from doing the same. Specialized collateral tasks include sea surveillance, antiship warfare, protection of sea lines of communications through antisubmarine and antiair warfare, aerial minelaying, and air refueling in support of naval campaigns. Many of these collateral tasks translate to primary functions of airpower such as interdiction, counterair, and strategic attack. As with the airpower functions, countersea operations are designed to achieve strategic-, operational-, or tactical-level objectives in the pursuit of joint force objectives.

4.4.4.3.6. **Information Operations (IO).** IO is the integrated employment of the core capabilities of influence operations, electronic warfare operations, and network warfare operations, in concert with specified integrated control enablers, to influence, disrupt, corrupt, or usurp adversarial human and automated decisionmaking while protecting our own. IO must be integrated into air component operations in the same manner as traditional Air Force capabilities. IO can create effects across the entire operational environment and provide advantages to a commander assigned an operational mission. IO is an integrated effects-based approach to provide the mechanism to plan, task, command, and control these capabilities. More specifically, it is those activities that influence or affect the adversary's "observe, orient, decide, act" (OODA) loop while protecting our own. Whether the target is national-level decisionmaking, military C2, or an automated industrial process, the target's OODA loop process dictates the opportunities and vulnerabilities. IO is not focused on making decision loops work; rather, it defends our loops and influences or affects the adversary's loops. Information operations primarily include nonkinetic actions. IO is performed through the integration of influence operations, electronic warfare operations, and network warfare operations.

4.4.4.3.6.1. **Influence Operations.** Influence operations employ capabilities to affect behaviors, protect operations, communicate commander's intent, and project accurate information to achieve desired effects across the cognitive environment. These effects should result in differing behavior or a change in the adversary decision process, which aligns with the commander's objectives. The elements of influence operations are counterpropaganda operations, psychological operations, military deception, operations security, counterintelligence operations, and public affairs operations. These elements allow the commander to convey information and indicators to audiences; shape the perceptions of decision makers; secure critical friendly information; protect against espionage, sabotage, and other intelligence gathering activities; and communicate unclassified information about Air Force activities to the global audience.

4.4.4.3.6.2. **Electronic Warfare Operations.** Electronic warfare operations are the integrated planning, employment, and assessment of military capabilities to achieve desired effects across the electromagnetic

spectrum. Control of the electromagnetic spectrum is gained by protecting friendly systems and countering adversary systems. The electronic warfare spectrum is not limited to radio frequencies; it also includes optical and infrared regions. The operational elements of electronic warfare operations are electronic attack, electronic protection, and electronic warfare support.

4.4.4.3.6.3. **Network Warfare Operations.** Network warfare operations are the integrated planning and employment of military capabilities to achieve desired effects across the interconnected analog and digital portion of the operational environment. Network warfare operations are conducted in the information environment, which is composed of hardware, software, data, and human components. Within this environment are the networks on which our information and information systems operate. Networks in this context are defined as any collection of systems transmitting information. This includes, but is not limited to, radio nets; satellite links; tactical digital information links; telemetry; digital track files and supervisory control and data acquisition systems; telecommunications; and wireless communications networks and systems. The operational elements of network warfare operations are network attack, network defense, and network warfare support.

4.4.4.3.7. **Command and Control (C2).** Command is the legal authority exercised over subordinates by virtue of rank or assignment. Command is also the art of motivating and directing people and organizations into action to accomplish missions. Control is the process and system by which commanders can plan and guide operations.

4.4.4.3.7.1. Commanders should rely on delegation of authorities and commander's intent as methods to control forces. However, although commanders may delegate authority to accomplish the mission, they cannot delegate the responsibility for the attainment of mission objectives.

4.4.4.3.7.2. C2 is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 includes both the process by which the commander decides what action is to be taken and the systems that facilitate planning, execution, and monitoring of those actions. Specifically, C2 includes the management process of planning, directing, coordinating, and controlling forces and operations. C2 involves the integration of a system of procedures, organizational structures, personnel, equipment, facilities, information, and communications designed to enable a commander to exercise authority and direction across the range of military operations.

4.4.4.3.7.3. Air Force forces conduct the C2 function to meet strategic, operational, and tactical objectives. US Air Force forces are employed in a joint force context by a JFC. C2 can be through a Service component commander or a functional component commander if more than one Service's airpower assets are involved. This officer, the JFACC, should normally be the Service commander with the preponderance of airpower assets and the capability to plan, task, and control joint airpower operations. Centralized C2 of airpower under a single Airman is a fundamental principle of airpower doctrine.

4.4.4.3.8. **Airlift.** Airlift is the transportation of personnel and materiel through the air, which can be applied across the entire range of military operations to achieve or support objectives and can achieve tactical through strategic effects. Airlift provides rapid and flexible mobility options that allow military forces as well as national and international governmental agencies to respond to and operate in a wider variety of circumstances and timeframes. It provides US military forces the global reach capability to quickly apply military power to various crisis situations worldwide by delivering necessary forces. The power projection capability airlift supplies is vital since it provides the flexibility to get rapid-reaction forces to the point of a crisis with minimum delay. Airlift can serve as American presence worldwide, demonstrating our resolve, as well as serve as a constructive force during times of humanitarian crisis or natural disaster. US Air Force airlift missions encompass passenger and cargo movement, combat employment and sustainment, aeromedical evacuation, special operations support, and operational support airlift. These missions can be tasked in a variety of ways: channel, air mobility express (a special category of channel), special assignment airlift mission, special air mission, joint airborne or air transportability training, or exercise and contingency missions. These missions are executed using four delivery concepts that work together to provide efficient and effective mobility: airland, airdrop, hub-and spoke, and direct delivery.

4.4.4.3.9. **Air Refueling.** Air refueling is the in-flight transfer of fuel between tanker and receiver aircraft. It forms one pillar of the air mobility triad and contributes it missions to the accomplishment of air mobility tasks. Air refueling permits the basing of friendly air forces outside of an enemy's combat radius, thus preserving friendly force capability, while extending the range, payload, loiter time, and ultimately the flexibility and versatility of combat, combat support, and mobility aircraft. By increasing range or endurance of receivers, it is a force enabler; by allowing aircraft to take off with higher payloads and not sacrifice

payload for fuel, it is a force multiplier. US Air Force air refueling assets employ to accomplish six missions: nuclear operations support, global strike, air bridge support, aircraft deployment, theater support, and special operations support. Air refueling assets are versatile and can accomplish either boom or drogue refueling. A variety of refueling rendezvous techniques can be planned to facilitate operations, including point parallel, en route, anchor, radar, and receiver directed.

4.4.4.3.10. **Spacelift.** Spacelift is delivering satellites, payloads, and materiel to space. Assured access to space is a key element of US national space policy and a foundation upon which US national security, civil, and commercial space activities depend. The Air Force is the Department of Defense (DoD) Service responsible for operating US launch facilities. During periods of increased tension or conflict, spacelift's objective is to deploy new and replenishment space assets as necessary to meet US space goals and achieve national security objectives. To satisfy this requirement, spacelift must be functional and flexible, capable of meeting the Nation's full range of national security, commercial, and civil launch requirements. Equally important, spacelift must be timely and responsive to the users' needs.

4.4.4.3.10.1. The US Air Force provides spacelift for four basic purposes:

4.4.4.3.10.1.1. Deploying space systems to fulfill new requirements for satellite service.

4.4.4.3.10.1.2. Sustaining existing space systems whose individual satellites are nearing the end of their useful life, predicted to fail, or have failed.

4.4.4.3.10.1.3. Augmenting existing space systems with redundant or additional capability to enhance space system performance or increase system survivability should national security dictate.

4.4.4.3.10.1.4. Servicing and maintaining existing or newly deployed space systems.

4.4.4.3.10.2. Spacelift can be pursued from two approaches.

4.4.4.3.10.2.1. **Launch-on-schedule.** Due to requirements to ensure spacelift availability for all US users, the Air Force conducts launch operations based on a launch-on-schedule approach. All users are scheduled for spacelift based on priority as well as launch vehicle and payload readiness. Changes to published schedules require the formal coordination and approval from all parties affected, or preemption of the existing schedule by the SECDEF.

4.4.4.3.10.2.2. **Launch-on-demand.** This approach provides an alternative means of spacelift whereby launches may occur when required to accommodate user needs. Launch-on-demand dictates spacelift capability must be obtained in advance of specific requirements.

4.4.4.3.11. **Special Operations.** Special operations are operations conducted in hostile, denied, or politically sensitive environments to achieve objectives by employing military capabilities for which there is no conventional force equivalent. Air Force special operations employ specially trained forces to conduct specialized air mobility; precision fires; battlefield air operations; intelligence, surveillance, and reconnaissance; combat aviation advisory operations; combat support; specialized refueling; information operations; and psychological operations. Air Force special operations forces (AFSOF) are normally organized and employed in small formations capable of independent, supported, and supporting joint operations to enable timely and tailored responses. Air Force special operations core missions support US Special Operations Command's (USSOCOM) core tasks of: countering proliferation of weapons of mass destruction; counterterrorism; special reconnaissance; direct action; unconventional warfare; foreign internal defense; civil affairs operations; and information and psychological operations. USSOCOM is also responsible for synchronizing DoD efforts in the global war on terrorism.

4.4.4.3.11.1. AFSOF provide specialized air mobility and precision fires to both special operations and conventional commanders. The nonlinear and noncontiguous battlefield of the future with dispersed operations requires that AFSOF special tactics battlefield Airmen provide critical air-to-surface interface capabilities including terminal control, reconnaissance, and recovery. AFSOF combat aviation advisors provide geographic combatant commanders the ability to assess, train, advice, and assist foreign forces in airpower employment, sustainment, and partner nation integration. AFSOF also provide geographic combatant commanders (GCC) with low visibility aircraft capable of airlift and intelligence, surveillance, reconnaissance. Other AFSOF are uniquely trained and positioned to integrate a family of unmanned aircraft systems into the battlefield providing timely and actionable intelligence.

4.4.4.3.11.2. AFSOF are typically part of a joint SOF team that gives CCDRs a capability to accomplish specialized tasks but may also be employed as an integral part of a joint task force's (JTF) conventional air component. The difference between special operations and conventional operations often lies in the degree of physical and political risk, overtness, operational techniques, mode of employment, independence from friendly support, and dependence on indigenous assets. The special operations environment is often characterized by high risk and political, environmental, and operational constraints. GCCs may also use SOF as a means to control escalation in situations when the use of conventional forces may be unfeasible or undesirable, and to collect intelligence that may not otherwise be obtainable.

4.4.4.3.12. **Intelligence.** Intelligence is the product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. Specifically, intelligence efforts focus on foreign military capabilities; political groups; relevant non-state actors; political, social, and technological developments; or particular geographic regions. The art of intelligence is rapidly turning information gathered through surveillance and reconnaissance into an accurate and actionable format that can be used to assist planning, execution, and evaluation of airpower operations.

4.4.4.3.12.1. The overall objective of intelligence is to provide awareness of the operational environment to commanders and combat forces to enable them to successfully plan, operate, and assess results across the range of military operations. Effective intelligence results when actionable information derived from a detailed understanding of adversary systems, capabilities, and intentions is delivered in time to make germane planning and operational decisions on how, when, and where to engage enemy forces. Intelligence provides accurate, relevant, timely, and predictive analysis to support military operations to achieve the desired effects of the commander. Intelligence evaluates the adversary as a "system of systems" to predict likely effects on key adversary capabilities when action is taken against them to meet military objectives. Intelligence personnel integrate surveillance and reconnaissance assets to reduce uncertainties while planning, provide timely information during execution, and provide combat assessment through battle damage and munitions effectiveness assessments.

4.4.4.3.12.2. Intelligence organizations integrate technical and quantitative assessments with analytical judgments based on detailed knowledge of the way the enemy thinks and operates. Intelligence personnel also must maintain an independent perspective. Commanders realize that even the best intelligence doesn't guarantee a complete picture, especially when the enemy is employing camouflage, concealment, and deception, or when the intelligence is derived from a single source. Still, accurate and timely intelligence gives commanders the best available estimate of enemy capabilities, centers of gravity, and courses of action to plan future airpower operations.

4.4.4.3.13. **Surveillance and Reconnaissance:**

4.4.4.3.13.1. **Surveillance** is the function of systematically observing air, space, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. Surveillance is a continuing process, not oriented to a specific target. In response to the requirements of military forces, intelligence informs decisionmaking. Surveillance must be designed to provide warning of enemy activities and threats and to detect changes in enemy operations. Air- and space-based surveillance assets exploit elevation to detect enemy capabilities at long range. For example, due to its extreme elevation, space-based missile-launch detection and tracking are indispensable for defense against ballistic missile attack. Surveillance assets are essential to national- and theater-level defenses and to the security of air, space, subsurface, and surface forces.

4.4.4.3.13.2. **Reconnaissance** complements surveillance by obtaining specific information about the activities and resources of an enemy or potential enemy through visual observation or other detection methods or by securing data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. Air, space, and ground surveillance and reconnaissance capabilities and their associated support systems are tailored to provide the flexibility, responsiveness, versatility, and mobility required by the strenuous demands of fluid, global taskings. Intelligence critical to the prosecution of current combat operations is evaluated and transmitted in near-real time to those elements having a need for that information. Reconnaissance forces possess multiple and diverse capabilities which are valuable across all levels of war; as such, their specific employment at any one level should consider possible effects on the other levels. Intelligence, surveillance, and reconnaissance must operate together, enabling commanders to preserve forces, achieve economies, and accomplish campaign objectives. They are integral to gaining and maintaining information superiority.

4.4.4.3.14. **Personnel Recovery Operations.** Personnel recovery operations is the umbrella term for five mission-essential tasks focused on recovering captured, missing, or isolated personnel. Combat search and rescue is how the US Air Force accomplishes the personnel recovery task with a mix of dedicated and augmenting assets. It is the Air Force's preferred mechanism for personnel recovery execution in uncertain or hostile environments and denied areas.

4.4.4.3.14.1. The US Air Force organizes, trains, and equips personnel to conduct combat search and rescue (CSAR) operations, using the fastest and most effective means, across the range of military operations. US Air Force combat rescue forces deploy to conduct CSAR with dedicated vertical-lift and fixed-wing aircraft, specially trained aircrews, battlefield Airmen, and support personnel in response to GCC taskings. Rescue forces may also conduct collateral missions such as noncombat search and rescue, emergency aeromedical evacuation, humanitarian relief, international aid, noncombatant evacuation operations, counterdrug activities, support for National Aeronautics and Space Administration flight operations, and other missions as directed by the CCDR and the commander, Air Force forces.

4.4.4.3.14.2. CSAR is an integral part of US combat operations and should be considered across the range of military operations. CSAR consists of those air operations conducted to recover distressed personnel during wartime or contingency. It is a key element in sustaining the morale, cohesion, and fighting capability of friendly forces. It preserves critical combat resources and denies the enemy potential sources of intelligence. Although most US Air Force weapon systems have the inherent capability to support CSAR operations, the US Air Force maintains a cadre of forces specifically dedicated for search, rescue, and recovery operations.

4.4.4.3.15. **Navigation and Positioning.** Navigation and positioning provide accurate location and time of reference in support of strategic, operational, and tactical operations. For example, space based systems provide the global positioning system, airborne systems provide air-to-surface radar, and ground-based systems provide various navigation aids. Navigation and positioning help air forces by: accurate rendezvous for air refueling; synchronization of effort via a common timing capability; and position, location, and velocity for accurate weapons delivery, ingress and egress, as well as search and rescue. Navigation and positioning are key elements of information superiority.

4.4.4.3.16. **Weather Services.** Weather services provided by the US Air Force provide timely and accurate environmental information, including both space environment and atmospheric weather, to commanders for their objectives and plans at the strategic, operational, and tactical levels. Weather services gather, analyze, and provide meteorological data for mission planning and execution. Environmental information is integral to the decision process and timing for employing forces and planning and conducting air, ground, and space launch operations. Weather service products also influence the selection of targets, routes, weapon systems, and delivery tactics, and are a key element of information superiority.

4.4.4.3.17. **Combat Support.** Combat support includes the actions taken to ready, sustain, and protect personnel, assets, and capabilities through all peacetime and wartime military operations. In war-fighting terms, combat support is "the science of planning and carrying out the movement, maintenance, and protection of forces as well as ensuring an effective combat support command and control process of those forces." Air Force combat support consists of those activities designed to field and support a specific military capability across the full range of military operations and includes maintenance and logistics, personnel, communications, financial management, security forces, services, safety, civil engineering, health services, historian's office, public affairs, legal services, and chaplaincy. Operations are those functions that employ military capabilities. For the US Air Force, this means aircrew members, missile launch officers, etc., using their aircraft, missiles, munitions, and other weapons systems to achieve military objectives. Combat support and operations together create combat capability. Combat support:

4.4.4.3.17.1. Is the timely concentration, employment, and sustainment of US airpower anywhere, at our initiative, speed, and tempo. Agility in combat support is crucial to meeting the demands of today's rapidly changing environment. With the Cold War over and new threats springing up in every corner of the globe, combat support must have the capability to quickly focus and refocus support activities and resources. The need to establish operations in days instead of weeks or months and to support massive operations that are executed at lightning speed with almost daily changes in requirements demands a combat support capability that is responsive and flexible.

4.4.4.3.17.2. Creates, sustains, and protects all airpower capabilities to accomplish mission objectives across the range of military operations. It ensures responsive right-sized expeditionary support forces for joint operations that are achievable within resource constraints. Thus, combat support provides the foundation to support air expeditionary task force (AETF) operations enabling the capabilities that distinguish airpower—

speed, flexibility, and global perspective. It includes the essential capabilities, functions, activities, and tasks necessary to employ and sustain all elements of aviation and ground combat operations forces in a deployed location. It provides those capabilities associated with deployment, reception, beddown, employment, sustainment, and redeployment in support of Air Force and joint operations.

4.4.4.3.17.3. Efficiently provides essential support while minimizing footprint forward. Comprehensive analysis and advance force structuring enable planners to assess mission requirements, operating environment, aircraft and munitions configurations, and other sustainment requirements. The core combat support portion of an AETF is identified and generically prioritized well in advance of any tasking. The AETF is shaped based on specific mission requirements. This factor enables leaders and their planners at every level to assess preparation, training, movement, support, and sustainment on a routine basis. Additionally, given this task force structure, airlift is fully optimized in a balanced push/pull system that anticipates as well as rapidly responds to sustainment requirements.

Section 4C—Air and Space Expeditionary Force

4.5. Air and Space Expeditionary Force:

4.5.1. **AEF Doctrine.**

The AEF doctrine is not only vital to understand how to best employ air and space power, but it is also vital to understand the proper way to organize, present, and deploy air and space forces. It is critical to understand that we organize, deploy, and employ using organizational principles based on doctrine, not ad hoc command arrangements. The Air Force presents its force capabilities to satisfy commander requirements through the AEF concept.

4.5.2. **AEF.**

The AEF concept is how the Air Force organizes, trains, equips, and sustains itself by creating a mindset and cultural state that embraces the unique characteristics of aerospace power (range, speed, flexibility, and precision) to meet the national security challenges of the 21st century. The concept has two fundamental principles:

4.5.2.1. First, to provide trained and ready air and space forces for national defense.

4.5.2.2. Second, to meet national commitments through a structured approach which enhances Total Force readiness and sustainment.

4.5.3. **Expeditionary Capabilities.**

The AEF force generation construct manages the battle rhythm of the force in order to meet CCDRs' requirements while maintaining the highest possible level of overall readiness.

4.5.3.1. **AEF Battle Rhythm.** The AF relies on the AEF as a force management tool to establish a predictable, standardized battle rhythm ensuring rotational forces are properly organized, trained, equipped, and ready to sustain capabilities while rapidly responding to emerging crises. Designated forces provide CCDRs with the requested range of capabilities for the duration of their employment. Functional capabilities may rotate at different tempos to meet CCDR requirements. Factors used in determining actual deployed rotation lengths include the overall level of requirements, the relative availability of capabilities within the overall force, and continuity for key deployed positions or functionally specific requirements. Each functional capability area should determine its deploy-to-dwell ratio relative to overall force availability. For involuntarily recalled Air Reserve Component (ARC) forces, mobilization-to-dwell will be determined.

4.5.3.2. **AEF Operations.** The baseline AEF vulnerability period of 4 months facilitates readiness of the force to respond to rotational and Operations Plan (OPLAN) requirements. All AEF forces are vulnerable for OPLAN requirements—including immediately following redeployment—and are considered on-call at any time during their postured vulnerability period. The necessary organizing, equipping, resourcing, and training processes are synchronized to generate ready forces.

4.5.3.3. **AEF Tempo Band Construct.** The AEF sets a baseline Tempo Band "A" of 4-month blocks. Tempo Band "A" equates to a deploy-to-dwell ratio of one vulnerability/deployment period to four nondeployed periods (1:4). Six additional Tempo Bands, "B" through "E," and "M" and "N" for ARC forces, consist of 6-month blocks which provide predictable tempos allowing commanders to easily identify the actual deploy-to-dwell ratio each capability area will execute or is executing. Capabilities are postured in Bands "B" through "E" at 1:4, 1:3, 1:2, and 1:1 deploy-to-dwell respectively (Figure 4.1). These capabilities are augmented by

capabilities from an Enabler library. Blocks are 4-month or 6-month vulnerability periods within the AEF Tempo Bands that possess the necessary capabilities to meet CCDR requirements. Tempo Bands and enabler forces contain both active component and ARC forces.

4.5.3.4. **Global Force Management (GFM) and AEF Tempo Band Determination:**

4.5.3.4.1. GFM is a process to align force apportionment, assignment, and allocation methodologies in support of the defense strategy and in support of joint force availability requirements, present comprehensive insight into the global availability of US military forces, and provide senior decisionmakers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment, and apportionment changes. Within the GFM, the force allocation process allocates the Services' rotational forces to satisfy CCDR operational requirements for military capabilities to support the defense strategy and the President's national security strategy. The GFM allocation process has two specific supporting processes, allocation in support of specific requests for capabilities and allocation in support of combatant command rotational force needs. The Air Force method of supporting GFM is the AEF construct.

4.5.3.4.2. The Tempo Band construct synchronizes with the 12-month GFM plan and manages forces through GFM assignment, allocation, and apportionment. Aligning a unit type code (UTC) capability into a Tempo Band is based on requirements relative to assigned rotational capability for each vulnerability period. Headquarters Air Force (HAF) Deputy Chiefs of Staff (DCS) and equivalents, in coordination with AF/A5XW, AF/A3O-AO, AF/A1PR, and AF/A1, will recommend applicable Tempo Band placement and submit to AF/A3/5 for approval.

Figure 4.1. AEF Tempo Bands.
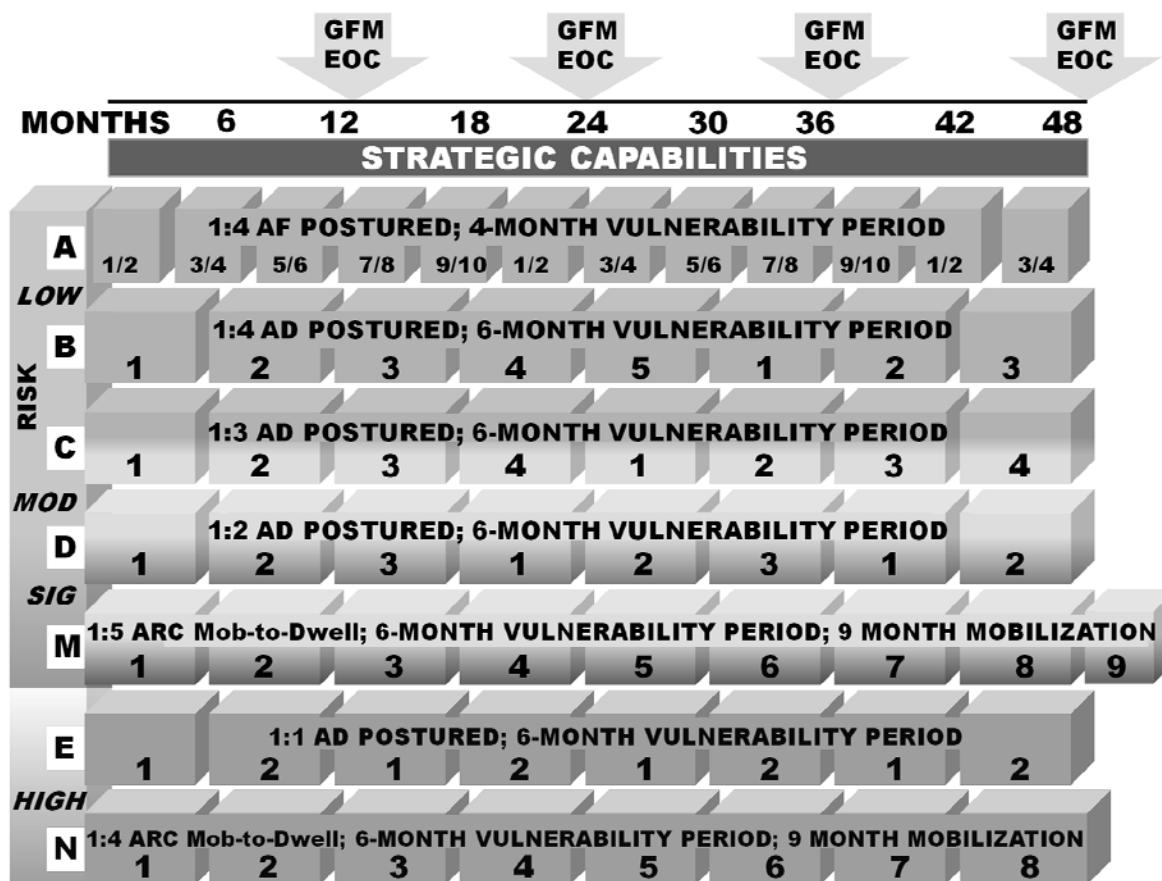
4.5.4. **AETF Presentation.**

Air Force forces support JFC requirements through a combination of assigned, attached (rotational), and mobility forces that may be forward-deployed, transient, or operating from home station. The US Air Force presents required capabilities to the JFC, as an AETF. The AETF can be task organized as a Numbered Expeditionary Air Force, Air Expeditionary Wing (AEW), Air Expeditionary Group (AEG), or Air Expeditionary Squadron (AES), depending on mission requirements.

4.5.4.1. **AEW.** Where the AETF is responsible for sustaining all base operating and support functions, it will normally organize as an AEW. AEWs are capable of establishing and operating an airbase and will be established using the Air Force combat wing structure with an operations group, maintenance group, medical group, and mission support group and will normally have two or three aviation or operations squadrons and an associated operations support squadron.

4.5.4.2. **AEG.** The AEG is normally the smallest AETF presented to a theater, because a single AEG rarely includes sufficient organic C2 and expeditionary combat support (ECS) to sustain it in the field. An AEG is not normally equipped to establish and operate a base and is normally deployed to locations where it will be a tenant unit. It normally consists of one or two operations squadrons, associated maintenance squadrons, and mission-specific ECS squadrons. It also may be formed to conduct missions that do not involve flying operations.

4.5.4.3. **AES.** The AES is the basic war fighting organization of the Air Force and is the building block of the AETF. UTCs assigned to an AETF are organized into squadrons with required C2 capabilities and designated commanders. Multiple UTCs at a single location are formed into detachments, flights, and squadrons, as appropriate, and assigned to a parent squadron or group at the nearest AEG or AEW location.

4.6. Air and Space Expeditionary Force Schedule and Posturing:

4.6.1. **AEF Schedule.**

The AEF schedule is a 24-month schedule encompassing two 12-month GFM sourcing cycles. At the beginning of every GFM planning cycle, functional areas will revalidate the Tempo Band alignment of their respective capability areas. The AEF schedule is adjusted, if necessary, based on the need to move capability areas from one Tempo Band to another. Changes to tempo and subsequent band changes (at most annually) will occur in concert with emerging CCDR demands as articulated during the annual GFM planning cycle. Due to the different operations tempo management standards for each capability, enablers may rotate on a force management schedule determined most suitable for the provided capability.

4.6.2. **Posturing.**

Designated Air Force war-fighting capabilities are grouped into force packages identified by UTC. UTCs contribute to the AEF and will be postured in the UTC Availability system. AEF forces can be postured as forces ready to deploy to support CCDRs' worldwide requirements, home station requirements, or reachback support to CCDRs. Force providers of designated war-fighting organizations will posture the maximum number of manpower authorizations into standard deployable UTCs. To the extent possible, all units on a base (including tenant units) will posture forces in the same two AEF vulnerability periods to maximize the two-hit policy and target base alignment. This provides balanced war-fighting capabilities across the AEF Tempo Bands to support CCDR requirements. This applies to UTCs in the baseline AEF only (Band A). UTCs in Bands B through D and enablers have different battle rhythms which may fall outside the base's two AEF vulnerability periods as depicted in Table 4.1. Personnel not assigned to war-fighting organizations will have an AEF association in the Military Personnel Data System (MilPDS) equivalent to 6 months availability window.

4.6.3. **AEF Vulnerability Period.**

At any given time, one AEF block/pair from each Tempo Band is in the AEF vulnerability period. Forces in their vulnerability period will be used to meet known rotational expeditionary requirements and emerging operational requirements.

4.6.3.1. Forces aligned to the AEFs in the vulnerability period but not tasked to deploy will remain in an on-call status to reinforce forward-deployed forces or provide additional capability for the duration of the AEF vulnerability period. If tasked, their deployment commitments may extend outside their vulnerability period. In such cases, HQ AFPC/DPW will coordinate with supported component headquarters to synchronize deployments with AEF vulnerability periods

4.6.3.2. Regardless of AEF vulnerability period, all AEF forces are vulnerable for OPLAN tasking at all times including the period immediately following redeployment.

4.6.3.3. All Airmen will be given an AEF indicator (AEFI) that corresponds to an AEF pair/block. Except in cases of reaching forward, individuals will deploy during their associated AEF pair's/block's vulnerability period. Changing an individual's AEFI will only be done under extenuating circumstances.

4.6.4. **AEF Surge:**

4.6.4.1. The AEF is capable of supporting requirements below a 1:4 deploy-to-dwell (Tempo Bands "A" and "B") rate for a limited period of time. Reconstitution following surge operations in Tempo Band "C" through "E" may result in a decrease in available forces for CCDR force requests and increased CCDR operational risk during emerging crises.

4.6.4.2. If requirements exceed forces available within the AEF vulnerability period, the AEF is designed to surge to meet increased requirements. Various methods of surging include reaching forward, reaching deeper, rebanding capability area, and (or) mobilization of ARC forces. Once a functional area realigns in a higher Tempo Band and is continuously operating in that Tempo Band, that functionality is not considered in surge. The matrix at Table 4.1 outlines the various trigger points and approval levels for surge mechanics. Surging, by definition, requires forces in their normal training and (or) predeployment training periods to be deployed/employed for operational requirements.

4.6.4.2.1. Through surge operations, the Air Force can make available all AEF pairs/blocks plus available enablers, but will require a sustained period after this level of effort to reconstitute the force during which time Air Force capabilities will be severely curtailed.

4.6.4.2.2. Surge operations will not be used to support exercises or rotational presence, unless specifically directed by AF/A3/5.

Table 4.1. Approval Matrix for Accepting Emerging Requirements.

	A	B	C	D	E
L I N E	**Tempo Band Capability Area**	**Source within Current Block**	**And the Decision is to:**		
			Reach Forward (note 1)	**Reach Deeper**	**Re-Band (note 2)**
1	A	HAF FAM	DCS	N/A	A3/5
2	B	HAF FAM	DCS	N/A	A3/5
3	C	HAF FAM	A3/5	DCS	A3/5
4	D	DCS	CSAF (note 3)	DCS	CSAF
5	E	DCS	CSAF (note 3)	A3/5	N/A

NOTES:

1. Reaching forward should be used for "initial increase" in requirements. If increase will be enduring, the capability area should re-band during the subsequent AEF schedule.

2. Assumes moving to next higher Tempo Band (for example, from Band "C" to Band "D").

3. Need to consider mobilization/additional mobilization as a mitigation strategy.

4.6.4.2.3. An active component employment ratio of one deployment period followed by a dwell period of twice the deployment period (1:2) for all postured capabilities is considered the maximum sustainable utilization rate while maintaining total Air Force unit readiness category levels 1 and 2. At category level 1, a unit possesses the required resources and is trained to undertake the full wartime mission(s) for which it is organized or designed. At category level 2, a unit possesses the required resources and is trained to undertake most of the wartime mission(s) for which it is organized or designed. The 1:2 deploy-to-dwell ratio coincides with the CSAF deploy-to-dwell redline.

4.6.4.2.4. Functional areas aligned in Band "D" experiencing demand that exceeds postured capabilities within the AEF vulnerability window should consider involuntary recall of air reserve component forces.

4.6.5. **AEF Reconstitution.**

AEF surge, if limited to no more than 12 months, allows the AEF to recover with minimal reconstitution. Surge above this level may require significant actions to reconstitute the force. Reconstitution may take up to 1 year following the return of Airmen, equipment, and resumption of local training after surge. Reconstitution actions may drive near-term adjustments such as extended tour lengths; reaching forward into subsequent AEFs; temporary continuation of mobilization; use of civilians, contractors, and individual ready reserve forces; and may result in decreased readiness during reconstitution of the force. The major elements of the AEF have different recovery characteristics that affect their reconstitution following surge operations. Capabilities required to surge at a higher rate may constitute the major limitation on reconstitution. Reconstitution requirements are not determined until near the end of surge operations and will be guided by ongoing theater needs and the need to support emerging commitments.

4.7. Force Management.

The AEF provides Airmen a degree of predictability in each GFM cycle, but does not guarantee the Airmen/unit normal AEF battle rhythm from one period to the next (for example, a capability may be postured at a 1:4 tempo for GFM 09 then shift to a 1:3 or 1:2 tempo for GFM 10 based on emerging requirements). Alternate AEF rhythms may dictate an accelerated deployment schedule. Global requirements may require shifting deploy-to-dwell (mobilization-to-dwell) ratios resulting in modified deployment schedules.

4.7.1. **Deployable or "On-Call" Status.**

Airmen will be assigned to one, and only one, AEF vulnerability period in a Tempo Band. This vulnerability period will mirror the vulnerability period (AEF block) to which their unit's UTCs are aligned. Commanders will assign individuals to positions with appropriate dwell between vulnerability periods. Inbound (permanent change of station or permanent change of assignment) Airmen will not be assigned to a position that would require them to deploy again with less than the dwell for their capability Tempo Band. If wing commanders or equivalent approve a second deployment with less than the dwell for their capability Tempo Band, they will inform their respective major command vice commander (MAJCOM CV) (or, in the case of field operating agencies [FOA] or direct reporting units [DRU], first general officer or civilian equivalent in the organization's next level chain of command).

4.7.2. **Temporary Nondeployable Status.**

Airmen who become temporarily disqualified during their deployment vulnerability period may be utilized upon return to deployable status to meet unit deployment requirements. Immediately upon return to deployable status, the disqualified Airman may be utilized to fill out-of-cycle requirements or short-notice individual augmentation requests. When a unit enters its second vulnerability period after an Airman returns to deployable status, wing commanders or their equivalent may either realign the Airman with the upcoming vulnerability period or identify the Airman to the MAJCOM as being immediately deployable on their return to deployable status. wing commanders or equivalent will provide an information copy/update to their respective MAJCOM CV (or, in the case of FOAs/DRUs, first general officer or civilian equivalent in the organization's next level chain of command) on the decision to realign Airmen for AEF deployments. Airmen will be notified of the realignment.

4.7.3. **Assignment Process.**

The US Air Force assignment process will be managed to coincide with the AEF battle rhythm to the maximum extent possible. The assignment process will minimize assigning personnel in a permanent nondeployable status against deployable positions, formally track AEF deployments on individual personnel records, and provide visibility of individuals to all commanders.

4.7.4. **Professional Military Education (PME) and Developmental Education (DE).**

When nominating Airmen for PME/DE, commanders must make every reasonable effort to deconflict PME/DE with AEF vulnerability periods when determining the timing of school attendance. A scheduled AEF deployment is not justification for operational deferment from PME/DE. Airmen should not be relieved from deployed duty if alternate school start dates are available which would allow deployment.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 4D—The Joint Force

4.8. Introduction:

4.8.1. The Armed Forces fulfill unique and crucial roles, defending the United States against all adversaries and serving the Nation as a bulwark and the guarantors of its security and independence. When called to action, the Armed Forces support and defend national interests worldwide. The Armed Forces embody the highest values and standards of American society and the profession of arms. The Armed Forces fulfill their roles, missions, and functions within the American system of civil-military relations. The Armed Forces also serve under the civilian control of the President who is the Commander in Chief.

4.8.2. The nature of the challenges to the United States and its interests demand that the Armed Forces operate as a fully integrated joint team across the range of military operations. These operations may take place in concert with the military forces of allies and coalition partners, US and foreign government agencies, state and local government agencies, and intergovernmental and nongovernmental organizations. The challenges are best met when the unified action of the Armed Forces elicits the maximum contribution from each Service and DoD agency and their unique but complementary capabilities. The resulting synergy from their synchronized and integrated action is a direct reflection of those capabilities.

4.8.3. Joint warfare is team warfare. Effective integration of joint forces exposes no weak points or seams to an adversary. They rapidly and efficiently find and exploit the adversary's critical vulnerabilities and other weak points as they contribute most to mission accomplishment. This does not mean that all forces will be equally represented in each operation. JFCs may choose the capabilities they need from the forces at their disposal.

4.8.4. This section is written to assist members of the US Air Force to operate successfully as members of a joint team. Specifically, it discusses the foundations of joint doctrine, characterizes doctrine governing unified direction of armed forces, outlines the functions of the DoD and its major components, describes the fundamental principles for joint command and control, details doctrine for joint commands, describes joint planning, provides guidance for multinational operations, and addresses interagency, intergovernmental organization, and nongovernmental organization coordination.

4.9. Foundations of Joint Doctrine:

4.9.1. Joint doctrine promotes a common perspective from which to plan, train, and conduct military operations. It represents what is taught, believed, and advocated as what is right (i.e., what works best). US military service is based on values that US military experience has proven to be vital for operational success.

4.9.2. These values adhere to the most idealistic societal norms, are common to all the Services, and represent the essence of military professionalism. Competent joint war-fighters must be skilled in thinking strategically and optimizing joint capabilities, applying strategic and operational art, and having a joint perspective. There are five values, while not specific to joint operations, that have special impact on the conduct of joint operations: integrity, competency, physical courage, moral courage, and teamwork.

4.10. Unified Action of Armed Forces:

4.10.1. National strategic direction is governed by the Constitution, Federal law, United States Government (USG) policy regarding internationally-recognized law and the national interest. This direction leads to unified action. The result of effective unified action is unity of effort to achieve national goals. At the strategic level, unity of effort requires coordination among government departments and agencies within the executive branch, between the executive and legislative branches, with nongovernmental organizations (NGO), intergovernmental organizations (IGO), the private sector, and among nations in any alliance or coalition.

4.10.2. The term "unified action" in military usage broadly refers to the synchronization, coordination, and (or) integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. Within this general category of operations, subordinate commanders of assigned or attached forces conduct either single-Service or joint operations to support the overall operation. Unified action synchronizes, coordinates, and (or) integrates joint, single-Service, and multinational operations with the operations of other USG agencies, NGOs, and IGOs (for example, United Nations [UN]), and the private sector to achieve unity of effort.

4.10.3. The President and SECDEF exercise authority and control of the Armed Forces through two distinct branches of the chain of command (Figure 4.2). One branch runs from the President, through the SECDEF, to the CCDRs for missions and forces assigned to their commands. The other branch, used for purposes other than operational direction of forces assigned to the combatant commands, runs from the President through the SECDEF to the Secretaries of the military departments. The military departments, organized separately, operate under the authority, direction, and

control of the Secretary of that military department. The Secretaries of the military departments exercise authority through their respective Service Chiefs over Service forces not assigned to the CCDRs (i.e., forces in the training pipeline). The Service Chiefs, except as otherwise prescribed by law, perform their duties under the authority, direction, and control of the Secretaries of the respective military departments to whom they are directly responsible.

4.10.4. The forces, units, and systems of all Services must operate together effectively. This effectiveness is achieved in part through interoperability. This includes the development and use of joint doctrine, the development and use of joint OPLANs, and the development and use of joint and (or) interoperable communications and information systems. It also includes conducting joint training and exercises.

Figure 4.2. Operational and Administrative Chain of Command.
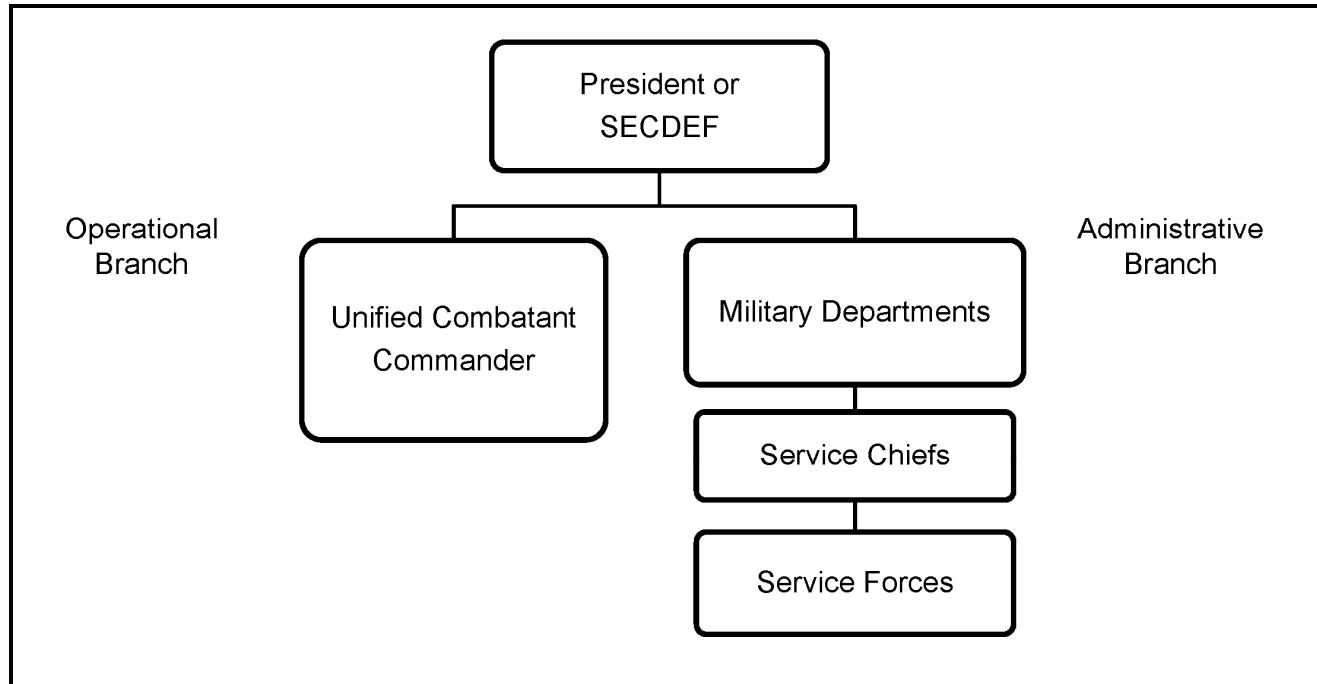
4.11. Functions of the Department of Defense and Its Major Components:

4.11.1. The DoD is composed of the Office of the Secretary of Defense, the military departments, the Joint Chiefs of Staff (JCS), the Joint Staff, the combatant commands, the Inspector General of the DoD, the DoD agencies, DoD field activities, and such other offices, agencies, activities, and commands established or designated by law, by the President, or by the SECDEF. As prescribed by higher authority, the DoD will maintain and employ Armed Forces to fulfill the following aims: support and defend the Constitution of the United States against all enemies, foreign and domestic; ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and, uphold and advance the national policies and interests of the United States.

4.11.2. The JCS, consists of the Chairman of the Joint Chiefs of Staff (CJCS); the Vice Chairman of the Joint Chiefs of Staff; the Chief of Staff, US Army; the Chief of Naval Operations; the Chief of Staff, US Air Force; and the Commandant of the Marine Corps; supported by the Joint Staff. The JCS constitutes the immediate military staff of the SECDEF. The Commandant of the Coast Guard may be invited by the CJCS or the Service Chiefs to participate in meetings or to discuss matters of mutual interest to the Coast Guard and the other Services.

4.11.3. The Commanders of the geographic commands, US Central Command, US European Command, US Pacific Command, US Southern Command, and US Northern Command (the new US Africa Command initial operating capability is set for 1 October 2008) are each assigned a geographic area of responsibility (AOR) within which their missions are accomplished with assigned and (or) attached forces. Forces under the direction of the President or the SECDEF may conduct operations from or within any geographic area as required for accomplishing assigned tasks, as mutually agreed by the commanders concerned or as specifically directed by the President or the SECDEF. Commanders of the five functional commands, US Transportation Command (USTRANSCOM), US Strategic Command (USSTRATCOM), US Joint Forces Command (USJFCOM), and USSOCOM, support GCCs, conduct operations in direct support of the President or the SECDEF normally in coordination with the GCC in whose AOR the operation will be conducted, and may be designated by the SECDEF as the supported CCDR for an operation.

4.12. Fundamental Principles for Joint Command and Control:

4.12.1. 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.

4.12.2. The chain of command from the President, through the SECDEF to the CCDRs, exercises the following types of command authorities:

4.12.2.1. Combatant Command Authority (COCOM) is the authority of a CCDR to perform those 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 USSOCOM, training of assigned forces), and logistics necessary to accomplish the missions assigned to the command. It cannot be delegated or transferred.

4.12.2.2. Operational Control (OPCON) is the command authority that may be exercised by commanders at any echelon at or below the level of combatant command and may be delegated within the command. 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 includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command.

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

4.12.2.4. A support relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the combatant command level. This includes the SECDEF designating a support relationship between CCDRs as well as within a combatant command. The designation of supporting relationships is important as it conveys priorities to commanders and staffs that are planning or executing joint operations. The support command relationship is, by design, a somewhat vague but very flexible arrangement. 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.

4.12.3. The chain of command from the President through the SECDEF to the Secretaries of the military departments, then to the Service Chiefs exercise administrative control authority.

4.12.3.1. Administrative Control (ADCON) is direction or exercise of authority over subordinate or other organizations in respect to administration and support, including 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.

4.12.3.2. ADCON is a Service command authority, and flows through Service, not joint, 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.

4.12.4. All National Guard and Reserve forces (except those forces specifically exempted) are assigned by the SECDEF to the combatant commands. However, those forces are available for operational missions only when mobilized for specific periods according to the law, or when ordered to active duty and after being validated for employment by their parent Service.

4.13. Doctrine for Joint Commands:

4.13.1. Joint forces are established at three levels: unified commands, subordinate unified commands, and JTFs and can be established on either a geographic area or functional basis (Figure 4.3). These organizations are commanded by a JFC). A JFC is a general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force.

4.13.1.1. A unified command is a command with broad continuing missions under a single commander, composed of forces from two or more military departments, and established by the President through the SECDEF with the advice and assistance of the CJCS.

4.13.1.2. A specified command is a command that has broad continuing missions and is established by the President, through the SECDEF, with the advice and assistance of the CJCS. There are currently no specified commands designated.

Figure 4.3. Types of Joint Force Organizations.
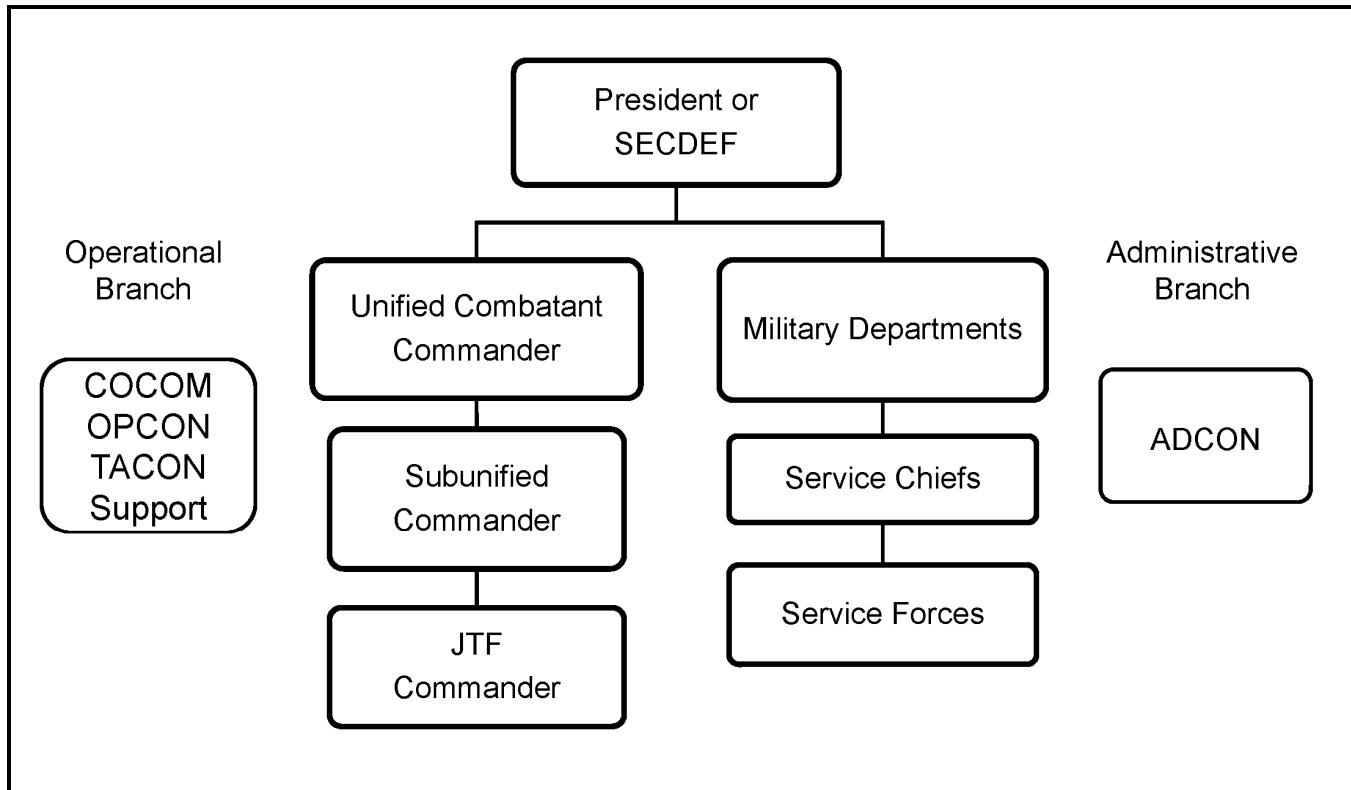
4.13.1.3. When authorized by the SECDEF through the CJCS, commanders of unified commands may establish subordinate unified commands (also called subunified commands) to conduct operations on a continuing basis using the criteria set forth for unified commands.

4.13.1.4. A JTF is a joint force that is constituted and so designated by the SECDEF, a CCDR, a subordinate unified commander, or an existing JTF commander. A JTF may be established on a geographical area or functional basis when the mission has a specific limited objective and does not require overall centralized control of logistics.

4.13.2. A Service component command, assigned to a CCDR, consists of the Service component commander and the Service forces (such as individuals, units, detachments, and organizations, including the support forces) that have been assigned to that CCDR (Figure 4.4). Forces assigned to CCDRs are identified in the "Forces for Unified Commands" memorandum signed by the SECDEF.

4.13.2.1. The commander of a US Air Force Service component at any joint level (unified combatant command, subunified combatant command, or JTF), is by joint and US Air Force definition called a Commander, Air Force Forces (COMAFFOR). The COMAFFOR provides unity of command. To a JFC, a COMAFFOR provides a single face for all Air Force issues. The COMAFFOR is the single commander who conveys commander's intent and is responsible for operating and supporting all Air Force forces assigned or attached to that joint force. Thus, the COMAFFOR commands forces through two separate chains of responsibilities—the operational and the administrative. On the operational side, through the JFC's command authority, the JFC normally will conduct operations through the COMAFFOR by delegating OPCON of the Air Force component forces to the COMAFFOR. The administrative chain runs through Service channels only, from the unit, up through the appropriate MAJCOM, to the Air Force Chief of Staff and Secretary of the

Air Force; this authority is expressed as ADCON. The COMAFFOR will have complete ADCON of all assigned Air Force component forces and specified ADCON of all attached Air Force component forces. The COMAFFOR also has some ADCON responsibilities for Air Force elements and personnel assigned to other joint force components (such as liaisons). Additionally, intertheater forces, such as intertheater airlift and forces transiting another COMAFFOR's area of interest, will be subject to the ADCON authority of the respective COMAFFOR while transiting that COMAFFOR's area for administrative reporting and for TACON for force protection requirements derived from the CCDR.

Figure 4.4. Joint Task Force Organization Along Purely Service Lines.
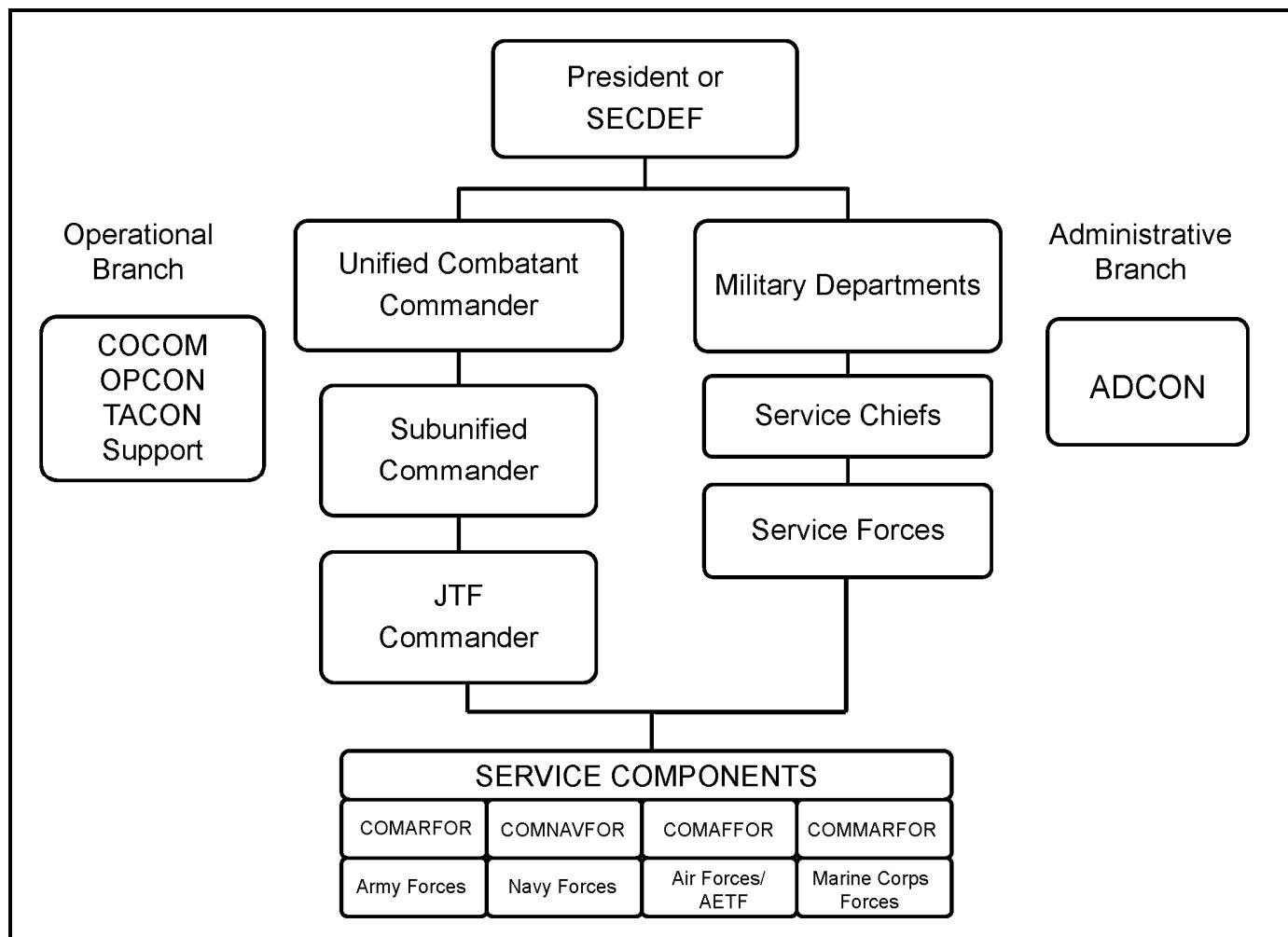
4.13.2.2. The COMAFFOR commands an AETF. The AETF is the Air Force's primary war-fighting organization and the means by which we present forces to a JFC. The AETF presents a JFC with a task-organized, integrated package with the appropriate balance of force, sustainment, control, and force protection. The AETF presents a scalable, tailorable organization with three elements: a single commander, embodied in the COMAFFOR; appropriate command and control mechanisms; and tailored and fully supported forces.

4.13.2.2.1. The AETF will be tailored to the mission; this includes not only forces but also the ability to command and control those forces for the missions assigned. The AETF should draw first from in-theater resources, if available. If augmentation is needed, or if in-theater forces are not available, the AETF will draw as needed from the AEF 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 AETF as expeditionary wings, groups, squadrons, flights, detachments, or elements, as necessary to provide reasonable spans of control and command elements at appropriate levels and to provide unit identity.

4.13.2.2.2. AETF command and control mechanisms are in place. The COMAFFOR requires command activities as tools to assist in exercising OPCON, TACON, and ADCON. The COMAFFOR uses an Air and Space AOC to exercise control of air and space operations, and a Service component staff (commonly called the Air Force Forces [AFFOR] staff) to exercise support operations and administrative control. The character of the operations center may vary, depending on the nature of the forces. For control of regional operations, it may be one of the large, fixed Falconer AOCs. For air mobility operations, the operations center may be the Tanker Airlift Control Center at Scott AFB, while space operations would leverage the Air Force Space AOC at Vandenberg AFB.

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

4.13.2.2.3.1. The core capabilities of the AOC and AFFOR staff should be well established, but they should be tailored in size and function according to the theater and the operation. Not all operations require a "full-up" AOC with over 1,000 people or a large AFFOR staff. Smaller operations, such as some humanitarian operations, can in fact make do with a small control center that does little more than scheduling and reporting.

4.13.2.2.3.2. Not all elements of the operations center or AFFOR staff need be forward; some may operate "over the horizon," using reachback to reduce the forward footprint. The goal is to maximize reachback and minimize forward presence in "harm's way" as much as possible.

4.13.3. CCDRs and commanders of subordinate unified commands and JFCs have the authority to establish functional component commands to control military operations (Figure 4.5). JFCs may decide to establish a functional component command to integrate planning; reduce their span of control; and (or) significantly improve combat efficiency, information flow, unity of effort, weapon systems management, component interaction, or control over the scheme of maneuver.

4.13.3.1. If air and space assets from more than one Service are present within a joint force, the JFC normally will designate a Joint Force Air and Space Component Commander (JFACC) to exploit the full capabilities of joint air and space operations. The JFACC should be the Service component commander with the preponderance of air and space capabilities and the ability to plan, task, and control joint air and space operations. If working with allies in a coalition or alliance operation, the JFACC may be designated as the combined force air and space component commander (CFACC). Both Joint and US Air Force doctrine state that one individual will normally be dual-hatted as COMAFFOR and JFACC/CFACC. The US Air Force prefers—and in fact, plans and trains—to employ through a COMAFFOR who is then prepared to assume responsibilities as a JFACC if so designated. The JFACC recommends the proper employment of air and space forces from multiple components. The JFACC also plans, coordinates, allocates, tasks, executes, and assesses air and space operations to accomplish assigned operational missions. Because of the theaterwide scope of air and space operations, the JFACC will typically maintain the same joint operating area/theaterwide perspective as the JFC. The JFACC, as with any component commander, should not also be dual-hatted as the JFC.

4.13.3.2. Functional component commanders normally exercise TACON of forces made available to them by the JFC. Thus, a COMAFFOR exercises OPCON of Air Force forces and, acting as a JFACC, normally exercises TACON of any Navy, Army, Marine, and coalition air and space assets made available for tasking (i.e., those forces not retained for their own Service's organic operations).

Figure 4.5. Joint Task Force Organization with Functional and Service Component Commanders.
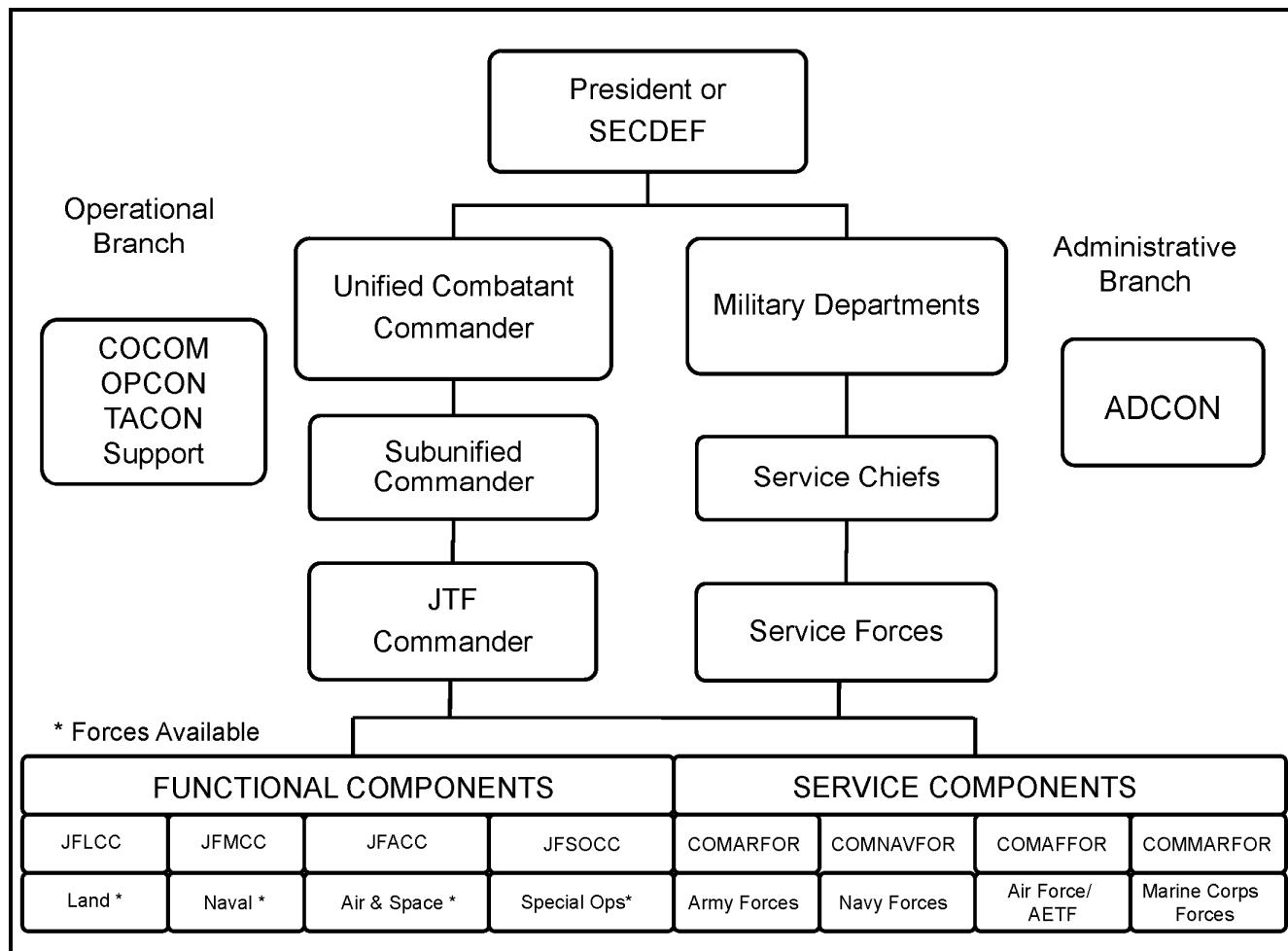
4.14. Joint Operation Planning:

    4.14.1. **General.**

        Joint operation planning is conducted within the chain of command that runs from the President through the SECDEF to the CCDRs and their subordinate JFCs. It is the process that guides the CCDRs in developing plans for the possible employment of the military instrument of national power to meet contingencies and respond to unforeseen crises. A continuous process, using the full range of military operations, joint operation planning produces operation plans in the form of OPLANs (a complete and detailed joint plan), concept plans (concept plans—joint operation plans in an abbreviated format), or less detailed operation plans in the form of a base plan or commander's estimate. Joint operation planning includes all activities that must be accomplished to plan for an anticipated operation. These planning activities are:

        4.14.1.1. **Mobilization Planning.** The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. Mobilization may include activating all or part of the Reserve Component. Mobilization is primarily the responsibility of the military departments and Services in close cooperation with the supported commanders and their Service component commanders.

        4.14.1.2. **Deployment Planning.** This is planning that encompasses the movement of forces and their sustainment resources from their original locations to a specific destination to conduct joint operations. Deployment planning is the responsibility of the CCDRs in close coordination with USTRANSCOM.

        4.14.1.3. **Employment Planning.** Employment planning prescribes how to apply military force to attain specified military objectives within an operational area. It provides the foundation for, determines the scope of, and is limited by mobilization, deployment, and sustainment planning. Employment planning is primarily the responsibility of the supported CCDR and their subordinate and supporting commanders.

4.14.1.4. **Sustainment Planning.** Sustainment planning is the provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. Sustainment is primarily the responsibility of the supported CCDR and their Service component commanders in close cooperation with the Services, combat support agencies, and supporting commands.

4.14.1.5. **Redeployment Planning.** This concerns the movement of units, individuals, or supplies deployed in one area to another area, or to another location within the area for the purpose of further employment. Redeployment also includes the return of forces and resources to their original location and status. Redeployment is primarily the responsibility of supported commanders and their Service component commanders, in close cooperation with the supporting CCDRs and USTRANSCOM.

4.14.1.6. **Demobilization Planning.** Demobilization planning includes the return of Reserve Component units, individuals, and materiel stocks to their former status. Demobilization is primarily the responsibility of the military departments and Services, in close cooperation with the supported commanders and their Service component commanders

4.14.2. **Planning Systems.**

There is a multitude of Joint and Service planning systems for the preparation of operation plans and associated planning documents. The following is a sample of the major systems:

4.14.2.1. **Joint Operations Planning and Execution System (JOPES).** JOPES is a system of joint policies, procedures, and reporting structures supported by communications and computer systems. It is used by the joint planners to monitor, plan, and execute planning activities during peace and crisis. JOPES is designed to facilitate rapid building and timely maintenance of plans and rapid development of effective options through adaptation of approved operation plans during crisis. JOPES allows for the effective management of operations in execution across the spectrum of mobilization, deployment, employment, sustainment, redeployment, and demobilization. All joint, conventional time-phased force deployment databases are developed by and reside in JOPES.

4.14.2.2. **Deliberate and Crisis Action Planning and Execution Segment (DCAPES).** DCAPES is the Air Force's war-planning system and provides an Air Force feed to JOPES. The objective of DCAPES is to enable Air Force-unique operation planning and execution processes which include associated Joint policy and procedures. DCAPES provides standard data files, formats, application programs, and management procedures used primarily for force planning, sourcing equipment and personnel requirements, transportation feasibility estimation, civil engineering, and medical planning.

4.14.3. **War and Mobilization Plan (WMP) System.**

The Air Force WMP system consists of five volumes and associated databases and is the Air Force's supporting document to several Joint documents. It provides the Air Staff, Air Force planners, and Air Force commanders with current policies, apportioned forces, and planning factors, for conducting and supporting operations. Reflecting and supporting Joint guidance, the five WMP volumes provide a consolidated reference for general policies and guidance for Air Force planning; a listing of apportioned combat and support forces; a set of planning factors (e.g., sortie rate) by aircraft type and theater serving as a basis for establishing worldwide support for programmed force levels; a listing of all active plans with time-phased force deployment data; and, based upon the planning factors, the expected aircraft activity at each base in the MAJCOM's AOR.

4.15. Guidance for Multinational Operations:

4.15.1. A critical element of unified action is effective integration of allied capabilities into a campaign plan. Shared principles, a common view of threats, and commitment to cooperation provide far greater security than the United States could achieve independently. These partnerships must be nurtured and developed to ensure their relevance even as new challenges emerge. The ability of the United States and its allies to work together to influence the global environment is fundamental to defeating 21st century threats. Wherever possible, the United States works with or through other nations, enabling allied and partner capabilities to build their capacity and develop mechanisms to share the risks and responsibility of today's complex challenges.

4.15.2. Multinational operations are usually undertaken within the structure of a coalition or alliance. Other possible arrangements include supervision by an IGO such as the UN or the Organization for Security and Cooperation in Europe. Other commonly used terms for multinational operations include allied, bilateral, combined, coalition, or multilateral, as appropriate. An alliance is a relationship that results from a formal agreement (e.g., treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. Operations

conducted with units from two or more allies are referred to as combined operations. A coalition is an ad hoc arrangement between two or more nations for common action. Coalitions are formed by different nations with specific objectives, usually for a single occasion or for longer cooperation in a narrow sector of common interest. Operations conducted with units from two or more coalition members are referred to as coalition operations.

4.15.3. Cultural, psychological, religious, economic, technological, informational, and political factors as well as transnational dangers all impact multinational operations. Many OPLANs to deter or counter threats are prepared within the context of a treaty or alliance framework. Sometimes they are developed in a less structured coalition framework, based on temporary agreements or arrangements. Much of the information and guidance provided for unified action and joint operations are applicable to multinational operations. However, differences in laws, doctrine, organization, weapons, equipment, terminology, culture, politics, religion, and language within alliances and coalitions must be considered. Normally, each alliance or coalition develops its own OPLANs to guide multinational action.

4.15.4. Each coalition or alliance will create the structure that best meets the objectives, political realities, and constraints of the participating nations. Political considerations heavily influence the ultimate shape of the command structure. However, participating nations should strive to achieve unity of effort for the operation to the maximum extent possible, with missions, tasks, responsibilities, and authorities clearly defined and understood by all participants. While command relationships are well defined in US doctrine, they are not necessarily part of the doctrinal lexicon of nations with whom the United States may operate in an alliance or coalition.

4.15.5. Attaining unity of effort through unity of command for a multinational operation may not be politically feasible, but it should be a goal. There must be a common understanding among all national forces of the overall aim of the multinational force (MNF) and the plan for its attainment. A coordinated policy is essential for unity of effort, particularly on such matters as alliance or coalition commanders' authority over national logistics (including infrastructure); rules of engagement; fratricide prevention; and intelligence, surveillance, and reconnaissance; etc. There are five tenets of multinational operations that cannot guarantee success; however, ignoring them may lead to mission failure due to a lack of unity of effort. The tenets are respect, rapport, knowledge of partners, patience, and coordination.

4.15.6. The basic structures for multinational operations fall into one of three types: integrated; lead nation; or parallel command. Integrated commands have representative members from the member nations in the command headquarters. A lead nation structure exists when all member nations place their forces under the control of one nation. Under a parallel command structure, no single force commander is designated.

4.15.7. Regardless of how the MNF is organized operationally, each nation furnishing forces normally establishes a national component (often called a national command element) to ensure effective administration of its forces. The national component provides a means to administer and support the national forces, coordinate communication to the parent nation, tender national military views and recommendations directly to the multinational commander, facilitate the assignment and reassignment of national forces to subordinate operational multinational organizations, and maintain personnel accountability.

4.15.8. Although nations will often participate in multinational operations, they rarely, if ever, relinquish national command of their forces. As such, forces participating in a multinational operation will always have at least two distinct chains of command: a national chain of command and a multinational chain of command. For the United States, under national command, the President retains and cannot relinquish national command authority over US forces. National command includes the authority and responsibility for organizing, directing, coordinating, controlling, planning employment, and protecting military forces. The President also has the authority to terminate US participation in multinational operations at any time. During multinational command, command authority for a MNF commander is normally negotiated between the participating nations and can vary from nation to nation. Command authority will be specified in the implementing agreements and may include aspects of OPCON and (or) TACON, as well as support relationships and coordinating authority.

4.16. Interagency, IGO, and NGO Coordination:

4.16.1. Along with the effective multinational integration, interagency, IGO, and NGO coordination is essential to proper unified action. Interagency coordination is the cooperation and communication that occurs between agencies of the USG, including the DoD, to accomplish an objective. Similarly, in the context of DoD involvement, IGO and NGO coordination refers to coordination between elements of the DoD and IGOs or NGOs to achieve an objective. CCDRs and other subordinate JFCs must consider the potential requirements for interagency, IGO, and NGO coordination as a part of their activities across the range of military operations within and outside of their operational areas. Military operations must be coordinated, integrated, and (or) deconflicted with the activities of other agencies of the USG,

IGOs, NGOs, regional organizations, the operations of foreign forces, and activities of various host nation agencies within and en route to and from the operational area.

4.16.2. The interagency process often is described as "more art than science," while military operations tend to depend more on structure and doctrine. However, some of the techniques, procedures, and systems of military C2 can facilitate unity of effort if they are adjusted to the dynamic world of interagency coordination and different organizational cultures. Unity of effort can only be achieved through close, continuous interagency and interdepartmental coordination and cooperation, which are necessary to overcome discord, inadequate structure and procedures, incompatible communications, cultural differences, and bureaucratic and personnel limitations.

4.16.3. The National Security Council (NSC) advises and assists the President in integrating all aspects of national security policy—domestic, foreign, military, intelligence, and economic (in conjunction with the National Economic Council). Along with its subordinate committees, the NSC is the principal means for coordinating, developing, and implementing national security policy. The statutory members of the NSC are the President, Vice President, Secretary of State, and SECDEF. The CJCS is the council's statutory military advisor, and the Director of National Intelligence is the council's statutory intelligence advisor. Officials of the Office of the SECDEF represent the SECDEF in NSC interagency groups. Similarly, the CJCS, assisted by the Joint Staff, represents the CCDRs for interagency matters in the NSC system. Other senior officials are invited to attend NSC meetings, as appropriate.

4.16.4. While the NSC serves as the principal forum for considering national security policy issues requiring Presidential determination, the Homeland Security Council (HSC) provides a parallel forum for considering unique homeland security (HS) matters, especially those concerning terrorism within the United States. The HSC is responsible for advising and assisting the President with respect to all aspects of homeland security and serves as the mechanism for ensuring coordination of homeland security-related activities of executive departments and agencies and effective development and implementation of HS policies.

4.16.5. For domestic HS-related interagency coordination that may require military participation in countering domestic terrorism and other civil support tasks, the Department of Homeland Security (DHS) has the lead. For homeland defense interagency coordination, DoD has the lead. The DHS is the primary forum for coordinating Executive Branch efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

4.16.6. In domestic situations, the Constitution, law, and other governmental directives limit the scope and nature of military actions. The National Guard has unique roles in domestic operations. Under control of the respective states, National Guard units in Title 32, US Code (USC) and state active duty status provide a wide variety of civil support. Per the *Posse Comitatus* Act and DoD policy, the United States refrains from employing Title 10, USC DoD forces to enforce the law except in cases of necessity. Unless under authorization by the President, Congress, or the Constitution, *Posse Comitatus*, together with related DoD regulations, prohibits the Army, Air Force, Marine Corps, and Navy from directly participating in civilian law enforcement activities within the United States. In its maritime law enforcement role under DHS, the US Coast Guard as a Service under DHS, has jurisdiction in both US waters and on the high seas as prescribed in law.

4.16.7. When formed, a joint interagency coordination group (JIACG) can provide the CCDR with an increased capability to collaborate with other USG civilian agencies and departments. The JIACG, an element of a GCC's staff, is an interagency staff group that establishes and enhances regular, timely, and collaborative working relationships between other governmental agencies' representatives and military operational planners at the combatant commands. If augmented with other partners such as IGOs, NGOs, and (or) multinational representatives, the JIACG enhances the capability to collaborate and coordinate with the private sector and (or) regional organizations. JIACGs complement the interagency coordination that occurs at the national level through the DoD and the NSC and HSC systems. JIACG members participate in contingency, crisis action, and security cooperation planning. They provide a conduit back to their parent organizations to help synchronize joint operations with the efforts of other government agencies.

4.17. Conclusion.

The nature of the challenges to the United States and its interests demand that the Armed Forces operate as a fully integrated joint team across the range of military operations. This section provided essential information that all members of the Joint Force should understand. This chapter covered levels of Air and Space doctrine, key doctrine concepts, AEF concepts, AEF force management, and joint force components and planning operations. Finally, it provided the doctrinal basis for interagency coordination and for US military involvement in multiagency and multinational operations.

Chapter 5

EMERGENCY MANAGEMENT PROGRAM

Section 5A—Overview

5.1. Introduction.

The Air Force faces many challenges; each day brings a new experience to Air Force members. At any time members may be called upon to serve in a variety of ways. As the Air Force approaches the beginning of a day, members may be faced with protecting Air Force personnel and operational resources during major accidents, terrorist use of chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) material, natural disasters, and attacks with CBRNE weapons. Air Force members will use the Air Force Emergency Management (EM) Program, and possibly first aid, to prevent, prepare, respond, and recover from these incidents. Air Force members must know how to respond to these circumstances. This chapter provides the framework to accomplish the Air Force EM Program mission.

Section 5B—Emergency Management Program Operation

5.2. Emergency Management Program.

Protection of Air Force personnel and operational resources is essential to successful Air Force operations. The EM program is integral to this success and describes the Air Force's approach to planning, organizing, training, and equipping personnel and protecting the critical infrastructures needed to accomplish the mission for the possibility of a CBRNE enemy attack, major accident, natural disaster, or terrorist use of CBRNE material. The EM Program provides guidance to help commanders confront the full spectrum of physical threats and provides for the protection of installation resources by capturing the complete incident response cycle, from planning to response and recovery. The installation Disaster Response Force (DRF), as the structure for all responses, consists of the Installation Control Center (ICC), Commander's senior staff, Emergency Communications Center, Emergency Operations Center (EOC), incident commander (IC), first responders, emergency responders, unit control centers (UCC), emergency support functions (ESF) and specialized teams. These terms are defined in AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*.

5.2.1. **Phases of Response.**

Phases of response to a major accident are categorized into prevention, preparedness, response, recovery, and mitigation:

5.2.1.1. **Prevention.** For Air Force Incident Management System (AFIMS), prevention includes broad categories of activities such as intelligence collection and analysis, active defense, proliferation prevention, fire prevention, disease prevention, and contamination prevention. Prevention also includes more specific tasks such as safety mishap investigations that contribute information to prevent future mishaps.

5.2.1.2. **Preparedness.** Preparedness includes actions such as planning, Air Force EM Program training and exercises, and evaluations. It also includes specific tasks such as identifying augmentation manpower needs.

5.2.1.3. **Response.** Response includes deploying the DRF, executing the installation Comprehensive Emergency Management Plan (CEMP) 10-2 and installation notification and warning. Imminently serious conditions resulting from any civil emergency or attack may require immediate action by military commanders to save lives, prevent human suffering, or mitigate great property damage. When such conditions exist and time does not permit prior approval from higher headquarters, local military commanders and responsible officials of other DoD components can respond to civil authorities' requests, with follow-on reporting through the appropriate command chain as soon as possible.

5.2.1.4. **Recovery.** Recovery includes operations such as implementing casualty treatment, unexploded ordnance (UXO) safing, Contamination Control Area processing, airfield damage repair, and facility restoration. Recovery planning and actions begin as soon as possible to ensure sustainment of crucial missions and restoration of normal operations.

5.2.1.5. **Mitigation.** Mitigation is an ongoing process and is considered, to some degree, a part of every phase of incident management. In a global sense, mitigation includes all activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

5.2.2. **Enemy Attacks in a CBRNE Environment.**

CBRNE weapons coupled with the means and will to deliver them require the Air Force to plan for, prepare, respond, and, when possible, reduce this threat. Conventional attack threats may be present in locations where threats of chemical, biological, radiological, and nuclear (CBRN) attack do not exist. Rockets, mortars, missiles, and bombs are all conventional weapons. Survival during a conventional attack depends upon the first few moments when the difference between life and death may be decided. The helmet and personal body armor are the most effective individual protective equipment (IPE) for a conventional attack.

5.2.3. **Terrorist Use of CBRNE Material.**

Air Force installations must prepare for the full range of terrorist threats to include use of CBRNE weapons or a combination thereof.

5.2.4. **Major Accidents.**

Installations are threatened with the possibility of catastrophic major accidents that include hazardous material, aircraft, ammunition, explosives, transportation, facility emergencies, and industrial accidents. The installation must prepare for and quickly respond to major accidents to prevent the loss of life, preserve valuable resources, and protect the environment.

5.2.5. **Natural Disasters.**

The threat of natural disasters and severe weather varies widely by geographical area. The installation must be prepared to adequately warn and notify personnel and to implement protective measures and recovery operations.

Section 5C—Wartime Air Base Threats

5.3. Chemical, Biological, Radiological, and Nuclear Threat.

CBRN-capable nations, to include developing nations, may use these weapons to achieve political or military objectives. Chemical warfare achieves surprise and causes mass casualties that hinder the momentum of operations; disrupts command, control, and communications; and degrades warfighting potential. Biological threats can cause lethal, disabling, contagious, or noncontagious-type casualties. Nuclear threats occur within a given theater of war and could proceed without the exchange of strategic nuclear weapons. A growing concern is that the wide availability of toxic industrial materials (TIM) and toxic industrial chemicals (TIC) makes them potential tools for asymmetric attacks against air bases. Depending on the type and quantity of TIM/TIC, a deliberate release could present short- or long-term hazards.

5.4. Asymmetric Threat.

The threat to air bases may take on many forms to include criminal acts by a single individual, an insider threat, operations against installation information systems, or physical attack against base personnel and resources. Asymmetric warfare is based on countering an adversary's strengths by focusing on its actual or perceived weaknesses. Because our potential adversaries know they cannot win a conventional war against us, they are more likely to try asymmetric methods. Asymmetric threats increasingly challenge base defense forces. Terrorist groups can disrupt operations by employing weapons and tactics that inflict a large number of casualties or cause panic and confusion as witnessed with the attacks on the World Trade Center and the Pentagon on 11 September 2001.

5.5. Protective Measures.

To defend against CBRN attack and to survive and sustain operations in a CBRN environment requires knowledgeable and properly trained and equipped forces throughout the theater of operations. At the theater-operational level, CBRN passive defense actions are used to protect US, allied, and coalition forces against effects of attack and contamination. This includes passive defense measures to detect and identify CBRN agents, individual and collective protection equipment, medical response, vaccines for chemical and biological warfare defense, and CBRN decontamination capability. The major EM program elements are contamination avoidance, protection, and contamination control.

5.5.1. **Contamination Avoidance.**

Avoidance includes actions taken to minimize the impact of CBRN contamination and effects of the CBRN hazard on operations. Measures include actions such as covering and limiting entry to facilities, detecting and identifying, predicting, marking, dispersing, relocating and rerouting, and sampling.

5.5.2. **Protection.**

When contamination cannot be avoided, protection provides forces with survival measures to operate in a CBRN environment. These measures include the physical measures taken to protect people and resources from the effects of CBRN weapons. Protection is provided through individual protection, collective protection, and hardening. Collective protection and hardening are threat specific. Other measures provide protection against multiple threats.

5.5.2.1. **Individual Protection:**

5.5.2.1.1. Individual protection is comprised of singular use or a combination of individual protective equipment, vaccinations and prophylaxis, protective shelters, evacuation, relocation, exposure control, contamination control, and warning and notification systems. Measures are taken in stages equal to the urgency and nature of the threat. Command and theater-specific instructions will direct the proper individual protective postures.

5.5.2.1.2. Regardless of the type of agent, concentration, or method of attack, the best immediate protective equipment against chemical agents is the ground crew ensemble (GCE). The GCE is a whole-body protective system which protects the wearer against chemical-biological warfare agents, toxins, and radiological particulates. It includes a protective mask with filters, overgarments, protective gloves, and footwear covers or overboots. It also includes M8 and M9 detector paper and M291 and M295 decontamination kits.

5.5.2.2. **Collective Protection.** Collective protection and conventional hardening measures further enhance survival, limit attack damage and contamination, and support mission sustainment. Buildings may be protected with revetments, earthberms, and permanent structural alterations. Sandbags, salvaged culverts, or steel drums filled with earth are examples of expedient methods to reduce casualties and damage to collective protection facilities. Hardening facilities increases structural strength and ballistic protection. Specific measures are selected based upon the expected threat, unit mission, and resources to protect. These physical protection measures, along with threat-based protective actions and procedures, will minimize degradation and provide the most effective defense against CBRNE weapons.

5.5.3. **Contamination Control.**

Contamination control is described as a combination of standard disease prevention measures and traditional CBRN contamination avoidance and decontamination measures. Pre- and post-exposure medical interventions for disease prevention can limit the spread of contamination and reduce long-term health effects. Decontamination measures are intended to help sustain or enhance military operations in a CBRN environment by preventing or minimizing mission performance degradation, casualties, or loss of resources. These actions will reduce or eliminate most common air base contamination hazards and significantly reduce the requirement for personnel decontamination.

5.6. Phases of Attack.

Consult command and theater-specific guidance for measures to take during pre-, trans-, and post-attack situations. The three phases of attack are defined as:

5.6.1. **Pre-attack.**

This is the period from the present until the beginning of hostilities.

5.6.2. **Trans-attack.**

This period is when attack is imminent or in progress.

5.6.3. **Post-attack.**

In base recovery after-attack actions, this period begins after an attack when the installation assesses damage and repairs mission-critical facilities. It could be a period between attacks or after the final attack.

5.7. Passive Defense Attack Actions.

The Air Force has common actions and considerations for effective wartime operations during pre-, trans-, and post-attack phases. In-place and deployed forces must be prepared to conduct combat operations as required by Air Force, major command (MAJCOM), or theater directives. When a crisis or conflict arises, mobility operations and force deployment begin. The Air Force indicates by sound the appropriate defense posture for in-place forces to take in

transition to wartime operations. Pre-attack actions prepare the air base for attack. Trans-attack actions focus primarily on individual and weapons system survival. Post-attack actions focus on saving lives, detecting and mitigating hazards, mission restoration, and sustainment.

5.7.1. **Command and Control (C2).**

Effective wartime operations require coordinated and integrated actions at all levels. The ICC is the installation's primary C2 nerve. The ICC, in conjunction with the EOC and UCCs, implements operational plans and priorities, controls and monitors mission-generation capabilities, and ensures installation survivability.

5.7.2. **Pre-attack.**

Pre-attack actions begin upon receipt of the warning order or when the in-place forces are directed to transition to wartime operations. Installations will refer to their vulnerability assessment and implement actions according to MAJCOM and theater guidance.

5.7.2.1. Commanders use a recall roster (a pyramid alerting system) to inform people to report to their duty locations. Commanders initiate this system by notifying key staff members. These staff members contact their subordinates, who notify others in the chain of command, until everyone is notified. Installations will employ a rapid and redundant installation warning system that provides effective coverage for all base areas. Personnel need to know the alarm color codes, audible signals, or supplemental information in order to take protective actions in response to the base warning signals (Table 5.1).

Table 5.1. Air Force Standardized Attack Warning Signals for CBRN Medium and High Threat Areas.

RULE	A Alarm Conditions	B If You		C This Indicates	D General Actions
1	Green	Hear: Siren: See:	"Alarm green" None Green flag	Attack is not probable	• MOPP 0 or as directed (notes 1, 2) • Normal wartime condition • Resume operations • Continue recovery action
2	Yellow	Hear: Siren: See:	"Alarm yellow" None Yellow flag	Attack is probable in less than 30 minutes	• MOPP 2 or as directed (note 1) • Protect and cover assets • Go to protective shelter or seek best protection with overhead cover (note 3)
3	Red	Hear: Siren: See:	"Alarm red" Wavering Tone Red flag	Attack by air or missile is imminent or in progress	• Seek immediate protection with overhead cover • MOPP 4 or as directed (note 1) • Report observed attacks
4		Hear: Siren: See:	"Ground attack" Bugle - "Call to Arms" Red flag	Attack by ground forces is imminent or in progress	• Take immediate cover (notes 2, 3) • MOPP 4 or as directed (note 1) • Defend self and position • Report activity
5	Black	Hear: Siren: See:	"Alarm black" "Steady Tone" Black flag	Attack is over and CBRN contamination and/or UXO hazards are suspected or present	• MOPP 4 or as directed (notes 1, 2) • Perform self-aid or buddy care • Remain under overhead cover or within shelter until directed otherwise

NOTES:

1. Wear field gear and personal body armor (if issued) when outdoors or when directed.
2. Commanders may direct mission-essential tasks or functions to continue at increased risk.
3. This alarm condition may be applied to an entire installation or assigned to one or more defense sectors or zones.

5.7.2.2. Contamination avoidance measures will be used at all levels and during all attack conditions to protect critical resources from contamination.

5.7.2.3. Commanders will implement mission-oriented protective postures (MOPP) based upon the threat and direct base personnel to implement the appropriate preplanned actions from their checklists.

5.7.2.4. Installations will establish a network of CBRN agent detection assets capable of rapid detection and identification of agents and strategically place a variety of detection equipment throughout the installation.

5.7.2.5. Air base sectors and zones will be determined for rapid reconnaissance, and base grid maps are displayed to indicate the location of detection devices and data collection.

5.7.3. **Trans-attack.**

Trans-attack actions occur immediately before and during an enemy attack. Attacks can come from missiles, artillery, unmanned aerial vehicles, aircraft, and terrorist or ground forces.

5.7.3.1. **Alarm Conditions and MOPP Levels.** Commanders declare alarm conditions to initiate passive defense actions in wartime (Figure 5.1). Alarm conditions initiate or limit individual and air base-wide movement and action; MOPP levels let individuals know what to wear for minimum protection. Each primary threat, such as missile, ground, aircraft, and terrorist or Special Operations Forces attack, has a different characteristic and requires separate alarm warnings and MOPP levels. MOPP levels are always used in conjunction with alarm conditions to quickly increase or decrease individual protection against CBRN threats. As MOPP levels increase, an individual's efficiency decreases. Work-rest cycles must be used as a tool to maintain consistent work levels and to prevent heat-related casualties. When CBRN threats are present, the commander further directs MOPP levels and variations to provide the minimum level of individual protection for the current mission and situation.

5.7.3.2. **Base Populace Response.** All personnel must know the meanings of the alarm conditions and MOPP levels and what actions to take, such as taking cover (where and how), reporting enemy sightings, providing owner-user security, and wearing IPE. Personnel not affected by the attack will continue mission operations, while remaining vigilant within their sector.

Figure 5.1. MOPP Levels (notes 1 through 5).

MOPP	WORN	CARRIED	PRIMARY USE
Level 0	Not worn, but available for immediate donning: IPE	Protective mask with C2 canister or filter elements and hood installed, field gear worn when directed	PRE-ATTACK During periods of increased alert when the enemy has a nuclear, biological and chemical (NBC) offensive capability. There is no indication of NBC use in the immediate future.
Level 1	Overgarment and field gear	Overboots, protective mask, and gloves	PRE-ATTACK During periods of increased alert when an NBC attack could occur with little or no warning. When NBC contamination is present or suspected and higher levels of protection are not required.

MOPP	WORN	CARRIED	PRIMARY USE
Level 2	Overgarment, overboots, and field gear	Protective mask and gloves	PRE-ATTACK OR POST-ATTACK| During periods of increased alert when an NBC attack could occur with little or no warning. When NBC contamination is present or suspected and higher levels of protection are not required.
Level 3	Overgarment, protective mask, hood, overboots, and field gear	Gloves	PRE-ATTACK OR POST-ATTACK During periods of increased alert when an NBC attack could occur with little or no warning. When NBC contamination is present or suspected and higher levels of protection are not required.
Level 4	Overgarment, protective mask, hood, gloves, overboots, and field gear		POST-ATTACK When an NBC attack is imminent or in progress. When NBC contamination is present or suspected or the highest level of protection is required.

NOTES:
1. IPE includes the ground crew chemical ensemble and field gear. Carry M8 and M9 paper, the M291 and M295 decontamination kits, and nerve agent antidotes in MOPPs 1 through 4. Refer to AFI 10-2501 for IPE components and basis of issue.
2. Depending upon the threat and mission, MOPP levels may vary within different areas of the air base or operating location.
3. Refer to AFMAN 10-2602, *Nuclear, Biological, Chemical, and Conventional (NBCC) Defense Operations and Standards,* for options to the MOPP levels and tactics, techniques, and procedures to optimize the use of MOPP levels and alarm conditions.
4. Wear field gear and personal body armor (if issued) when outdoors or when directed.
5. Specialized clothing, such as rain and cold weather gear, is worn as the outside layer of clothing over the ground crew chemical ensemble.

5.7.3.3. **Reporting.** Base personnel will use communication security to provide information to the UCC or the EOC. They will use the most expedient means possible and any means available (telephones, radios, or runners). Base personnel will use the S-A-L-U-T-E report as a quick and effective way to communicate enemy information up the chain of command (Figure 5.2).

Figure 5.2. S-A-L-U-T-E Format Used To Report Enemy Ground Force Activity.

	Criteria	Definition
S	**S**ize	The number of personnel or vehicles seen or size of an object.
A	**A**ctivity	Enemy activity (assaulting, fleeing, observing).
L	**L**ocation	Where the enemy was sighted (use a grid coordinate or readily identifiable reference point).
U	**U**nit/Uniform	Distinctive signs, symbols, or identification on people, vehicles, or weapons (numbers, patches, or clothing type).
T	**T**ime	Time the activity was observed.
E	**E**quipment	All equipment or vehicles associated with the activity.

5.7.4. **Post-attack.**

A determining factor in quickly returning to mission-related duties is the unit's ability to recover after an attack. Before leaving cover to begin the recovery process, the environment must be determined as safe. Individuals will remain under cover until directed otherwise. Following any attack, every Airman must understand the importance reporting contamination, UXOs, fires, casualties, and facility damage to proper authorities.

5.7.4.1. **Reconnaissance.** In a CBRNE threat environment, rapid and accurate detection and reports of contaminated hazard areas, UXOs, and casualty and damage assessments are critical. Every aspect of CBRNE reconnaissance is virtually impossible for dedicated CBRN personnel to accomplish. The active participation of the base populace is an absolute requirement. Toward this end, each installation must cultivate an "every Airman is a detector" philosophy. The EOC will disseminate the information to installation forces and report the status of resources to higher headquarters.

5.7.4.2. **Contamination Avoidance.** After an attack in a CBRNE threat environment, the base populace must accomplish comprehensive contamination avoidance measures. These measures equate to personal safety. Exposure to chemical and biological warfare agents may occur during and after an attack; therefore, everyone must use extreme caution to limit the spread of contamination. When movement is required, use the appropriate contamination control procedures as directed by the EOC.

5.7.4.2.1. **Protect Critical Resources.** Critical resources such as aircraft, vehicles, and equipment must be protected from contamination. These resources need to be placed under cover in hangars, sheds, or other structures, or covered with plastic sheets or waterproof tarpaulins before a chemical-biological attack occurs. Windows, doors, canopies, etc., must be closed when notified of a pending attack and kept closed until notified that the hazards no longer exist.

5.7.4.2.2. **Protect Personnel.** Personnel should avoid kneeling, sitting, or walking in contaminated areas if possible. They should not touch anything unless absolutely necessary. When the mission permits, teams will be sent out to detect and mark contaminated areas.

5.7.4.3. **Decontamination.** Units will assess and determine what methods of decontamination, if any, can be reasonably put into action. If a chemical agent gets on the skin or protective equipment, it must be removed immediately. Some agents are quick acting and can incapacitate within a matter of minutes. The degree of injury caused by a chemical agent increases the longer it remains on the skin. Some methods of decontamination include:

5.7.4.3.1. **Individual Decontamination Kits.** The M291 and M295 individual decontamination kits are the most effective methods of removing chemical agents from the skin. In the absence of an individual decontamination kit, a 5-percent chlorine bleach solution will remove the chemical agent from equipment and a 0.5 percent solution will remove agents from the skin. 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.

5.7.4.3.2. **Nerve Agent Antidote.** Medical representatives issue nerve agent antidotes and pretreatment during increased readiness. Additionally, medical representatives will issue pyridostigmine bromide tablets (P-tabs) if the appropriate type of nerve agent is expected to be employed. Members will take these tablets only when directed by the commander. The tablets, when combined with the antidote, will limit the effect of certain types of nerve agent poisoning.

5.7.4.4. **Sheltering Personnel.** Shelters may have collective protection capabilities with an adjoining contamination control area. Collective protection provides personnel rest and relief (breaks and sleeping), work relief (C2, maintenance, supply, medical treatment), and protection of logistics storage areas (war and theater reserve materiel storage sites).

5.7.4.5. **Recovery Operations.** Successful base recovery efforts require a coordinated and integrated approach. The recovery concept involves a combined effort from personnel trained to operate as a team, using specialized equipment to spearhead recovery efforts. Immediate actions are necessary to treat casualties, assess damage, and contain contamination.

Section 5D—Peacetime Threats

5.8. Terrorist Use of Chemical, Biological, Radiological, Nuclear, or High-Yield Explosives Material:

5.8.1. Terrorist threat or use of CBRNE material is among the emerging transnational threats. The absence of other dominating global powers and the existence of overwhelming capability of the US Armed Forces greatly limit terrorist options. Increasing numbers of nations and terrorist groups are compelled to make use of asymmetric measures to accomplish their goals. Terrorism is defined in JP 1-02, *Department of Defense Dictionary of Military and Associated Terms* as, "the calculated use of unlawful violence or threat of unlawful violence to inculcate (instill) fear, intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological."

5.8.2. Traditionally, the perceived threat of terrorism was directed toward installations in foreign countries. Today, the terrorist use of CBRNE material is clearly an emerging threat worldwide. Air Force personnel, equipment, and facilities at home and abroad are highly visible targets for terrorist attacks; therefore, CBRNE threat planning and response are a high-priority endeavor. The installation commander is responsible for the protection of installation personnel, facilities, and resources.

5.8.3. Protective measures include evacuation, relocation, exposure control, contamination control, warning and notification, and sheltering in place. Protective measures are taken in stages equal to the urgency and nature of the threat; a warning for an increased terrorist attack or threat forces will increase defense readiness, according to declared force protection conditions measures. Commanders at overseas locations will ensure units receive specific instruction and guidance on personnel and resource protection. Personnel deploying to overseas areas will ensure they are briefed, before and on arrival, on the enemy attack threat, protective actions, and use of protective equipment.

5.9. Major Accidents.

A major accident may involve one or more of the following: hazardous substances (such as radioactive materials, TICs/TIMs, CBRNE weapons), explosives, Class A mishaps, extensive property damage, grave risk of injury or death to installation personnel or the public, and adverse public reaction. The DoD is responsible for responding to a major accident involving DoD resources or resulting from DoD activities. The military installation (regardless of size) nearest the scene of a major accident involving DoD resources will respond to the accident unless otherwise directed by the MAJCOM or the Air Force Operations Center. This installation is known as the initial-response base. Upon witnessing a major accident, personnel should alert others in the immediate area and report the accident to the security forces, fire department, or ICC. After reporting the accident, personnel should:

5.9.1. Stay uphill and upwind. Avoid inhaling fumes, smoke, or vapors.

5.9.2. Attempt to rescue and care for casualties.

5.9.3. Avoid handling any material or component involved in the accident.

5.9.4. Evacuate the area if rescue or containment is impractical or if they are directed to evacuate.

5.10. Natural Disasters.

Natural disasters and severe weather can create emergency conditions that vary widely in scope, urgency, and degree of damage and destruction. Specific natural disasters will differ in scope and effects; specific actions taken in response, mitigation, and recovery may vary. A national-level response may be required to help an Air Force

installation recover from large-area natural disasters. These natural disasters may be in the form of, but not limited to, earthquakes, floods, tsunamis, hurricanes, typhoons, volcanic eruptions, tornadoes, or other severe weather phenomena.

5.10.1. **Alarm Signals.**

When a natural disaster threatens or an incident affecting the base is imminent or in progress, personnel should listen for a 3- to 5-minute steady or wavering siren as indicated in Figure 5.3. Additionally, they should keep the radio or television on to receive instructions from local authorities and for updates on weather reports, and only use the telephone for emergency calls. Tying up telephone lines needlessly may prevent emergency calls from being received.

Figure 5.3. Air Force Emergency Notification Signals.

CONDITION	IF YOU HEAR	THIS INDICATES	INDIVIDUAL ACTIONS
DISASTER WARNING	3-5 MINUTE STEADY TONE ON SIREN OR SIMILAR WARNING DEVICE OR VOICE ANNOUNCEMENT	A DISASTER/INCIDENT AFFECTING THE BASE IS IMMINENT OR IN PROGRESS EXAMPLES: Tornadoes; Flash Floods; Hazardous Material Releases; Wildfires	- BE ALERT, ENSURE ALL PERSONNEL ARE WARNED - FOLLOW INSTRUCTIONS TO TAKE COVER, EVACUATE TO A SAFE LOCATION, OR SHELTER IN-PLACE
ATTACK WARNING	3-5 MINUTE WAVERING TONE ON SIREN OR SIMILAR WARNING DEVICE OR VOICE ANNOUNCEMENT	AN ATTACK/HOSTILE ACT IS IMMINENT OR IN PROGRESS EXAMPLES: Vehicle Bomb; Terrorist Release of Chemical, Biological, Radioactive Material	- BE ALERT, ENSURE ALL PERSONNEL ARE WARNED - IMPLEMENT SECURITY MEASURES, AS APPROPRIATE - FOLLOW INSTRUCTIONS TO TAKE COVER, EVACUATE TO A SAFE LOCATION, OR SHELTER IN-PLACE
ALL CLEAR	VOICE ANNOUNCEMENT	THE IMMEDIATE DISASTER THREAT HAS ENDED OR THE ATTACK IS OVER	- REMAIN ALERT FOR SECONDARY HAZARDS - ACCOUNT FOR ALL PERSONNEL - REPORT FIRES, INJURIES, AND HAZARDS

NOTE: During wartime or combat operations, use AFVA 10-2511, *USAF Standardized Attack Warning Signals for NBCC Medium and High Threat Areas*, to initiate passive defense actions according to AFMAN 10-2602 or as directed by the installation commander.

5.10.2. **Response Procedures.**

Commanders must have the capability to maintain the primary base mission, save lives, mitigate damage, and restore mission-essential resources following a natural disaster. The level of response and actions taken will be based on the magnitude of the disaster and degree of damage. Plans and policies for responding to natural and technological disasters must be developed for each installation. The installation CEMP 10-2 is the vehicle for installation preparation and response. Personnel need to remain on alert for information and protective actions.

5.10.3. **Sheltering Personnel.**

All installations must have a plan to ensure the shelter space for peak onbase population in case a natural disaster occurs. Shelters are selected based on their structural and personnel housing capabilities in relation to the types of disaster likely to occur in the area. Personnel need to know the location of their protective shelter and understand shelter-processing procedures.

5.10.4. **Protective Measures.**

The impact of natural disasters can be localized or widespread, predictable or unpredictable. There are steps you can take to prepare for and cope with natural disasters. Take time to think, and then act according to the situation. You can reduce the loss of life, injury, and property damage that disasters may cause by preparing ahead and developing emergency plans to protect yourself and your family in emergency situations. Specific details can be provided by the installation readiness and emergency management flight or by visiting websites for the Federal Emergency Management Agency (FEMA), American Red Cross, and the Air Force Portal.

Section 5E—Air Force Incident Management System (AFIMS)

5.11. General Information.

The AFIMS aligns the Air Force with Homeland Security Presidential Directive 5 (HSPD-5), *Management of Domestic Incidents*, the National Incident Management System (NIMS), and the National Response Plan (NRP). Furthermore, the AFIMS is based on the NIMS methodology and aligns Air Force EM planning and response with the NRP as directed by HSPD-5. The AFIMS provides scalable and flexible response to organize field-level operations for a broad spectrum of emergencies. The EM program addresses the impacts of major accidents, natural disasters, conventional attacks, and terrorist attacks. Commanders can achieve unity of effort, use resources effectively, and identify shortfalls using the AFIMS planning process.

5.11.1. **AFIMS Defined.**

A methodology designed to incorporate the requirements of HSPD-5, the NIMS, the NRP, and OSD guidance while preserving the unique military requirements of the expeditionary Air Force. AFIMS provides the Air Force with an incident management system that is consistent with the single, comprehensive approach to domestic incident management.

5.11.1.1. AFIMS provides the Air Force with the coordinating structures, processes, and protocols required to integrate its specific authorities into the collective framework of Federal departments and agencies for action to include mitigation, prevention, preparedness, response, and recovery activities. It includes a core set of concepts, principles, terminology, and technologies covering the incident command system, EOCs, incident command, training, identification and management of resources, qualification and certification, and the collection, tracking, and reporting of incident information and incident resources.

5.11.1.2. The AFIMS methodology is incorporated into current operating practices through revised instructions and manuals, training products, and exercise and evaluation tools.

5.11.2. **AFIMS Terminology.**

Air Force EM Program complies with the NIMS. The Air Force revised the full spectrum threat response organizational construct and nomenclature as the Air Force EM program to be consistent with the NIMS and the NRP without compromising Air Force operational missions or disrupting military command authority. To implement this change, standard NIMS terminology has replaced Air Force-specific terms. See Table 5.2, for a list of cross-referenced terms for AFIMS.

Table 5.2. List of Cross-Referenced Terms.

ITEM	A		B		C	
	Former Term		**AFIMS Term**		**NIMS or NRP Term**	
1	WOC	Wing Operations Center	ICC	Installation Control Center	MCS	Multiagency Coordination System
2	NA	Battle Staff	NA	Commander's Senior Staff	NA	Crisis Action Team In the Multiagency Coordination Entity
3	OSC	On-Scene Commander (initial)	IC	Incident Commander	IC	Incident Commander
4	DCG/OSC	Disaster Control Group/On Scene Commander (Follow on)	EOC Director	Emergency Operations Center Director		Equivalent to the Mayor, Governor, or Jurisdictional Emergency Management Director in the EOC
5	DCG	Disaster Control Group	NA	NA	NA	NA
6	NA	NA	ESF	Emergency Support Function	ESF	Emergency Support Function
7	SRC	Survival Recovery Center	EOC	Emergency Operations Center	EOC	Emergency Operations Center
8	IRF	Initial Response	NA	First Responders	NA	First Responders

I T E M	A		B		C	
		Former Term		**AFIMS Term**		**NIMS or NRP Term**
		Force				
9	MCP	Mobile Command Post	MEOC	Mobile Emergency Operations Center	MEOC	Mobile Emergency Operations Center
10	FOE	Follow-on Element	NA	Emergency Responders	NA	Emergency Responders

Section 5F—First Aid

NOTE: This section offers guidelines for treating adults but does not provide detailed lifesaving instructions. For additional training, you should contact the American Red Cross.

5.12. Providing Assistance.

When someone is injured or suddenly becomes ill, a critical period usually exists before medical help arrives. What happens during this interval can mean the difference between life and death. Everyone should know and be skilled in first aid so he or she may react quickly and intelligently in an emergency. Remember, "the time to learn first aid is before you need it." First aid may be utilized following accidents, natural disasters, and while on the battlefield. When first aid is given on the battlefield, possibly in a contaminated environment, the only source of water may be individual canteens. Individuals should not use personal drinking water to clean wounds. Individual canteens should only be used to maintain hydration, as they do not contain enough water to clean wounds.

5.13. Lifesaving Steps.

When you encounter someone who is injured, apply the following emergency action steps: **Check** the scene to make sure the scene is safe for you to approach. Then check the victim for life-threatening conditions. Someone who has a life-threatening condition such as not breathing or severe bleeding requires immediate care by trained responders and may require treatment by medical professionals. **Call** out for help. Once the emergency action steps are completed, perform the following seven basic lifesaving steps:

5.13.1. **Step 1—Establish Unresponsiveness.**

The first concern is to check for responsiveness—establish whether the individual is conscious by gently shaking him or her and asking "Are you OK?" If necessary, shout—do whatever it takes to assess the general condition before proceeding. Always be careful about moving the individual's head and neck in case of spinal injury. Once you have established that the patient is unresponsive, ensure someone calls for medical assistance. Actions taken in the following steps depend upon an accurate first assessment.

5.13.2. **Step 2—Ensure an Open Airway.**

The second concern is to ensure the airway is clear. The airway of an unconscious victim is usually blocked to some degree. The most common cause of airway obstruction is the tongue falling backward and blocking the airway. Other causes of blockage are false teeth, food, or liquids in the mouth or throat. To open the airway, place the victim in the supine (lying face up) position. Tilt the head backward using firm pressure to the forehead while lifting the chin using the other hand with fingers placed on the bony part of the lower jaw (chin). If the victim has a possible injury to the head or neck, use the jaw thrust method to open the airway. Lift the angles of the jaw. This moves the jaw and tongue forward and opens the airway without bending the neck.

5.13.3. **Step 3—Check Breathing.**

Brain damage and death occur very quickly once breathing has stopped, so immediate rescue and treatment of victims who are not breathing or are having difficulty breathing is essential. To check for normal breathing, look, listen, and feel. Look for the chest to rise and fall. Place your cheek close to the victim's mouth and nose to listen and feel for air movement. If the individual is unconscious and breathing and there is no evidence of injury to the head or neck, place the victim in the recovery position (Figure 5.4). If the victim is not breathing, provide rescue breaths. Place your mouth around the victim's mouth and pinch the nose closed. If a barrier device is available, use the barrier device. Continue to tilt the head and lift the chin (or perform the jaw thrust). Give two slow breaths approximately 1 to 1 1/2 seconds each. (**Note:** If the chest does not rise

when you blow into the victim's mouth, reassess the position of the victim's airway and blow again. If the chest still does not rise, the airway is probably blocked by a foreign object. In this instance, cardiopulmonary resuscitation (CPR) will need to be performed. (**Note:** CPR is not taught in this pamphlet.) If the victim's chest rises each time you give a rescue breath, allow the chest to deflate before beginning again. While a smooth rhythm is desirable, split-second timing is not essential.

Figure 5.4. The Recovery Position.

5.13.4. **Step 4—Ensure Circulation:**

5.13.4.1. After successfully giving two rescue breaths, look for signs of circulation (normal breathing, coughing, or movement in response to the two rescue breaths). Check for a pulse on the neck. Lightly press your fingers on the victim's neck at the angle of the jaw. (**Note:** Do not check for a pulse on both sides of the neck at the same time.) Do not take more than 10 seconds to check for signs of circulation. If you are not confident that signs of circulation are present, perform CPR if trained or call for help. If the victim has signs of circulation, chest compressions are not required. If the victim is not breathing normally but signs of circulation are present, the victim is in respiratory distress, and you must continue to give rescue breaths (one breath every 5 seconds). Continue breathing rhythmically, without interruption, until the person starts breathing or medical help arrives.

5.13.4.2. Adequate respiration is not enough if the heart is not circulating blood. Loss of heart action is indicated if there are no signs of circulation. In addition, the injured or sick person may exhibit gradually enlarging pupils, loss of consciousness, bluish discoloration, and occasionally a brief convulsion followed by unconsciousness. If the heart has stopped, begin cardiac compression concurrently with mouth-to-mouth or mask resuscitation. This technique requires actual hands-on training and should not be attempted by the unskilled first aid provider, as the action may incur further injury. Contact the American Red Cross, American Heart Association, military treatment facility, or the unit training manager for information concerning local courses on administering CPR.

5.13.5. **Step 5—Stop Bleeding.**

Blood vessels transport blood through the circulatory system. The three types of vessels are veins, which carry blood to the heart; arteries, which carry blood away from the heart; and capillaries, which connect arteries and veins. The circulatory system is a closed system; any break in the system will cause bleeding, either externally or internally. Figure 5.5 illustrates the best methods to stop bleeding.

5.13.5.1. **External Bleeding:**

5.13.5.1.1. There are three different types of external bleeding: arterial, venous, and capillary.

5.13.5.1.1.1. **Arterial Bleeding.** Arterial bleeding is the most dangerous type. A large amount of bright red blood spurts with each contraction of the heart.

5.13.5.1.1.2. **Venous Bleeding.** During venous bleeding, a heavy, steady flow of dark red blood occurs.

5.13.5.1.1.3. **Capillary Bleeding.** The blood oozes and flows very slowly during capillary bleeding.

5.13.5.1.2. An average adult can lose one pint of blood in 15 to 20 minutes without serious danger. However, if the victim loses larger amounts of blood or loses the blood too quickly, the body may not be able to adjust, and the victim could easily go into shock. Therefore, external bleeding should be stopped quickly.

NOTE: If available, wear rubber or plastic gloves when exposed to blood or other body fluids (even a plastic bag over

the hands will help).

5.13.5.1.3. To stop heavy bleeding, first try to apply direct pressure over the wound and elevate the limb (if no fracture is suspected). If direct pressure and elevation do not stop the bleeding, add compression at the pressure points. As a last resort, for life-threatening bleeding that cannot be controlled by other means, apply a tourniquet. Tourniquets save lives, but often at the expense of a limb. Applying a tourniquet crushes a considerable amount of tissue and causes permanent damage to nerves and blood vessels. History has shown that the vast majority of cases of external bleeding can be stopped without a tourniquet.

NOTE: This information is not intended to scare anyone away from using a tourniquet to stop bleeding but rather to make everyone aware of what may happen.

5.13.5.2. **Internal Bleeding:**

5.13.5.2.1. Internal bleeding isn't visible externally. Some of the signs and symptoms to watch for are:

5.13.5.2.1.1. A fast, but weak pulse.

5.13.5.2.1.2. Cold, moist, and pale skin that may have a bluish tint to it.

5.13.5.2.1.3. Dull eyes with enlarged pupils slow to react to light.

5.13.5.2.1.4. Thirstiness, restlessness, and nausea.

NOTE: Keep these symptoms in mind—they are the same for shock (step 6).

5.13.5.2.2. If the symptoms point to internal bleeding within the chest, treat for shock only. Do not try to apply other first aid measures; further treatment of this injury is probably beyond most individuals' capabilities. If there is bleeding into the extremities, the area will be swollen and warm. Treat this type of internal bleeding by applying a splint and treating for shock. DO NOT give this person anything to eat or drink. This may cause nausea and vomiting and could delay getting the victim into surgery for definitive care.

5.13.6. **Step 6—Prevent or Treat for Shock:**

5.13.6.1. Shock results from collapse of the cardiovascular system (heart and vessels) that provides blood, oxygen, and nutrients to body cells. This collapse causes the body to become greatly weakened and could result in death. Signs and symptoms include:

5.13.6.1.1. Restless and anxious, with a weak but fast pulse.

5.13.6.1.2. Skin is cold, moist, and pale and may be bluish. If a dark-skinned person is in shock, check the color under his or her nails, eyelids, and inside his or her mouth.

5.13.6.1.3. Respiration is shallow, labored, and rapid.

5.13.6.1.4. Eyes appear dull, with enlarged pupils slow to react to light.

5.13.6.1.5. Often becoming thirsty and nauseated and then will vomit.

5.13.6.2. These signs or symptoms of shock may occur immediately or take several hours, depending upon the severity of the injury. Begin treating for shock while attempting to stop the bleeding, regardless of whether the symptoms are present. Efforts have a greater chance of being effective if the treatment begins before the victim actually goes into shock.

Figure 5.5. Methods to Stop Bleeding.

Try this first: *direct pressure*

1. Preferably, use a sterile dressing or other material. If you do not have anything available, use the heel or fingers of your hand.

2. Place the dressing over the wound and continue applying pressure as long as necessary. Do not remove the dressing once you have applied it. If it becomes blood soaked, add more dressing and pressure.

3. If no fracture is suspected, elevate the limb along with applying direct pressure.

If direct pressure does not work, then try: *compression of pressure points*

Head
(Head and face bleeding)

1. Apply sterile dressing and hold in place with bandage (avoid finger pressure in case of skull fracture).

2. Keep victim's head raised to help control bleeding.

Leg
(Bleeding in lower extremities)

Compress femoral artery against pelvis with the heel of your hand.

Arm
(Bleeding in upper extremities)

Compress inner half of the arm midway between elbow and armpit.

Finally, and only as a last resort, try: *the tourniquet*

Step 1

1. Make a tourniquet from gauze, muslin bandage, or clothing.

2. Tourniquet must be at least 2 inches wide.

3. Place tourniquet around limb between the wound and the heart, approximately 2 to 4 inches above the injury - NEVER directly on the wound. Also, if possible, place it over a smooth sleeve or trouser leg to prevent pinching of the skin.

4. After placing tourniquet around the limb, tie a knot.

Step 2

Place a stick or stick-like object on top of the first knot and tie a second knot.

Step 3

1. Twist stick enough to tighten tourniquet to stop bleeding.

2. If you cannot feel a pulse, the tourniquet pressure is sufficient.

Step 4

1. Tie the stick in place.

2. Once the tourniquet is in place, leave it there - DO NOT loosen or disturb it.

3. Leave the tourniquet exposed and mark a "T" on the victim's forehead and indicate the time the tourniquet was applied.

5.13.6.3. The first aid treatment for shock is relatively simple. Ensure the victim can breathe as comfortably as possible. Have the victim lie down and loosen his or her clothing. Prevent the victim from losing body heat by placing covers both over and under the victim. If there isn't a head injury, fracture of the lower extremities, or breathing difficulty, elevate the victim's legs approximately 12 inches. Splint any fractures to decrease the victim's chances of going into shock from severe pain or increased bleeding caused by sharp bone edges. A splint can be any rigid object that can be strapped or tied to an injured limb to keep it from moving. Do not give the victim anything to eat or drink. If the victim is unconscious or you have to leave to get help, place the person on his or her side in the recovery position to avoid asphyxiation (airway blockage) caused by vomiting or by the victim's tongue. Remember, if there is an injury to the head or neck, suspect a neck fracture and avoid moving the neck.

5.13.7. **Step 7—Dressing, Bandaging, and Splinting.**

Wounds are injuries to the body involving tissue damage. Examples range from razor cuts to bullet holes. As mentioned earlier in this section, stopping the bleeding is imperative. Once bleeding is under control, the wound can be dressed and bandaged to protect the victim from further injury.

5.13.7.1. **Dressing.** A dressing is a clean, preferably sterile, material that directly covers the wound. Be sure the material does not have any loose fibers that may get into the wound. Items that can be used as dressings are clean handkerchiefs, undershirts, or outer shirts. Remember, whatever is used to stop the bleeding must remain in place. If more dressing is necessary, place it on top of the original dressing. Do not remove the original dressing; it may disturb the clotting of the blood and cause the wound to start bleeding again.

5.13.7.2. **Bandaging.** A bandage holds the dressing in place, closes off the edges from dirt, and creates pressure to control further bleeding. A bandage can be made from anything wide enough to tie around the injured area. When applying the bandage, ensure the bandage is tight enough to hold the dressing in place but not so tight that it interferes with circulation. Take the following steps to dress and bandage any wound:

5.13.7.2.1. Cut or tear clothing away from the wound, preventing dirt or debris from entering the wound.

5.13.7.2.2. Place dressing over the wound.

5.13.7.2.3. Apply enough pressure to stop the bleeding (use direct pressure, compression of pressure points, or, as a last resort, a tourniquet).

5.13.7.2.4. Apply additional dressings if necessary.

5.13.7.2.5. Secure the dressing with a bandage.

5.13.7.3. **Splinting Fractures.** The two main types of fractures are illustrated in Figure 5.6 as open (compound) and closed (simple). When the skin overlying a painful, swollen, and deformed extremity is broken, then the condition is termed an *open* musculoskeletal injury. If there is no break in the continuity of the skin, then the condition is termed a *closed* musculoskeletal injury. An open fracture may be obvious because the ends of the bone may stick through the skin. A closed fracture is more difficult to detect because the ends of the bone do not pierce the skin.

Figure 5.6. Open and Closed Fractures.

Open (Compound) Fracture

Closed (Simple) Fracture
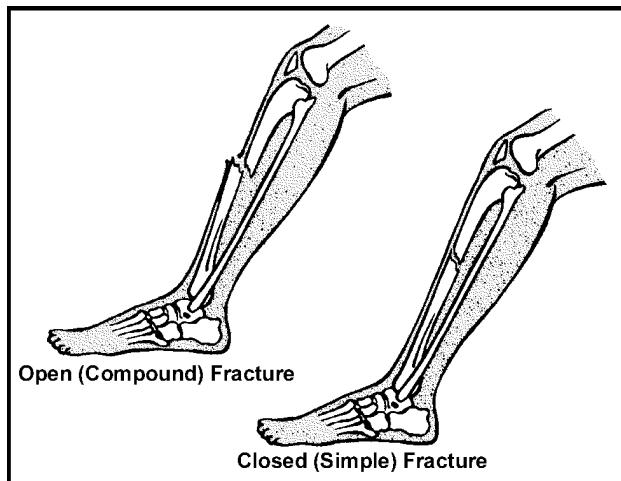
5.13.7.3.1. Fractures are not always evident; however, suspect a fracture if the victim experiences tenderness over the injury, has pain upon movement, or cannot move the affected limb at all. Other indications include an unnatural shape of the affected part, swelling, or a change in skin color around the injured area. If someone has suffered a fracture, handle the injured person very gently and carefully. Rough or careless handling may cause excessive pain and increase the chances of shock and cause the ends of a fractured bone to cut through muscles, blood vessels, nerves, or skin. Do not move the victim unless absolutely necessary until the fracture has been splinted. Proper splinting will assist in relieving pain and help prevent further injury.

5.13.7.3.2. Do not move the victim or attempt to straighten any bent parts of the body before starting to splint a fracture. Splint the fracture where the victim is lying. Most fractures occur to the arms and legs. Figures 5.7 and 5.8 illustrate

specific splinting and immobilizing procedures for limbs. If the victim has an open fracture, the chances of infection increase. Therefore, before splinting an open fracture, apply a dressing and bandage to the wound. Do not try to push the bone back into the wound. Next, put some type of padding around the injured area to ensure the splint does not rub directly against it. Items such as jackets, clothing, or blankets should work well as padding. Once the padding is in place, apply the splint. The splint should be long enough to ensure immobility of the joints directly above and below the fracture site. Items to consider when making a splint include boards, poles, sticks, cardboard, tree limbs, unloaded rifles, and rolled newspapers or magazines. Finally, the splint must be held in place. Belts, rifle slings, handkerchiefs, or strips of clothing can serve this purpose. Tie the splint securely in place at several points, both above and below the fracture site.

Figure 5.7. Splinting and Immobilizing Leg Fractures.

Splinting the lower leg and knee

1. Make the splint out of two poles and a rolled blanket.

2. Ensure the splint and padding extend all the way to the pelvis.

3. To secure the splint, tie at several points including the foot.

Splinting the hip and thigh

1. Make the splint out of two poles and a rolled blanket.

2. Ensure the outer side of the padding and splint extends to the armpit.

3. Tie at several points, including the foot, leg, abdomen, and chest.

Immobilizing the leg without the use of a splint

Pistol Belt
Bandoleer
Belt
Cravat
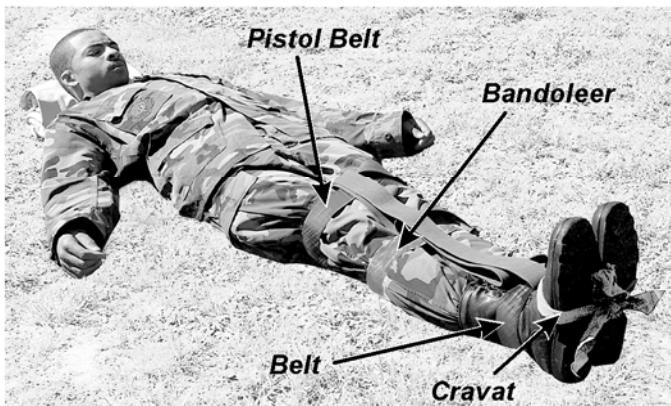
1. Put padding between the victim's legs.

2. Bind the fractured leg to the other leg at several points.

3. Use this technique when you have no splints available or when the patient does not have to wait long or travel far.

NOTE: The items used in the figure give you an idea of the things you can use.

5.13.7.3.3. As stated earlier, the ends of broken bones could damage nerves. This is particularly true of fractures in the neck and spinal area. Any damage to the nerves in these areas can result in partial or total body paralysis—or even death. If a fracture in either of these areas is suspected, do not move the victim. Instead, immobilize the neck or back in the position found and arrange for transportation to a medical facility as soon as possible. If the victim is not breathing, open the airway by lifting the chin while holding the head in position. If there is a possibility of injury to the head or neck, use the jaw thrust method to open the airway.

Figure 5.8. Splints, Slings, and Swaths.

Splinting and immobilizing the arm

FIRST: Apply the splint

Fracture in the forearm   Fracture in the upper arm   Fracture involving the elbow

1. In all cases, make sure the splint is long enough to extend above and below the area of the fracture.
2. Without moving the arm any more than necessary, place padding on the arm, apply the splint, and then tie it in place.
3. Use a single straight splint for a fracture near the elbow when the elbow cannot be easily bent.

THEN: Immobilize the arm with a sling and swath

Sling made from a strip of cloth. If you don't have cloth available, a belt will do for this type of sling.

Swath

Use a swath after you apply the sling. Tie the swath around the chest wall to add more protection.

5.14. Emergency Treatment for Some Specific Wounds.

Wartime conditions increase the chance of sustaining chest, head, and abdominal wounds. Every Air Force member must be familiar with basic first aid procedures under less-than-ideal conditions for these wounds.

5.14.1. **Chest Wounds.**

Chest wounds may be caused by falling accidents, bullets, missiles, or stabbing. These injuries can be serious and may cause death if proper treatment is not received. A victim with a chest injury may complain of pain in the chest or shoulder area and may have difficulty breathing. The chest may not rise normally. The injury may cause the victim to cough up blood and to have a rapid or weak heartbeat. A victim with an open chest wound has a punctured chest wall. A sucking sound, caused by air leaking into his or her chest cavity, may be heard. This particular type of wound is deadly and will collapse the injured lung unless sealed with an airtight material.

5.14.2. **Abdominal Wounds.**

An abdominal wound may be so severe that internal organs protrude through it; do not push the organs back into the abdomen as this may cause the victim to develop a severe infection. If an exposed organ must be moved to adequately cover the wound, do so, but do not push it back inside. Dress the area with a clean, moist material (preferably sterile). Next, wrap it loosely with a bandage and treat the patient for shock. Do not give the victim anything to eat or drink.

5.14.3. **Head Wounds.**

A head wound may consist of one or a combination of the following conditions: a concussion, a cut or bruise of the scalp, or a fracture of the skull with injury to the brain and the blood vessels of the scalp. The damage can range from a minor cut on the scalp to a severe brain injury, which rapidly causes death. Most head injuries are somewhere between the two extremes. Usually, serious skull fractures and brain injuries occur together; however, someone could receive a serious brain injury without a skull fracture. Bandage wounds as indicated in Figure 5.9.

Figure 5.9. Bandaging a Head Wound.
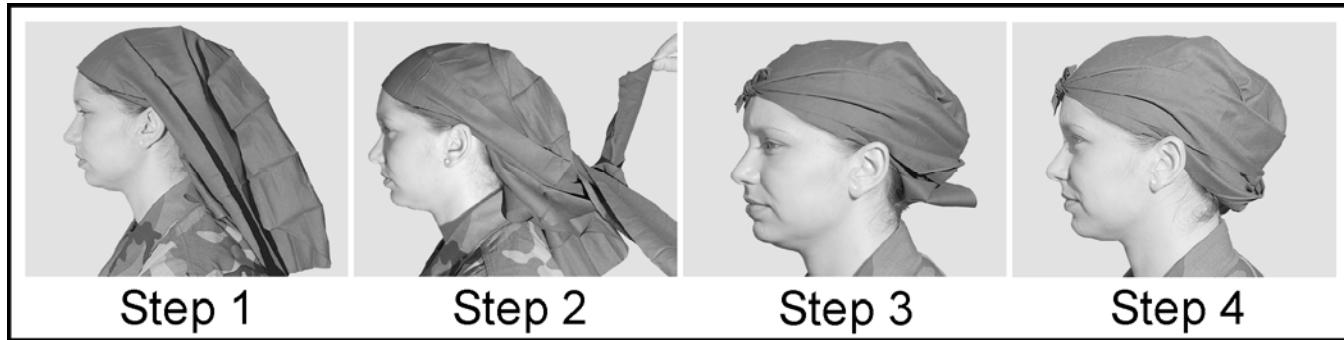
5.15. Transporting the Victim.

Unless a good reason exists to transport a victim, wait for some means of medical evacuation. If the situation is urgent and immediate medical assistance cannot be obtained or medical evacuation facilities are not available, the victim will have to be transported. For this reason, rescuers must know how to transport the victim without increasing the seriousness of the condition. Two of the most effective one-person carries are the fireman's carry and saddleback carry (Figure 5.10). The fireman's carry is used for either conscious or unconscious victims; the saddleback carry is used only when the victim is conscious. (**Note: DO NOT use these carries for victims with neck or back injuries.**) Always explain to the victim what is going to happen before acting (even if the victim appears unconscious); this will help reduce the individual's anxiety.

Figure 5.10. Victim Movement.

Fireman's Carry

Step 1
Turn the victim face down on the ground and support his or her head on his or her arm.

Step 2
Place your hands on the victim's shoulders.

Step 3
Straddle the victim and, placing your hands under his or her armpits, lift the victim to a standing position.

Step 4
Support the victim by putting your arm around the victim's waist, and then step to the front of the victim.

Step 5
Grasp the victim's left hand with your hand. Bend at the waist, pulling the victim's left arm around the back of your neck so that the victim's body comes across your back.

Step 6
Now grasp his or her legs at the knees with your left arm. Lift the victim off the ground as you straighten up. Hold the victim's knees with your left hand.

Step 7
Grasp the victim's left hand leaving your right hand free. This is the position of carry. You can carry the victim for quite a distance in this manner.

Saddle-Back Carry

In this carry, the victim must be conscious because he or she must help by holding on to you.

Step 1
Have the victim get on your back the easiest way possible.

Step 2
Once the victim is in place, clasp your hands under the victim's thighs (if possible) and raise to a position that is most comfortable to you.

Step 3
This is the position of carry. You can go quite some distance with this carry.

5.16. Individual First Aid Kit (IFAK).

The IFAK is issued to members deploying in support of a contingency operation. The IFAK increases individual Airmen capabilities to provide Self Aid and Buddy Care and provides interventions for the two leading causes of death on the battlefield—severe hemorrhage and inadequate airway. The major items in an IFAK include an emergency bandage, a combat application tourniquet (CAT), a package of QuickClot®, a nasopharyngeal airway tube, CeraLyte® packages, and MicroPur® tablets (Figure 5.11).

5.16.1. **Emergency Bandage.**

The emergency bandage is designed for quick and easy application by an individual to provide effective, multifunctional treatment. The bandage's sterile, nonadherent pad applies pressure to any wound site, can be easily wrapped and secured, and has an additional application similar to a tourniquet to further constrict blood flow. Even an injured person can self-apply the bandage with one hand.

5.16.2. **CAT.**

The CAT is a true one-handed tourniquet that completely stops arterial and venous blood flow of an extremity in the event of a traumatic wound with significant hemorrhage. The CAT uses a windlass system with a free moving internal band to provide true circumferential pressure to the extremity. Once tightened and bleeding has stopped, the windlass is locked in place. **Note:** Always use conventional methods to stop bleeding first as described in Figure 5.5.

5.16.3. **QuickClot®.**

This product rapidly stops moderate to severe arterial and venous bleeding. QuickClot® is used ONLY after other conventional methods to stop bleeding, including the proper use of a tourniquet or CAT, have failed to control ongoing life-threatening bleeding. QuickClot® is for external use ONLY.

Figure 5.11. IFAK Items.

Emergency Bandage   Combat Application Tourniquet   QuickClot
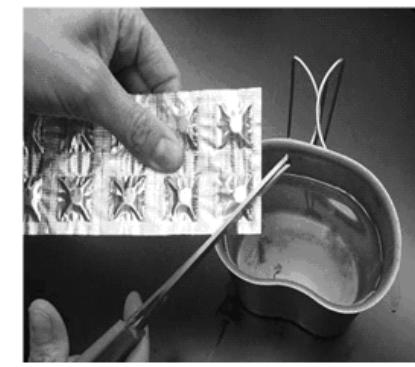
Nasopharyngeal Airway Tube   CeraLyte   MicroPur Tablets

5.16.4. **Nasopharyngeal Airway Tube.**

The nasopharyngeal airway tube is used to establish and/or maintain an open airway and can be used for conscious, semiconscious, or unconscious patients. The nasopharyngeal airway tube has gained popularity because it often does not stimulate the gag reflex, can be used when the teeth are clenched, and it can be used when there are oral injuries.

5.16.5. **CeraLyte®.**

CeraLyte® is a natural rice-based oral electrolyte which is mixed into water to prevent or correct dehydration and to restore the body fluid volume. CeraLyte® is used when you experience symptoms of dehydration which may include lightheadedness, headache, dizziness, or feeling faint.

5.16.6. **MicroPur® Tablets.**

MicroPur® tablets are designed to purify contaminated water in an emergency situation by the same proven technology as municipal water supplies. The MicroPur® tablets are registered by the Environmental Protection Agency as effective against cryptosporidium, giardia, bacteria, and viruses.

5.17. Conclusion.

The US Air Force is the most ready and capable air and space force in the world today. The Air Force's ability to meet its mission hinges on readiness. Air Force people operate throughout the world; Airmen must ensure they receive training in emergency management and first aid. Air Force members should use this information in concert with security and standards of conduct information to ensure readiness of themselves and any other personnel. Readiness is everyone's responsibility.

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Chapter 6

STANDARDS OF CONDUCT

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Section 6A—Overview

6.1. Introduction.

This chapter discusses the Law of Armed Conflict (LOAC), Code of Conduct, and general standards of conduct. Noncommissioned officers (NCO) must learn these standards well enough to be able to articulate them clearly to subordinates, to ensure their own observation of them, and to enforce proper observation of them by other members. Used in concert with information presented in Chapter 5, *Emergency Management Program*, and Chapter 19, *Security*, this chapter covers issues vital to mission effectiveness especially in light of the Air Force global mission.

Section 6B—Law of Armed Conflict

6.2. Law of Armed Conflict Defined.

LOAC, as defined by the Department of Defense (DoD), is that part of international law that regulates the conduct of armed hostilities. The LOAC arises from civilized nations' humanitarian desire to lessen the effects of conflicts. LOAC protects combatants and noncombatants from unnecessary suffering, and safeguards the basic rights of all civilians, any prisoners of war (POW), the wounded, and the sick. The law also tries to keep conflicts from degenerating into savagery and brutality, thereby helping to restore peace.

6.3. Law of Armed Conflict Policy.

DoDD 2311.01E, *DoD Law of War Program*, requires each military department to design a program that ensures LOAC observance, prevents LOAC violations, ensures prompt reporting of alleged LOAC violations, appropriately trains all forces in LOAC, and completes a legal review of new weapons. Although other services often refer to LOAC as the law of war, within this chapter LOAC and law of war are the same. LOAC training is a treaty obligation of the United States under provisions of the 1949 Geneva Conventions. AFI 51-401, *Training and Reporting to Ensure Compliance with the Law of Armed Conflict*, requires that all Air Force personnel receive instruction on the principles and rules of the LOAC commensurate with each member's duties and responsibilities. The training is of a general nature; however, certain groups such as aircrews, medical personnel, and security forces receive additional, specialized training to address the unique issues they may encounter.

6.4. International and Domestic Law.

LOAC is embodied in both customary international law and treaties. Customary international law, reflected in practices nations have come to accept as legally binding, establishes many of the oldest rules that govern the conduct of military operations in armed conflict. Article VI of the US Constitution states that treaty obligations of the United States are the "supreme law of the land," and the US Supreme Court has held that US international legal obligations, to include custom, is part of US law. This means that treaties and international agreements with the United States enjoy equal status to laws passed by Congress and signed by the President. Therefore, all persons subject to US law must observe the United States' LOAC obligations. Military personnel, civilians and contractors authorized to accompany the armed forces in combat must consider LOAC to plan and execute operations and must obey LOAC in combat. Those who violate LOAC are sometimes held criminally liable for war crimes and court-martialed under the Uniform Code of Military Justice (UCMJ).

6.5. Principles.

Five important LOAC principles govern armed conflict—military necessity, distinction, proportionality, superfluous injury, and chivalry.

6.5.1. **Military Necessity:**

6.5.1.1. Permits the application of only that degree of regulated force, not otherwise prohibited by the laws of war, required for the partial or complete submission of the enemy with the least expenditure of life, time, and physical resources.

6.5.1.2. Attacks are always limited to military objectives, i.e., any 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, in the circumstances ruling at the time, offers a definite military advantage. Examples include enemy troops, bases, supplies, lines of communications, and headquarters.

6.5.1.3. 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

6.5.2. **Distinction:**

6.5.2.1. This principle imposes a requirement to distinguish (also termed "discriminate") between military objectives and civilian objects.

6.5.2.1.1. Civilian objects are protected from attack and include such objects as places of worship, schools, hospitals, and dwellings.

6.5.2.1.2. Civilian objects can lose their protected status if they are used to make an effective contribution to military action.

6.5.2.2. An attacker must not intentionally attack civilians or employ methods or means (weapons or tactics) that would cause excessive collateral civilian casualties.

6.5.2.3. However, a defender has an obligation to separate civilians and civilian objects (either in the defender's country or in an occupied area) from military targets. 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.

6.5.3. **Proportionality:**

6.5.3.1. Those who plan military operations must take into consideration the extent of civilian destruction and probable casualties that will result and, to the extent consistent with the necessities of the military situation, seek to avoid or minimize such casualties and destruction. Ensure civilian losses are proportionate to the military advantages sought.

6.5.3.2. The concept does not apply to military facilities and forces, which are legitimate targets anywhere and anytime.

6.5.3.3. Ensure damages and casualties are consistent with mission accomplishment and allowable risk to the attacking force (i.e., the attacker need not expose its forces to extraordinary risks simply to avoid or minimize civilian losses).

6.5.4. **Superfluous Injury:**

6.5.4.1. Also referred to as the principle of unnecessary suffering, it prohibits the employment of any kind or degree of force not necessary for the purposes of war, that is, for the partial or complete submission of the enemy with the least possible expenditure of life, time, and physical resources.

6.5.4.2. The 1907 Hague Convention, for example, prohibits the use of poison or poisoned weapons in combat. Expanding hollow-point bullets, generally known as "dum-dum" bullets, and indiscriminate chemical, biological, and bacterial weapons are likewise banned in combat by treaties as causing unnecessary suffering.

6.5.5. **Chivalry.**

Chivalry demands a certain amount of fairness in offense and defense and a certain mutual respect and trust between opposing forces.

6.5.5.1. The common law of war forbids treacherous attempts to injure the enemy. An example of this form of chivalry is the use of a white flag, or flag of truce. Its display is predicated upon good faith. Its misuse is prohibited, and constitutes a war crime.

6.5.5.2. Another example of how chivalry applies is the law of war requirements for treatment of persons hors de combat—military personnel who are no longer able to fight due to sickness, injury or wounds, or because they are shipwrecked. The principle of chivalry (and other humanitarian considerations) requires that an individual who is hors de combat be treated and protected as one would wish to be treated and protected by the enemy were the roles reversed.

6.6. The Geneva Conventions of 1949.

Some of the most important LOAC rules come from the Geneva Conventions of 1949. The Geneva Conventions consist of four separate international treaties that govern the treatment of wounded and sick forces, POWs, and

civilians during war or armed conflict. These treaties aim to protect combatants and noncombatants from unnecessary suffering, including the wounded, sick, shipwrecked, and POWs during hostilities. They also seek to protect civilians and private property.

6.6.1. **Categories of Personnel:**

6.6.1.1. **Geneva Convention Distinctions.** The Geneva Conventions distinguish between combatants, noncombatants, and civilians.

6.6.1.1.1. **Combatants.** In general, any person who engages in violent acts on behalf of a state party to an armed conflict is a *combatant*. Assuming combatants act with the authority of a sovereign state, they are immune from prosecution for their belligerent acts as long as they have acted in accordance with the laws of war. A combatant is sometimes a member of a regular armed force or militia. In either case, the lawful combatant is commanded by a person responsible for subordinates; wears fixed distinctive emblems recognizable at a distance, such as uniforms; carries arms openly; and conducts his or her combat operations according to LOAC.

6.6.1.1.2. **Noncombatants.** Noncombatants are protected persons and include certain military personnel who are members of the Armed Forces not authorized to engage in combatant activities, such as permanent medical personnel and chaplains. Noncombatants may not be made the object of attack.

6.6.1.1.3. **Civilians.** Civilians are also 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 LOAC, if such attack is on a lawful target by lawful means. With limited exceptions, LOAC does not authorize civilians to take an active or direct part in hostilities. Civilians who take a direct part in hostilities without authority to do so are unlawful combatants, also known as unprivileged combatants.

6.6.1.2. **Unlawful Combatants—a Distinction Not Made by the Geneva Conventions.** The term unlawful combatant is not used in the Geneva Conventions. The term "unlawful enemy combatant" has been defined in paragraph E.2.1.1.2 of Enclosure 2 to DoDD 2310.01E, *The Department of Defense Detainee Program*, as "persons not entitled to combatant immunity, who engage in acts against the United States or its coalition partners in violation of the laws and customs of war during an armed conflict." An unlawful combatant 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. For example, civilians who plant improvised explosive devices are unlawful combatants. Unlawful combatants become lawful targets and, if captured, may be tried as criminals for their unlawful actions.

6.6.2. **Undetermined Status.**

Should doubt exist as to whether a captured individual is a lawful combatant, noncombatant, or an unlawful combatant, the individual will receive the protections of the Geneva Prisoner of War Convention until status is determined.

6.7. Military Objectives.

LOAC governs the conduct of aerial warfare. The principle of military necessity authorizes aerial attacks on combatants and other lawful military objectives. Military objectives are limited to those objects or installations which by their own nature, location, purpose, or use make an effective contribution to military action and whose total or partial destruction, capture, or neutralization in the circumstances existing at the time offer a definite military advantage.

6.7.1. **Protection of Civilians and Civilian Objects.**

LOAC protects civilian populations. Military attacks against cities, towns, or villages not justified by military necessity are forbidden. Attacking civilians for the sole purpose of terrorizing them is also prohibited. Although civilians may not be made the object of a direct attack, LOAC recognizes that a military objective need not be spared because its destruction may cause collateral damage that results in the unintended death or injury to civilians or damage to their property. Commanders and their planners must take into consideration the extent of damage to civilian objects and casualties anticipated as a result of an attack on a military objective and seek to avoid or minimize civilian casualties and destruction. Anticipated damage to civilian objects and civilian casualties must not be disproportionate to the military advantage sought. Judge advocate, 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.

6.7.2. **Specifically Protected Objects.**

LOAC 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; and religious, cultural, and charitable buildings, monuments, and POW camps. However, if these protected objects are used for military purposes, they lose their protected status. If these protected objects are located near lawful military objectives, they may suffer collateral damage when the nearby military objectives are lawfully engaged is not a violation of LOAC.

6.8. Aircraft and Combat:

6.8.1. **Enemy Military Aircraft and Aircrew.**

Enemy military aircraft may be attacked and destroyed wherever found, unless in neutral airspace or territory. Discontinue an attack on enemy military aircraft if the aircraft is clearly disabled and has lost its means of combat. 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 (ROE) for a particular operation often contain additional guidance consistent with LOAC obligations for attacking enemy aircraft.

6.8.2. **Enemy Civilian Aircraft.**

An enemy's public and private nonmilitary aircraft are generally not subject to attack unless used for a military purpose. Since World War II (WWII), nations have increasingly recognized the necessity to avoid attacking civil aircraft while in flight. Under exceptional conditions, however, civil aircraft in flight may be lawfully attacked. If the civil aircraft initiates an attack, it may be considered an immediate military threat and may be lawfully attacked. An immediate military threat justifying an attack may also exist when reasonable suspicion exists of a hostile intent, as when such 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.

6.8.3. **Military Medical Aircraft.**

Military medical aircraft are aircraft 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 LOAC, a military medical aircraft could be lawfully attacked and destroyed if it:

6.8.3.1. Initiates an attack.

6.8.3.2. Does not bear a clearly marked Red Cross, Red Crescent, or other recognized symbol and is not otherwise known to be engaged in medical operations at the time.

6.8.3.3. Does not fly at heights, at times, and on routes specifically agreed to by the parties to the conflict and is not otherwise known to be engaged in medical operations at the time.

6.8.3.4. Flies over enemy territory or enemy-occupied territory (unless otherwise agreed upon by the parties) and is not otherwise known to be engaged in medical operations at the time.

6.8.3.5. Approaches its enemy's territory or a combat zone and disregards a summons to land and is not otherwise known to be engaged in medical operations at the time.

6.9. Enforcing Law of Armed Conflict Rules:

6.9.1. **Prosecution.**

Military members who violate LOAC are subject to criminal prosecution and punishment. Criminal prosecutions may take place in a national or international forum. US Armed Forces could be prosecuted by courts-martial under the UCMJ or through an international military tribunal, such as those used in Nuremberg and Tokyo after WWII or in Yugoslavia and Rwanda. The defense, "I was only following orders," has generally *not* been accepted by national or international tribunals as a defense in war crime trials. An individual Airman remains responsible for his or her actions and is expected to comply with LOAC.

6.9.2. **Reprisal.**

Reprisals are the commission of otherwise illegal acts that, under the circumstances, may be justified as a last resort to put an end to illegal acts committed first by the adversary. For example, if any enemy employs

illegal weapons against a state, the victim may resort to the use of weapons which would otherwise be unlawful in order to compel the enemy to cease its prior violation. Reprisals can be legally justified if they meet certain requirements. Authority to approve reprisals is held at the highest decision-making level. Only the President of the United States, as Commander in Chief, may authorize US forces to take such an action.

6.10. Reporting Violations.

AFI 51-401 contains guidance on handling a possible LOAC violation. An Air Force member who knows or receives a report of an apparent LOAC violation must inform his or her commander. This includes violations by the enemy, allies, US Armed Forces, or others. If the allegation involves or may involve a US commander, the report should be made to the next higher US command authority. Particular circumstances may require that the report be made to the nearest judge advocate, a special agent in the Office of Special Investigations, a chaplain, or a security forces member.

6.11. Rules of Engagement.

ROE ensure use of force in an operation occurs according to national policy goals, mission requirements, and the rule of law. In general, ROE set parameters for when, where, how, why, and against whom commanders and their airmen may use force. Mission-specific ROE present a more detailed application of LOAC principles tailored to the political and military nature of a mission which are contained in execution orders, operations plans, and operations orders. All Airmen have a duty and a legal obligation to understand, remember, and apply mission ROE. Failure to comply with ROE may be punishable under the UCMJ. The US Standing Rules of Engagement (SROE), issued by the Chairman, Joints of Staff and approved by the President and Secretary of Defense, provide implementation guidance on the inherent right of self-defense and the application of force for mission accomplishment. Commanders at every echelon have an obligation to ensure that any mission ROE comply with the SROE. The fundamental US policy on self-defense is repeatedly stated throughout the SROE: "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 US forces in the vicinity." Methods of self-defense as stated in the SROE include national, collective, unit, and individual. Several elements must be considered before undertaking the use of force in self-defense:

6.11.1. **Necessity.**

Military necessity exists if a hostile act is committed or hostile intent is demonstrated against US forces or other designated persons or property.

6.11.2. **Proportionality.**

In self-defense, US forces may only use that amount of force necessary to decisively counter a hostile act or a demonstration of hostile intent and ensure the continued safety of US forces or other designated persons and property which are ordered to be protected. The force used must be reasonable in intensity, duration, and magnitude to the threat based on all facts known at the time.

6.11.3. **Hostile Act.**

Force used against the US, US forces, designated persons and property, or intended to impede the mission of US forces.

6.11.4. **Hostile Intent.**

The threat of imminent use of force against the US, US forces, designated persons and property, or intended to impede the mission of US forces.

6.11.5. **Declared Hostile Force.**

Any civilian, paramilitary, or military force or terrorist(s) that has been declared hostile by appropriate US authority.

Section 6C—Code of Conduct

6.12. Policy.

The Code of Conduct outlines basic responsibilities and obligations of members of the US Armed Forces. All members are expected to measure up to the standards embodied in the Code of Conduct. Although designed for a POW situation, the spirit and intent are applicable to service members subjected to other hostile detention. Such service members should consistently conduct themselves in a manner that avoids discrediting them and their country. There are six articles of the Code of Conduct that address situations and decision areas that, to some degree, may be encountered by all personnel. The Code of Conduct includes basic information useful to POWs in their tasks of

surviving honorably while resisting their captor's efforts to exploit them to the enemy's advantage and their disadvantage. Such survival and resistance require varying degrees of knowledge of what the six articles mean.

6.13. Training.

DoD personnel who plan, schedule, commit, or control the use of the Armed Forces must fully understand the Code of Conduct and ensure personnel have the training and education necessary to support it. The degree of knowledge required is dictated by the service member's susceptibility to capture, the amount of sensitive information possessed by the service member, and the potential captor's or detaining power's likely assessment of the service member's usefulness and value. Training is conducted at three levels:

6.13.1. **Level A—Entry Level Training.**

Level A represents the minimum level of understanding needed for all members of the Armed Forces. This level is imparted to all personnel during entry training.

6.13.2. **Level B—Training After Assumption of Duty Eligibility.**

Level B 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.

6.13.3. **Level C—Training Upon Assumption of Duties or Responsibilities.**

Level C 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 Air Force pararescue teams. Training for these members is conducted upon their assumption of the duties or responsibilities.

6.14. The Articles of the Code of Conduct.

President Dwight D. Eisenhower first published the Code of Conduct for members of the Armed Forces of the United States on 17 August 1955. In March 1988, President Ronald W. Reagan amended the code with gender-neutral language.

6.14.1. **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.

6.14.1.1. **Explanation.** Article I applies to all members at all times. A member of the Armed Forces has a duty to support US interests and oppose US enemies regardless of the circumstances, whether in active combat participation or captivity.

6.14.1.2. **Training.** Familiarity with the wording and basic meaning is necessary to understand that:

6.14.1.2.1. Past experience of captured Americans reveals that honorable survival in captivity requires that a service member possess a high degree of dedication and motivation.

6.14.1.2.2. Maintaining these qualities requires knowledge of and a strong belief in the advantages of American democratic institutions and concepts.

6.14.1.2.3. Maintaining these qualities also requires a love of and faith in the United States and a conviction that the United States cause is just.

6.14.1.2.4. Honorable survival in captivities depends on faith in and loyalty to fellow POWs.

NOTE: Possessing the dedication and motivation fostered by such beliefs and trust will enable POWs to survive long and stressful periods of captivity. Furthermore, it will also enable them to return to their country and families honorably with self-esteem intact.

6.14.2. **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.

6.14.2.1. **Explanation.** Members of the 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. Only when evasion is impossible and further fighting would lead to their death with no significant loss to the enemy that the means to resist or evade may be considered exhausted.

6.14.2.2. **Training.** Service members must understand that when they are cut off, shot down, or otherwise isolated in enemy-controlled territory, they must make every effort to avoid capture. The sources of action available include concealment until recovered by friendly rescue forces, evasive travel to a friendly or neutral territory, and evasive travel to other prebriefed areas. They must also understand that capture does not constitute a dishonorable act if all reasonable means of avoiding it have been exhausted, and the only alternative is death. Service members must understand and have confidence in the procedures and techniques of rescue by search and recovery forces and the procedures for properly using evasion destinations.

6.14.3. **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.

6.14.3.1. **Explanation:**

6.14.3.1.1. The duty of a member of the Armed Forces to continue resistance to enemy exploitation by all means available is not lessened by the misfortune of capture. Contrary to the 1949 Geneva Conventions, enemies whom the US forces have engaged since 1949 have regarded the POW compound as an extension of the battlefield. The POW must be prepared for this.

6.14.3.1.2. In disregard of the Geneva Conventions, the enemy has a variety of tactics to exploit POWs for propaganda purposes or to obtain military information. Physical and mental harassment, general mistreatment, torture, medical neglect, and political indoctrination have all been used against POWs in the past. The enemy has tried to tempt POWs to accept special favors or privileges not given to other POWs in return for statements or information desired by the enemy or for a pledge by the POW not to attempt escape.

6.14.3.1.3. A POW must not seek special privileges or accept special favors at the expense of fellow POWs. Under the guidance and supervision of the senior military person, the POW must be prepared to take advantage of escape opportunities. In communal detention, the welfare of the POWs who remain behind must be considered. Additionally, POWs should not sign or enter into a parole agreement. Parole agreements are promises the POW makes to the captor to fulfill stated conditions, such as not to bear arms, in consideration of special privileges, such as release or lessened restraint.

6.14.3.2. **Training.** Members should understand that captivity is a situation that involves continuous control by the captor who may attempt to use the POW as a source of military information, for political purposes, or as a potential subject for political indoctrination. Members familiarize themselves with the rights and obligations of both captor and POW under the 1949 Geneva Conventions. They should also understand that Communist captors often threaten to use their reservation to specific areas of the Geneva Conventions as a basis for accusing POWs of being "war criminals" simply because they waged war against them. Members should also understand that 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 POWs, and serves as a positive example to all members of the Armed Forces.

6.14.4. **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.

6.14.4.1. **Explanation.** Officers and NCOs continue to carry out their responsibilities and exercise authority in captivity. Informing, or any other action detrimental to a fellow POW, is despicable and expressly forbidden. POWs must avoid helping the enemy identify fellow POWs 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, POWs must organize in a military manner under the senior military POW without regard to military service. If the senior POW is incapacitated or otherwise unable to act for any reason, the next senior POW assumes command.

6.14.4.2. **Training.** Members must be trained to understand and accept leadership from those in command and abide by the decision of the senior POW regardless of military service affiliations. Failing to do so may

result in legal proceedings under the UCMJ. Additionally, a POW who voluntarily informs or collaborates with the captor is a traitor to the United States and fellow POWs 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.

6.14.5. **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.

6.14.5.1. **Explanation:**

6.14.5.1.1. When questioned, a POW 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 and force the POW to provide any additional information. However, it is unrealistic to expect a POW to remain confined for years reciting only name, rank, service number, and date of birth. There are many POW camp situations in which certain types of conversation with the enemy are permitted. For example, a POW 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 POW is required to represent POWs in matters of camp administration, health, welfare, and grievances.

6.14.5.1.2. A POW 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 POWs should resist include giving oral or written confessions, answering questionnaires, providing personal history statements, and making propaganda recordings and broadcast appeals to other POWs to comply with improper captor demands. Additionally, POWs should resist appealing for US surrender or parole, engaging in self-criticisms, or providing oral or written statements or communications on behalf of the enemy that are harmful to the United States, its allies, the Armed Forces, or other POWs. Experience has shown that, although enemy interrogation sessions may be harsh and cruel, a POW can usually resist if there is a will to resist. The best way for a POW to keep faith with the United States, fellow POWs, and oneself is to provide the enemy with as little information as possible.

6.14.5.2. **Training.** Service members familiarize themselves with the various aspects of interrogation: its phases; the procedures; methods and techniques; and the interrogator's goals, strengths, and weaknesses. Members should understand ways to limit disclosing further 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 POW may prevent a skilled enemy interrogator, using all available psychological and physical methods of coercion, from obtaining some degree of compliance by the POW with captor's demand. However, the POW must recover as quickly as possible and resist successive efforts to the utmost.

6.14.6. **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.

6.14.6.1. **Explanation.** A member of the Armed Forces remains responsible for personal actions at all times. When repatriated, POWs can expect their actions to be subject to review, both as to circumstances of capture and as to 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.

6.14.6.2. **Training.** Members must understand the relationship between the UCMJ and the Code of Conduct and realize that failure to follow the guidance may result in violations punishable under the UCMJ. They must understand that they may be held legally accountable for personal actions. They should also understand that every available means will be employed by the US Government to establish contact with POWs, to support them, and to obtain their release. Furthermore, US laws provide for the support and care of dependents of the Armed Forces including those who become POWs. Military members must ensure their personal affairs and family matters are kept current at all times.

6.15. Detention of US Military Personnel in Operations Other than War:

6.15.1. **Policy.**

US military personnel isolated from US control are still required to do everything in their power to follow DoD and Air Force policy and survive with honor. DoDI 1300.21, *Code of Conduct (CoC) Training and Education,* Enclosure 3, provides guidance to US military personnel who find themselves isolated from US control in operations other than war or in a situation not related specifically in the Code of Conduct. All military departments establish procedures to ensure all US military personnel are familiar with the guidance in this publication.

6.15.2. **Rationale.**

US military personnel, because of their wide range of activities, are subject to detention by unfriendly governments or captivity by terrorist groups. When a hostile government or terrorist group detains or captures US military personnel, the captor is often attempting to exploit both the individual and the US Government for its own purposes. As history has shown, exploitation can take many forms. Exploitation can include confessions by hostages to crimes never committed, exploitation of the international news media, and substantial ransom payments, all of which can lead to increased credibility and support for the detainer.

6.15.3. **Responsibility:**

6.15.3.1. US 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 US military personnel are detained or held hostage, they can have faith that the US Government will make every effort to obtain their release. To best survive the situation, military personnel must retain faith in one's country, faith in fellow detainees or captives and, most importantly, faith in oneself. In any group-captivity situation, military captives must organize to the fullest extent possible under the senior military member present. They should encourage any civilians who may be part of the group to participate.

6.15.3.2. US military personnel must make every reasonable effort to prevent exploitation of themselves and the US Government. If exploitation cannot be prevented, then military members must limit it to the absolute minimum. 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 DoD policy, the founding principles of the United States, and the highest traditions of military service.

6.15.4. **Military Bearing and Courtesy.**

US military members held captive should always have military bearing and courtesy as part of their posture. Remaining calm, courteous, and respectful in the long run has its advantages and will better serve the detainee or hostage. Discourteous, unmilitary behavior seldom serves the long-term interest of a detainee, captive, or hostage. In fact, it often results in unnecessary punishment that serves no useful purpose. In some situations, such behavior may jeopardize survival and severely complicate efforts to gain release of the detained, captured, or hostage-held military member.

6.15.5. **Guidance for Detention by Governments:**

6.15.5.1. Detainees in the custody of a hostile government, regardless of the circumstances that preceded the detention situation, are subject to the laws of that government. Detainees must maintain military bearing and avoid any 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 US embassy personnel or a representative of an allied or neutral government. US military personnel who become lost or isolated in a hostile 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 Convention; the civil laws of that country apply.

6.15.5.2. A detainer's goal may be maximum political exploitation; therefore, US military personnel detained must be extremely cautious in everything they say and do. In addition to asking for a US 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.

6.15.5.3. Detainees should avoid signing any document or making any statement, oral or otherwise. If forced, he or she must provide as little information as possible and then continue to resist. Detainees are not likely to

earn their release by cooperation. Rather, release may be gained by resisting, thereby reducing the value of the detainee. US military detainees should not refuse release, unless doing so requires them to compromise their honor or cause damage to the US Government or its allies. Escape attempts must be made only after carefully considering the risk of violence, chance of success, and detrimental effects on detainees remaining behind. Jailbreak in most countries is a crime; escape attempts can provide the detainer further justification to hold the individual.

6.15.6. **Terrorist Hostage:**

6.15.6.1. Capture by terrorists is generally the least predictable and structured form of operations other than war captivity. Capture can range from a spontaneous kidnapping to a carefully planned hijacking. In either situation, the 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. US military members should assume their captors are genuine terrorists when unclear if they are surrogates of a government.

6.15.6.2. A terrorist hostage situation is more volatile than a government detention; therefore, members must take steps to lessen the chances of a terrorist indiscriminately killing hostages. In this situation, DoD policy accepts and promotes establishing a rapport between US hostages and the terrorists. The objective is to create a "person" status in the terrorist's mind rather than the stereotypical "symbol" of America the terrorist may hate. DoD policy recommends US personnel talk to terrorists about nonsubstantive subjects such as family, sports, and hobbies. They should stay away from topics that could inflame terrorist sensibilities such as their cause, politics, or religion. Listening can be vitally important when the individual US service member's survival is at stake. Members should take an active role in the conversation, but do not argue, patronize, or debate the issues with the captors. They should try to reduce the tension and make it as hard as possible for the terrorists to identify any US personnel as troublemakers, which may mark them for murder.

Section 6D—Everyday Conduct

6.16. Overview.

The importance of the Air Force mission and inherent responsibility to the Nation requires its members to adhere to higher standards than normally found in civilian life. Every person is accountable for his or her own actions, both in the performance of duties and in personal conduct. Supervisors must hold subordinates accountable and take corrective action if they do not fulfill their responsibilities. The Air Force Core Values of "Integrity First, Service Before Self, and Excellence in All We Do," must always be remembered and reflected in everything that you do.

6.17. Policy.

DoDD 5500.7, *Standards of Conduct* ("The Joint Ethics Directive"), and DoD 5500.7-R, *The Joint Ethics Regulation* ("The JER"), provide guidance to Air Force personnel on standards of conduct. Violations of the punitive provisions by military personnel can result in prosecution under the UCMJ. Violations of the punitive provisions by civilian personnel may result in disciplinary action without regard to the issue of criminal liability. Military members and civilian employees who violate these standards, even if such violations do not constitute criminal misconduct, are subject to administrative actions, such as reprimands. Contact the base legal office for assistance.

6.18. Ethical Values.

Ethics are standards by which one should act based on values. Values are core beliefs such as duty, honor, and integrity that motivate attitudes and actions. Not all values are ethical values (integrity is—happiness is not). Ethical values relate to what is right and wrong and thus take precedence over nonethical values when making ethical decisions. DoD employees should carefully consider ethical values when making decisions as part of official duties. Primary ethical values include:

6.18.1. **Honesty.**

Being truthful, straightforward, and candid are aspects of honesty.

6.18.1.1. Truthfulness is required. Deceptions are usually easily uncovered. Lies erode credibility and undermine public confidence. Untruths told for seemingly altruistic reasons (to prevent hurt feelings, to promote good will, etc.) are nonetheless resented by the recipients.

6.18.1.2. Straightforwardness adds frankness to truthfulness and is usually necessary to promote public confidence and to ensure effective, efficient conduct of operations. Truths presented in such a way as to lead recipients to confusion, misinterpretation, or inaccurate conclusions are not productive. Such indirect deceptions can promote ill will and erode openness, especially when there is an expectation of frankness.

6.18.1.3. Candor is the forthright offering of unrequested information. This ethical value is necessary according to the gravity of the situation and the nature of the relationships. Candor is required when a reasonable person would feel betrayed if the information were withheld. In some circumstances, silence is dishonest; yet in other circumstances, disclosing information would be wrong and perhaps unlawful.

6.18.2. **Integrity.**

Being faithful to one's convictions is part of integrity. Following principles, acting with honor, maintaining independent judgment, and performing duties with impartiality help to maintain integrity and avoid conflicts of interest and hypocrisy.

6.18.3. **Loyalty.**

Fidelity, faithfulness, allegiance, and devotion are all synonyms for loyalty. Loyalty is the bond that holds the Nation and the Federal Government together and the balm against dissension and conflict. This ethical value is not blind obedience or unquestioning acceptance of the status quo. Loyalty requires careful balancing among various interests, values, and institutions in the interest of harmony and cohesion.

6.18.4. **Accountability.**

DoD employees are required to accept responsibility for their decisions and the resulting consequences. This includes avoiding even the appearance of impropriety. Accountability promotes careful, well thought-out decisions and limits thoughtless action.

6.18.5. **Fairness.**

Open-mindedness and impartiality are important aspects of fairness. DoD employees must be committed to justice in the performance of their official duties. Decisions must not be arbitrary, capricious, or biased. Individuals must be treated equally and with tolerance.

6.18.6. **Caring.**

Compassion is an essential element of good government. Courtesy and kindness, both to those we serve and to those with whom we work, help to ensure individuals are not treated solely as a means to an end. Caring for others is the counterbalance against the temptation to pursue the mission at any cost.

6.18.7. **Respect.**

To treat people with dignity, to honor privacy, and to allow self-determination are critical in a government of diverse people. Lack of respect leads to a breakdown of loyalty and honesty within a government and brings chaos to the international community.

6.18.8. **Promisekeeping.**

No government can function for long if its commitments are not kept. DoD employees are obligated to keep their promises in order to promote trust and cooperation. Because of the importance of promisekeeping, DoD employees must only make commitments within their authority.

6.18.9. **Responsible Citizenship.**

Responsible citizenship is the civic duty of every citizen, and especially DoD employees, to exercise discretion. Public servants are expected to engage (employ) personal judgment in the performance of official duties within the limits of their authority so that the will of the people is respected according to democratic principles. Justice must be pursued and injustice must be challenged through accepted means.

6.18.10. **Pursuit of Excellence.**

In public service, competence is only the starting point. DoD employees are expected to set an example of superior diligence and commitment. They are expected to be all they can be and to strive beyond mediocrity.

6.19. Professional and Unprofessional Relationships.

Professional relationships are essential to effective operation of all organizations, both military and civilian, but the nature of the military mission requires absolute confidence in command and an unhesitating adherence to orders that may result in inconvenience, hardships, or (at times) injury and death. 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 adversely affect the Air Force by eroding morale, good order, discipline, respect for authority, unit cohesion, or mission accomplishment. AFI 36-2909, *Professional and Unprofessional Relationships,* establishes responsibilities for maintaining professional relationships.

6.19.1. **Professional Relationships.**

Professional relationships contribute to the effective operation of the Air Force. The Air Force encourages personnel to communicate freely with their superiors regarding their careers and performance, duties, and missions. This type of communication enhances morale and discipline and improves the operational environment while, at the same time, preserving proper respect for authority and focus on the mission. Participation by members of all grades in organizational activities, such as base intramural, interservice, and intraservice athletic competitions, unit-sponsored events, religious activities, community welfare projects, and youth programs, enhances morale and contributes to unit cohesion.

6.19.2. **Unprofessional Relationships.**

Whether pursued on or off duty, unprofessional relationships may 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. Unprofessional relationships can exist between officers, between enlisted members, between officers and enlisted members, and between military personnel and civilian employees or contractor personnel.

6.19.3. **Fraternization.**

As defined by the *Manual for Courts-Martial* (MCM), fraternization is a personal relationship between an officer and an enlisted member that violates the customary bounds of acceptable behavior in the Air Force and prejudices good order and discipline, discredits the Armed Services, or operates to the personal disgrace or dishonor of the officer involved. The custom recognizes that officers will not form personal relationships with enlisted members on terms of military equality, whether on or off duty. Although the custom originated in an all male military, fraternization is gender neutral. Fraternization can occur between males, between females, and between males and females. Because of the potential damage fraternization can do to morale, good order, discipline, and unit cohesion, fraternization is specifically prohibited in the MCM and punishable under Article 134 of the UCMJ.

6.20. General Guidelines on Avoiding Unprofessional Relationships Including Fraternization.

Military experience has shown that certain kinds of personal relationships present a high risk for being or developing into unprofessional relationships. Unprofessional relationships negatively impact morale and discipline. While some personal relationships are not initially unprofessional, they may be or become unprofessional when circumstances change. For example, factors that can change an otherwise permissible relationship into an unprofessional relationship include the members' relative positions in the organization and the members' relative positions in the supervisory and command chains. Air Force members, both officer and enlisted, must be sensitive to forming these relationships and consider the probable impact of their actions on the Air Force in making their decisions. The rules regarding these relationships must be somewhat elastic to accommodate differing conditions; however, the underlying standard is that Air Force members are expected to avoid relationships that negatively affect morale and discipline. When economic constraints or operational requirements place officers and enlisted members of different grades in close proximity with one another (such as combined or joint clubs, joint recreational facilities, or mixed officer and enlisted housing areas), military members are expected to maintain professional relationships. The mere fact that maintaining professional relationships may be more difficult under certain circumstances does not excuse a member's responsibility to maintain Air Force standards.

6.20.1. **Relationships Within an Organization.**

Unduly familiar relationships between members in which one member exercises supervisory or command authority over the other can easily be or become unprofessional. Similarly, as differences in grades increase, even in the absence of a command or supervisory relationship, there may be more risk that the relationship will be or will be perceived to be, unprofessional because senior members in military organizations normally exercise authority or have some direct or indirect organizational influence over more junior members. The danger for abuse of authority is always present. The ability of the senior member to influence, directly or indirectly, assignments, promotion recommendations, duties, awards, or other privileges and benefits places both the senior and junior members in a vulnerable position. Once established, such relationships do not go unnoticed by other members of the unit. Service members must also avoid unprofessional relationships between members of different services, including fraternization, particularly in joint service operations, because they may have the same impact on morale and discipline as if the members were assigned to the same service.

6.20.2. **Relationships with Civilian Employees.**

Civilian employees and contractor personnel are an integral part of the Air Force. They contribute directly to readiness and mission accomplishment. Consequently, military members of all grades must maintain professional relationships with civilian employees, particularly those whom they supervise or direct. They must avoid relationships that adversely affect or reasonably can adversely affect morale, discipline, and respect for authority or that violate law or regulation.

6.20.3. **Dating and Close Friendships.**

Dating, courtships, and close friendships between men and women are subject to the same policy considerations as are other relationships. Like any personal relationship, they become a matter of official concern when they adversely affect morale, discipline, unit cohesion, respect for authority, or mission accomplishment. Members must recognize that these relationships can adversely affect morale and discipline, even when the members are not in the same chain of command or unit. Forming these relationships between superiors and subordinates within the same chain of command or supervision invariably raises the perception of favoritism or misuse of position and negatively impacts morale, discipline, and unit cohesion.

6.20.4. **Shared Activities.**

Sharing living accommodations, vacations, transportation, and off-duty interests on a frequent or recurring basis can reasonably be perceived as unprofessional. These types of arrangements often lead to claims of abuse of position or favoritism. Often the frequency of these activities or the absence of an official purpose or organizational benefit is what causes them to become, or to be perceived as, unprofessional. While an occasional round of golf, game of racquetball, or similar activity between a supervisor and subordinate could remain professional, daily or weekly occurrences could result in at least the perception of an unprofessional relationship. Similarly, while it may be appropriate for a first sergeant to play golf with a different group of officers from his or her organization each weekend in order to get to know them better, playing with the same officers every weekend may be, or be perceived as, unprofessional.

6.20.5. **Training, Schools, and Professional Military Education (PME).**

Personal relationships between students and instructors or staff in the training and school environment present particular risks and are especially likely to result in abuse of position, partiality, or favoritism by instructors or staff, or create the appearance of such.

6.20.6. **Other Relationships.**

Other relationships not specifically addressed can, depending on the circumstances, lead to actual or perceived favoritism or preferential treatment and must be avoided. Examples of activities that may adversely impact on morale, discipline, and respect for authority are gambling, partying with subordinates, joint business ventures, or soliciting (or making solicited sales) to members junior in rank, grade, or position.

6.21. Consequences of Unprofessional Conduct.

All military members are subject to lawful orders. When a military member has been lawfully ordered to cease an unprofessional relationship or refrain from certain conduct, the military member is subject to prosecution under the UCMJ for violating the order. Similarly, all military members are subject to prosecution for criminal offenses committed incidental to an unprofessional relationship (such as gambling, adultery, or assault).

6.22. Responsibilities for Professional Relationships:

6.22.1. **Individuals.**

All members share the responsibility for respecting authority and maintaining professional relationships. However, the senior member (officer or enlisted) in a personal relationship bears primary responsibility for maintaining the professionalism of this relationship. Leadership requires all personnel to exercise maturity and judgment to avoid relationships that undermine respect for authority or impact negatively on morale, discipline, or the mission of the Air Force. The senior member in a relationship is in the best position to appreciate the effect of this particular relationship on an organization and is in the best position to terminate or limit the extent of the relationship. However, all members should expect to be and must be held accountable for the impact of their conduct on the Air Force as an institution.

6.22.2. **Commanders and Supervisors.**

All commanders and supervisors have the authority and responsibility to maintain good order, discipline, and morale within their units. They may be held accountable for failing to act in appropriate cases.

6.23. Actions in Response to Unprofessional Relationships.

Actions are normally the least severe necessary to terminate the unprofessional aspects of the relationship. The full spectrum of administrative actions is available and should be considered. Administrative actions include, but are not limited to, counseling, reprimand, creation of an unfavorable information file (UIF), removal from position, reassignment, demotion, delay of or removal from a promotion list, adverse or referral comments in performance reports, and administrative separation. One or more complementary actions can be taken. Experience has shown that counseling is often an effective first step in curtailing unprofessional relationships. More serious cases may warrant administrative action or nonjudicial punishment. Instances of actual favoritism, partiality, or misuse of grade or position may constitute independent violations of the UCMJ.

6.24. Financial Responsibility.

AFI 36-2906, *Personal Financial Responsibility*, establishes administrative and management guidelines for alleged delinquent financial obligations and for processing financial claims against Air Force members. Also it outlines basic rules for garnishment.

6.24.1. **Responsibilities of Military Members.**

Military members will:

6.24.1.1. Pay their just financial obligations in a proper and timely manner.

6.24.1.2. Provide adequate financial support of a spouse or child or any other relative for which the member receives additional allowances for support. Members will also comply with the financial support provisions of a court order or written support agreement.

6.24.1.3. Respond to applications for involuntary allotments of pay within the suspense dates established by Defense Finance and Accounting Service (DFAS).

6.24.1.4. Comply with rules concerning the Government travel charge card program.

6.24.2. **Handling Complaints.**

Complainants are often unfamiliar with Air Force organizational addresses or do not know the member's actual unit of assignment. They frequently address correspondence to the installation commander, Staff Judge Advocate (SJA), or the military personnel flight. The complaint is forwarded to the individual's commander for action; the commander attempts to respond to the complainant within 15 days. If the member has made a permanent change of station, the complaint is forwarded to the new commander, and the complainant is notified of the referral. If the member has separated with no further military service or has retired, the complainant is notified and informed that the Air Force is unable to assist because the individual is no longer under its jurisdiction unless the complaint is a legal process directed for garnishment of retired pay for child support or alimony obligations. Commanders must actively monitor complaints until they are resolved. Failure to pay debts or to provide support to dependents can lead to administrative or disciplinary action. If the commander decides the complaint reflects adversely on the member, this action should be made a part of the UIF.

6.24.3. **Personal Financial Management Program (PFMP).**

The PFMP is an Airman and Family Readiness Center that offers information, education, and personal financial counseling to help individuals and families maintain financial stability and reach their financial goals. PFMP provides education to all personnel upon arrival at their first duty station, to include as a minimum, facts about PFMP, checkbook maintenance, budgeting, credit buying, state or country liability laws, and local fraudulent business practices. The PFMP also provides refresher education to all senior Airman and below upon arrival at a new installation. Services provided by the PFMP are free of charge.

Section 6E—Ethics and Conflict of Interest Prohibitions

6.25. Overview.

DoD policy requires a single, uniform source of standards on ethical conduct and ethics guidance be maintained within DoD. Each DoD agency will implement and administer a comprehensive ethics program to ensure compliance.

6.26. Bribery and Graft.

All DoD employees and military members are directly or indirectly prohibited from giving, offering, promising, demanding, seeking, receiving, accepting, or agreeing to receive anything of value to influence any official act. They are prohibited from influencing the commission of fraud on the United States, inducing commitment or omission of any act in violation of a lawful duty, or from influencing testimony given. They are prohibited from accepting anything of value for, or because of, any official act performed or to be performed. These prohibitions do not apply to the payment of witness fees authorized by law or certain travel and subsistence expenses.

6.27. Compensation from Other Sources.

All DoD employees and military members are prohibited from receiving pay or allowance or supplements of pay or benefits from any source other than the United States for the performance of official service or duties unless specifically authorized by law. A task or job performed outside normal work hours does not necessarily allow employees to accept payment for performing it. If the undertaking is part of one's official duties, pay for its performance may not be accepted from any source other than the United States regardless of when it was performed.

6.28. Additional Pay or Allowance.

DoD employees and military members may not receive additional pay or allowance for disbursement of public money or for the performance of any other service or duty unless specifically authorized by law. Subject to certain limitations, civilian DoD employees may hold two distinctly different Federal Government positions and receive salaries of both if the duties of each are performed. Absent specific authority, however, military members may not do so because any arrangement by a military member for rendering services to the Federal Government in another position is incompatible with the military member's actual or potential military duties. The fact that a military member may have leisure hours during which no official duty is performed does not alter the result.

6.29. Commercial Dealings Involving Department of Defense Personnel.

On or off duty, a DoD employee or military member shall not knowingly solicit or make solicited sales to DoD personnel who are junior in rank, grade, or position, or to the family members of such personnel. In the absence of coercion or intimidation, this does not prohibit the sale or lease of a DoD employee's or military member's noncommercial personal or real property or commercial sales solicited and made in a retail establishment during off-duty employment. This prohibition includes the solicited sale of insurance, stocks, mutual funds, real estate, cosmetics, household supplies, vitamins, and other goods or services. Solicited sales by the spouse or other household member of a senior-ranking person to a junior person are not specifically prohibited but may give the appearance that the DoD employee or military member is using public office for personal gain. If in doubt, consult an ethics counselor. Several related prohibitions in this area include:

6.29.1. Engaging in off-duty employment or outside activities that detract from readiness or pose a security risk, as determined by the employee's or member's commander or supervisor.

6.29.2. Engaging in outside employment or activities that conflict with official duties.

6.29.3. Receiving honoraria for performing official duties or for speaking, teaching, or writing that relates to one's official duties.

6.29.4. Misusing an official position, such as improper endorsements or improper use of nonpublic information.

6.29.5. Certain post-government service employment. See DoD 5500.7-R, Chapter 9, for specific guidance.

6.30. Gifts from Foreign Governments.

AFI 51-901, *Gifts from Foreign Governments,* requires all Air Force military and civilian personnel, as well as their dependents, to report gifts from foreign governments if the gift, or combination of gifts at one presentation, exceeds a US retail value of $335. Gifts and gift reports are due to the Air Force Personnel Center, Promotions, Evaluations, and Recognition Division, Special Trophies and Awards Section, within 60 days of receiving the gift. This requirement also includes gifts recipients desire to retain for official use or display. The Attorney General may bring a civil action in any court of the United States against any person who knowingly solicits or accepts a gift from a foreign government not consented to by the Congress, or who fails to deposit or report such a gift, as required by this instruction. Failure to report gifts valued in excess of $335 could result in a penalty in any amount, not to exceed the retail value of the gift plus $5,000.

NOTE: The limit on gifts from foreign governments is set by Congress and changes annually. Be sure to confirm the most current limit with your ethics counselor when considering foreign gift issues.

6.31. Contributions or Presents to Superiors:

6.31.1. On an occasional basis, including any occasion on which gifts are traditionally given or exchanged, the following may be given to an official supervisor by a subordinate or other employees receiving less pay:

6.31.1.1. Items, other than cash, with an aggregate market value of $10 or less.

6.31.1.2. Items such as food and refreshments to be shared in the office among several employees.

6.31.1.3. Personal hospitality provided at a residence and items given in connection with personal hospitality, which is of a type and value customarily provided by the employee to personal friends.

6.31.2. A gift appropriate to the occasion may be given to recognize special, infrequent occasions of personal significance, such as marriage, illness, or the birth or adoption of a child. Contributions or presents are also permissible upon occasions that terminate a subordinate-official supervisor relationship, such as retirement, separation, or reassignment. Regardless of the number of employees contributing, the market value of the gift cannot exceed $300. Even though contributions are voluntary, the maximum contribution one DoD employee may solicit from another cannot exceed $10.

6.32. Federal Government Resources.

Federal Government resources, including personnel, equipment, and property, shall be used by DoD employees and military members for official purposes only. Agencies may, however, permit employees or military members to make limited personal use of resources other than personnel, such as a computer, calculators, libraries, etc., if the use:

6.32.1. Does not adversely affect the performance of official duties by the employee or military member, or the performance by other DoD personnel.

6.32.2. Is of reasonable duration and frequency and is made during the employee's or military member's personal time, such as after duty hours or during lunch periods.

6.32.3. Serves a legitimate public interest, such as supporting local charities or volunteer services to the community.

6.32.4. Does not reflect adversely on the DoD.

6.32.5. Creates no significant additional cost to the DoD or Government agency.

6.33. Communication Systems.

Federal Government communication systems and equipment including telephones, fax machines, electronic mail, and Internet systems shall be used for official use and authorized purposes only. Official use includes emergency communications and, when approved by commanders in the interest of morale and welfare, may include communications by DoD personnel deployed for extended periods away from home on official DoD business. Authorized purposes include brief communication made by DoD personnel while traveling on Government business to notify family members of official transportation or schedule changes. Also authorized are personal communications from the DoD employee's or military member's usual workplace that are most reasonably made while at the workplace, such as checking in with spouse or minor children; scheduling doctor, auto, or home repair appointments; brief Internet searches; and e-mailing directions to visiting relatives when the agency designee permits. Many restrictions do, however, apply. Consult DoD 5500.7-R for additional guidance and then consult the organizational point of contact.

6.34. Gambling, Betting, and Lotteries.

While on federally owned or leased property or while on duty, a DoD employee or military member shall not participate in any gambling activity except:

6.34.1. Activities by organizations composed primarily of DoD personnel or their dependents for the benefit of welfare funds for their own members or for the benefit of other DoD personnel or their dependents, subject to local law and DoD 5500.7-R.

6.34.2. Private wagers among DoD personnel if based on a personal relationship and transacted entirely within assigned Government living quarters and subject to local laws.

6.34.3. Lotteries authorized by any state from licensed vendors.

Section 6F—Political Activities

6.35. Overview.

DoD policy encourages a member of the Armed Forces to carry out the obligations of a citizen. While on active duty, however, members are prohibited from engaging in certain political activities as outlined in DoDD 1344.10, *Political Activities by Members of the Armed Forces*, and AFI 51-902, *Political Activities by Members of the US Air Force*.

6.36. Rights.

In general, a member on active duty may register, vote, and express his or her personal opinion on political candidates and issues but not as a representative of the Armed Forces. Members may make monetary contributions to a political organization but cannot make campaign contributions to a partisan political candidate. They may attend partisan and nonpartisan political meetings or rallies as spectators when not in uniform.

6.37. Prohibitions.

A member on active duty shall not use his or her official authority or influence to interfere with an election, affect the course or outcome of an election, solicit votes for a particular candidate or issue, or require or solicit political contributions from others. A member cannot participate in partisan political management, campaigns, or conventions. A member may not be a candidate for, or hold, civil office except as outlined in paragraph 6.37.1.

6.37.1. **Candidacy for Elected Office.**

A member may not campaign as a nominee or as a candidate for nomination. However, enlisted members may seek and hold nonpartisan civil office, such as a notary public or school board member, neighborhood planning commission, or similar local agency, as long as such office is held in a private capacity and does not interfere with the performance of military duties. There are also specific exceptions to the prohibition on holding elected office which permit reservists in certain elected or appointed civil offices in federal, state, and local government to remain in office when called to active duty for no more than 270 days.

6.37.2. **Additional Specific Prohibitions.**

A member may not:

6.37.2.1. Allow, or cause to be published, partisan political articles signed or authorized by the member for soliciting votes for or against a partisan political party or candidate.

6.37.2.2. Serve in any official capacity or be listed as a sponsor of a partisan political club.

6.37.2.3. Speak before a partisan political gathering of any kind for promoting a partisan political party or candidate.

6.37.2.4. Conduct a political opinion survey under the auspices of a partisan political group or distribute partisan political literature.

6.37.2.5. Perform clerical or other duties for a partisan political committee during a campaign or on election day.

6.37.2.6. March or ride in a partisan political parade.

6.37.2.7. Use contemptuous words against the officeholders described in Title 10, United States Code, Section 888 (Officers only).

6.37.2.8. Display a large political sign, banner, or poster on the top or side of his or her private vehicle (as distinguished from a political sticker).

6.38. Voting.

The Federal Voting Assistance Program in the DoD is responsible for administering the Uniformed and Overseas Citizens Absentee Voting Act. Specifically, the Federal Voting Assistance Program mission is to inform and educate US citizens worldwide of their right to vote; foster voting participation; and protect the integrity of, and enhance, the electoral process at the Federal, state, and local levels. The Uniformed and Overseas Citizens Absentee Voting Act requires that states and territories allow certain groups of citizens, including active duty military members and their families, to register and vote absentee in elections for Federal offices. In many states, laws exist that allow military members and their families to vote absentee in state and local elections. Uniformed and Overseas Citizens Absentee Voting Act requires each Federal department and agency with personnel covered by the act to have a voting assistance program. Critical to the success of this program are the voting assistance officers. These individuals, military and

civilian, are responsible for providing accurate nonpartisan voting information and assistance to all of the citizens they are appointed to help. They aid in ensuring citizens understand their voting rights, to include providing procedures on how to vote absentee.

6.39. Dissident and Protest Activities.

Air Force commanders have the inherent authority and responsibility to take action to ensure the mission is performed and to maintain good order and discipline. This authority and responsibility include placing lawful restriction on dissident and protest activities. Air Force commanders must preserve the service member's right of expression to the maximum extent possible, consistent with good order, discipline, and national security. To properly balance these interests, commanders must exercise calm and prudent judgment and should consult with their SJAs.

6.39.1. **Possessing or Distributing Printed Materials.**

Air Force members may not distribute or post any printed or written material other than publications of an official Government agency or base-related activity within any Air Force installation without permission of the installation commander or that commander's designee. Members who violate this prohibition are subject to disciplinary action under Article 92 of the UCMJ.

6.39.2. **Writing for Publications.**

Air Force members may not write for unofficial publications during duty hours. An unofficial publication, such as an "underground newspaper," may not be produced using Government or nonappropriated fund property or supplies. Any publication that contains language, the utterance of which is punishable by the UCMJ or other Federal laws, may subject a person involved in its printing, publishing, or distribution to prosecution or other disciplinary action.

6.39.3. **Off-limits Action.**

Action may be initiated under AFJI 31-213, *Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations,* to place certain establishments off limits. An establishment runs the risk of being placed off limits if its activities include counseling service members to refuse to perform their duties or to desert, or when involved in acts with a significant adverse effect on health, welfare, or morale of military members.

6.39.4. **Prohibited Activities.**

Military personnel must reject participation in organizations that espouse supremacist causes; attempt to create illegal discrimination based on race, creed, color, sex, religion, or national origin; advocate the use of force or violence; or otherwise engage in the effort to deprive individuals of their civil rights. Active participation, such as publicly demonstrating or rallying, fundraising, recruiting and training members, organizing or leading such organizations, or otherwise engaging in activities the commander finds to be detrimental to good order, discipline, or mission accomplishment, is incompatible with military service and prohibited. Members who violate this prohibition are subject to disciplinary action under Article 92 of the UCMJ.

6.39.5. **Demonstrations and Similar Activities.**

Demonstrations or other activities within an Air Force installation that could result in interfering with or preventing the orderly accomplishment of a mission of the installation or which present a clear danger to loyalty, discipline, or morale of members of the Armed Forces are prohibited and are punishable under Article 92 of the UCMJ. Air Force members are prohibited from participating in demonstrations when they are on duty, in a foreign country, in uniform, involved in activities that constitute a breach of law and order, or when violence is likely to result.

6.40. Public Statements.

When making public statements, AFI 35-101, *Public Affairs Policies and Procedures,* governs members. Each Air Force member has a personal responsibility for the success of the Air Force Public Affairs Program. As representatives of the service in both official and unofficial contact with the public, members have many opportunities to contribute to positive public opinions toward the Air Force. Therefore, each person must strive to make contacts show the highest standards of conduct, and reflect the Air Force core values.

6.40.1. **Do's.**

Specifically, 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 Web site. Members must ensure the information revealed,

whether official or unofficial, is appropriate for release according to classification requirements in DoDD 5200.1, *DoD Information Security Program*, and AFPD 31-4, *Information Security*.

6.40.2. **Don'ts.**

Air Force members must not use their Air Force association, official title, or position to promote, endorse, or benefit any profit-making agency. This does not prohibit members from assuming character or modeling roles in commercial advertisement during their nonduty hours; however, they cannot wear their uniform or allow their Air Force title or position to be affixed to the advertisement in any manner or imply Air Force endorsement of the product or service being promoted. Additionally, they must not make any commitment to provide official Air Force information to any non-DoD member or agency, including news media, before obtaining approval through command or public affairs channels.

Section 6G—Family Care

6.41. Policy.

DoD policy is that the member is responsible for the care of family members during deployments and temporary duty (TDY), as at all other times. Members with responsibilities for family members, as outlined in paragraph 6.42, are required to have a family care plan. 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 and/or administrative separation. In addition to a required family care plan, military members are strongly encouraged to have a will.

6.42. Members Who Must Have a Family Care Plan.

Single member parents with custody of children 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 other adult family member with disabilities who is dependent upon the member for financial, medical, or logistical support (housing, food, clothing, transportation) must also have a family care plan. This includes a family member with limited command of the English language or the inability to drive or gain access to basic life-sustaining facilities. Members whose family circumstances or personal status change are required to notify their commander as soon as possible, but no later than 30 days, of any change in family circumstance or personal status that makes it necessary for them to establish a family care plan.

6.43. Family Care Plans.

These plans must include provisions for short-term absences (such as TDY for schooling or training) and long-term absences (such as operational deployments) and designate a caregiver for the affected family member(s). Financial arrangements may include powers of attorney, allotments, and other documents necessary for logistical movement of the family or caregiver should it become necessary. A signed statement by the caretaker and the member that the caretaker has been thoroughly briefed on financial arrangements, logistical arrangements, military facilities, services, and benefits and entitlements of the family members must also be included. Additional items may be required to fit individual situations.

6.44. Required Counseling:

6.44.1. **New Duty Station.**

Commanders or first sergeants counsel all people with family members on AFI 36-2908, *Family Care Plans,* during in-processing. During this counseling, commanders and first sergeants must stress the importance of, and confirm the need for, family care certification (by completing AF IMT 357, *Family Care Certification*). Commanders or first sergeants may not delegate counseling requirements. **Note:** However, for members who are geographically separated from the commander's location, commanders may delegate, in writing, the authority to counsel members and certify the AF IMT 357 to detachment or operating location chiefs.

6.44.2. **Annual Briefing.**

At least annually, commanders or first sergeants are required to individually brief all military members in their organization on guidance in AFI 36-2908. The member signs and dates the AF IMT 357 to document the briefing has been completed. During this briefing, the commander or first sergeant signs the AF IMT 357 each time the plan is reviewed and certified, determining the actual workability of the family care plan.

6.45. Remedial Action.

Members who fail to make adequate and acceptable family care arrangements will have disciplinary or other actions taken against them.

6.46. Conclusion.

This chapter explained Air Force standards of conduct. NCOs must learn these standards well enough to be able to clearly explain them to subordinates, observe these standards, and always enforce their observation by other members. Used in concert with information presented in Chapters 5 and 19, this information covered essential issues vital to good order and discipline and mission effectiveness.

Chapter 7

ENFORCING STANDARDS AND LEGAL ISSUES

Section 7A—Overview

7.1. Introduction.

Air Force commanders must continuously evaluate force readiness and organizational efficiency and effectiveness. The inspection system provides the commander with a credible, independent assessment process to measure the capabilities of assigned forces. Inspectors benchmark best practices and exchange lessons learned and innovative methods. Criminal activity and intelligence operations against the Air Force threaten national security. When Air Force personnel commit criminal offenses, illegal activity occurs on an Air Force installation, or Air Force security is breached or compromised, the Air Force must thoroughly investigate criminal allegations and intelligence threats and refer them to the appropriate authorities for action. This chapter provides information on the Air Force Inspection System, the Inspector General Complaints Program, individual standards, and punitive actions. All four areas are necessary to enable the Air Force to fulfill our national security obligations efficiently and effectively.

Section 7B—The Air Force Inspection System

7.2. Purpose.

AFPD 90-2*, Inspector General—The Inspection System,* establishes the overall purpose of the Air Force inspection system. The Inspector General (SAF/IG) reports on force readiness to the Secretary of the Air Force (SECAF) and the Chief of Staff of the Air Force.

7.3. Philosophy.

Each major command (MAJCOM) commander will appoint an inspector general (IG) who will establish an inspection program consistent with MAJCOM mission requirements to inspect unit readiness, compliance, and other inspection program elements. MAJCOM IGs will develop applicable guidelines, procedures, and criteria for conducting inspections. Air Force-level compliance inspection items are assessed during applicable inspections. Additionally, Air Force policy is to minimize the inspection footprint to the extent practical, commensurate with MAJCOM requirements. Personnel should conduct inspections at a time and in a manner that has the least possible impact upon the organization's ability to accomplish its mission. MAJCOM functional staffs develop inspection checklist items for use by command IG teams. For example, HQ Air Mobility Command (AMC) Logistics Training develops checklist items used to evaluate logistics training flights throughout AMC. MAJCOM IG teams ensure critical items requiring direct IG evaluation are clearly annotated.

7.4. Inspection Types:

7.4.1. **Operational Readiness Inspection (ORI).**

ORIs are conducted to evaluate the ability of units with a wartime or contingency mission to perform assigned operational missions. Units are evaluated on how well they respond, employ forces, provide mission support, and survive and operate in a hostile environment. IG teams focus on mission performance and attempt to create a realistic assessment environment. Scenarios are developed to evaluate sustained performance and contingency response while ensuring safety is not compromised. During ORIs, MAJCOM IGs will evaluate common core readiness criteria (CCRC) in the areas of threat, safety, security, communications and information, training, operational risk management, and emergency management. CCRC represents overarching readiness criteria that all MAJCOM IGs should apply to each area of the ORI.

7.4.2. **Nuclear Surety Inspection (NSI).**

MAJCOM IG teams evaluate a unit's management of nuclear resources against approved safety, security, and reliability standards. Teams evaluate logistics airlift units with nuclear weapons transport missions by observing loading, transporting, unloading, and custody transferring procedures of representative types of weapons. The unit's proficiency is determined by using war reserve (WR) weapons when possible. Training weapons or weapon system simulations are used when WR assets are not available. The final rating is based on the nature, severity, and number of findings noted during the inspection. Assigned to units is a rating of Satisfactory, Satisfactory (Support Unsatisfactory) (for deficiencies outside the control of the commander), or Unsatisfactory. If a unit receives an overall Unsatisfactory, the unit will receive another inspection within 90 days. If the unit does not achieve a Satisfactory on the reinspection, the MAJCOM commander must approve the unit's use of nuclear weapons.

7.4.3. **Compliance Inspection (CI).**

CIs are conducted to assess areas mandated by law, as well as mission areas identified by senior Air Force and MAJCOM leadership as critical or important to the health and performance of the unit. Failure to comply with established directives in these areas could result in significant legal liabilities, penalties, or significant mission impact. During CIs, MAJCOM IGs evaluate each common core compliance area (CCCA), which is driven by law, executive order, or applicable directive. Examples of Air Force-level CCCAs based on law are intelligence oversight, transition assistance programs, voting assistance programs, sexual harassment education and prevention, technology protection, trafficking in persons awareness, homosexual conduct policy, and post competition accountability.

7.4.4. **Eagle Look Management Reviews.**

These are independent and objective reviews conducted by trained inspectors from the Air Force Inspection Agency (AFIA) who assess the effectiveness and efficiency of specified Air Force-wide processes or programs and provide recommendations for improvement to senior leaders. Topics are provided and sponsored by HQ USAF (Secretariat and Air Staff), MAJCOMs, and other Air Force senior leadership. The SAF/IG may, however, sponsor a topic independently. Although Air Force personnel at any level may forward proposed topics with background or rationale, SAF/IG approves the topics. When program deficiencies are identified, follow-ups are conducted based on mutual agreement between AFIA and the process owner, the goal being to improve the program. SAF/IG may direct a follow-up on any issue.

7.4.5. **Health Services Inspection (HSI).**

AFIA conducts assessments of Air Force medical units' abilities to fulfill peacetime and wartime missions, including provision of medical care and support of the host wing mission. Each medical unit receives an overall score with a corresponding verbal rating of Outstanding, Excellent, Satisfactory, Marginal, or Unsatisfactory. HSIs are normally conducted on a short-notice basis every 3 years.

7.5. Inspection Elements:

7.5.1. **Special Interest Item (SII) Program.**

The SII process provides a means to focus management attention, gather data, and evaluate the status of specific programs and conditions in the field. SIIs also provide feedback from the field that functional staffs use to enhance decisionmaking and policy adjustments. Proposed Air Force-wide topics may originate at any level but are normally sponsored by a Headquarters Air Force (or HQ USAF) two-letter/digit function or MAJCOM Commander.

7.5.2. **Best Practices.**

During inspections, IG teams may identify any good ideas, new and innovative practices, or effective procedures observed as a "best practice." IG teams record observed best practices and include them as an unclassified attachment to all inspection reports. Details of the best practice are forwarded to the Air Force Manpower Agency (AFMA) for consideration of Air Force Best Practice designation.

7.5.3. **Grading System.**

Inspection rating schemes are left to the discretion of the MAJCOM. (**Exception:** ORIs will use a five-tier system.) Some MAJCOMs use the five-tier system, while others use a two- or three-tier system, with ratings such as Satisfactory/Unsatisfactory or In Compliance/In Compliance with Comments/Not In Compliance. Team chiefs may assign ratings that accurately reflect observed performance regardless of statistical outcomes. Specific criteria are designed as guides and are not substitutes for the judgment of the IG.

7.6. Gatekeepers.

Gatekeepers monitor and deconflict the type and amount of evaluation activity in Air Force units. They exist at the SAF/IGI, MAJCOM, and unit levels throughout the Air Force, as well as in agencies with inspection authority. Gatekeepers track evaluation visits, relay visit notifications, and evaluate assessment requests to determine if there are duplications. Although they do not have the authority to deny access, gatekeepers may call on SAF/IGI for assistance if deconfliction efforts fail.

7.7. TIG Brief.

AFIA publishes the *TIG Brief,* which provides authoritative guidance and information to commanders, inspectors general, inspectors, and Air Force supervisors and leaders at all levels of command. Articles relate anticipated or

actual problems, recommendations to improve management, safety, security, inspection or operational techniques, exchange of lessons learned, best practices, or contemporary issues of interest to the Air Force. Anyone may submit articles to be published in this magazine to AFIA Public Affairs.

Section 7C—Inspector General Complaints Program

7.8. Program Policy and Mission Focus.

The Air Force IG Complaints Program is a leadership tool that indicates where command involvement is needed to correct systematic, programmatic, or procedural weaknesses, and to ensure resources are used effectively and efficiently; 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. The primary charge of the IG is to sustain a credible Air Force IG system by ensuring the existence of responsive complaint investigations, and fraud, waste, and abuse (FWA) programs characterized by objectivity, integrity, and impartiality. Only the IG may investigate allegations of reprisal under the Military Whistleblower's Protection Act. The IG ensures the concerns of Air Force active duty, Reserve, and Guard members; civilian employees; family members; retirees; and the best interests of the Air Force are addressed through objective fact-finding.

7.9. Installation Inspector General Program.

The concept of separate, full-time installation IGs was implemented to remove any perceived conflict of interest, lack of independence, or apprehension by Air Force personnel. This came as a result of the previous practice of assigning chain of command and IG roles to the same official. The installation IG is organized as a staff function reporting directly to the installation commander.

7.9.1. **IG Role.**

IGs are the "eyes and ears" of the commander. They keep the commander informed of potential areas of concern as reflected by trends; they function as the fact finder and honest broker in the resolution of complaints; they educate and train commanders and members of the base population on their rights and responsibilities in regard to the Air Force IG system; and they help commanders prevent, detect, and correct FWA and mismanagement. Personal complaints and FWA disclosures help commanders discover and correct problems that affect the productivity and morale of assigned personnel. Resolving the underlying cause of a complaint may prevent more severe symptoms or costly consequences, such as reduced performance, accidents, poor quality work, poor morale, or loss of resources. Even though allegations may not be substantiated, the evidence or investigation findings may reveal systemic morale or other problems that impede efficiency and mission effectiveness.

7.9.2. **Investigations Not Covered and Complaints Not Appropriate.**

The following are not covered under the IG complaint resolution program:

7.9.2.1. Administrative inquiries or investigations governed by other policy directives and instructions. These inquiries and investigations include:

7.9.2.1.1. Commander-directed inquiries and investigations.

7.9.2.1.2. Air Force Office of Special Investigations (AFOSI) or security forces investigations.

7.9.2.1.3. Investigations of civilian employees who have specific appeal rights under law or labor union agreements.

7.9.2.2. Investigations under the authority of the Uniform Code of Military Justice (UCMJ) or the *Manual for Courts-Martial* (MCM), line of duty or report of survey investigations, quality assurance in the Air Force Medical Service Boards, Air Force mishap or safety investigations, Military Equal Opportunity (MEO) Treatment or civilian Equal Employment Opportunity (EEO) programs, and medical incident investigations.

7.9.2.3. Matters normally addressed through other established grievance or appeal channels unless there is evidence these channels mishandled the matter or process. If a policy directive or instruction provides a specific means of redress or appeal to a grievance, complainants must exhaust these means before filing an IG complaint. Complainants must provide some relevant evidence that the process was mishandled or handled prejudicially before IG channels 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 IG investigation.

NOTE: AFI 90-301, *Inspector General Complaints Resolution*, Table 2.5, provides a list of matters not appropriate for the IG complaint resolution program.

7.9.3. **Filing an IG Complaint.**

Air Force military members and civilian employees have a duty to promptly report FWA or gross mismanagement; a violation of law, policy, procedures, or regulations; an injustice; abuse of authority, inappropriate conduct, or misconduct; and a deficiency or like condition to an appropriate supervisor or commander, to an IG or other appropriate inspector, or through an established grievance channel. Complainants should attempt to resolve the issues at the lowest possible level using command channels before addressing them to a higher level or the IG. The immediate supervisory command chain can often resolve complaints more quickly and effectively than a higher level not familiar with the situation. Use the IG system when referral to the chain of command is futile, and there is fear of reprisal.

7.9.4. **Procedures for Filing a Complaint.**

Table 7.1 outlines the procedures for filing an IG complaint. Complainants complete an AF IMT 102, *IG Personal and Fraud, Waste and Abuse Complaint Registration*, briefly outlining the facts and relevant background information related to the issue or complaint. AFI 90-301 outlines the procedures. Complainants may also file anonymously through an Air Force FWA Hotline, the Defense Hotline, or directly with an IG.

Table 7.1. How to File an IG Complaint.

ITEM	A Step	B Action
1	1	If you believe you are unable to resolve your complaint in command channels, review AFI 90-301, Table 2.5, to determine if the complaint should be filed with the IG. You may file a complaint if you reasonably believe inappropriate conduct has occurred or a violation of law, policy, procedure, or regulation has been committed.
2	2	Complete the personal data information on AF IMT 102 (typed or printed legibly), the preferred format for submitting complaints, so it may easily be reproduced.
3	3	Briefly outline the facts and relevant background information related to the issue or complaint on AF IMT 102 in chronological order.
4	4	List the allegations of wrongdoing briefly, in general terms, and provide supporting narrative detail including chronology and documents later when interviewed. Allegations should be written as bullets and should answer: 1. What violation was committed? 2. What law, regulation, procedure, or policy was violated? 3. When did the violation occur? 4. Who committed the violation?
5	5	If more than 60 days have elapsed since the alleged conduct occurred: 1. When did you first become aware of the conduct? 2. How did you become aware of the conduct?
6	6	Submit the completed AF IMT 102 to any Air Force IG and set up a follow-on meeting to discuss the complaint.
7	7	If the IG is named in the complaint, contact the next higher-level IG.

7.9.5. **Complainants' Rights.**

Complainants have the right to:

7.9.5.1. File an IG complaint at any level without notifying or following the chain of command.

7.9.5.2. File a complaint with an IG without fear of reprisal.

7.9.5.3. Request withdrawal of their complaint in writing; however, IGs may still look into the allegations at their discretion.

7.9.5.4. Request the next higher level IG review their case within 90 days of receiving a final IG response. Must give specific reasons as to why the complainant believes the original investigation was not valid or adequate; simply disagreeing with the findings is not sufficient for additional IG review.

7.9.5.5. Submit complaints anonymously.

7.9.5.6. Submit a complaint on behalf of another individual or even when not the wronged party.

7.9.5.7. Request whistleblower protection if reprisal after making or planning to make protected communication.

7.9.6. **Complainants' Responsibilities.**

Complainants must file within 60 days of learning of the alleged wrong. IG complaints not reported within 60 days may seriously impede the gathering of evidence and testimony. The IG may dismiss a complaint if, given the nature of the alleged wrong and the passage of time, there is reasonable probability that insufficient information can be gathered to make a determination, or no special Air Force interests exist to justify investigating the matter. Complainants must cooperate with investigators by providing factual and relevant information regarding the issues. Complainants must understand that they are submitting official statements; therefore, they remain subject to punitive action for knowingly making false statements and submitting other unlawful communications.

7.9.7. **Confidentiality Policy.**

The IG makes every effort to protect the identity of complainants from anyone outside IG channels. IGs may release the name of a complainant only on an official need-to-know basis. Investigating officers do not divulge a complainant's name to a subject or witness or permit them to read the complaint without the IG's or appointing authority's written permission.

Section 7D—Individual Standards

7.10. Enforcing Individual Standards—Administrative Actions.

When leadership by example, one-on-one counseling, and performance feedback fail to convince an individual to conform to standards, it may be appropriate to take more severe actions. The next step in many cases is to take one of several administrative actions. The following paragraphs discuss actions a commander may take to correct an individual's behavior without resorting to punishment under the UCMJ.

7.11. Unfavorable Information File (UIF).

The UIF is an official record of unfavorable (derogatory) information about an individual and documents that are administrative, judicial, or nonjudicial censures concerning the member's performance, responsibility, and behavior.

7.11.1. **UIF Contents.**

The following documents must be filed in a UIF:

7.11.1.1. Suspended or unsuspended Article 15 punishment of more than 1 month.

7.11.1.2. Court-martial conviction.

7.11.1.3. A civilian conviction where the penalty is confinement of 1 year or more.

7.11.1.4. Placement on the control roster (paragraph 7.12).

NOTE: The commander may refer other documented unfavorable information for optional filing in the UIF. This includes documentation such as other Article 15 punishments not listed above; a record of failure to discharge financial obligations in a timely manner; a record of confirmed discrimination; or a written administrative reprimand, admonishment, or counseling.

7.11.2. **Initiating and Controlling UIFs.**

Commanders at all levels; vice commanders, staff directors, and directors at MAJCOMs, field operating agencies (FOA), and direct reporting units (DRU); and the senior Air Force officer assigned to a joint command have the authority to establish, remove, or destroy UIFs. Commanders refer optional documents (letters of admonishment [LOA], letters of counseling [LOC], and letters of reprimand [LOR]) to the offending member along with an AF IMT 1058, *Unfavorable Information File Action*, before establishing a UIF. **Note:** Mandatory items, such as Articles 15 with punishment exceeding 1 month and court-martial or civilian court convictions, are not referred via AF IMT 1058. The individual has 3 duty days to acknowledge the intended actions and provide pertinent information before the commander makes the final decision on placing optional documents in the UIF. The commander advises the individual of his or her final decision; and, if the commander decides to file the information in a UIF, the individual's response is also filed.

7.11.3. **Accessing UIFs.**

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 (EPR) reporting and rating officials, military personnel flight (MPF) personnel, IG, inspection team, judge advocate, paralegal, MEO personnel, Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program personnel, AFOSI, and security forces personnel. Commanders review unit UIFs within 90 days of assuming command. UIFs are also reviewed when individuals are considered for promotion, reenlistment, permanent change of station (PCS), permanent change of assignment (PCA), and voluntary or mandatory reclassification or retraining.

7.11.4. **Removing UIFs or Documents Within UIFs.**

Commanders keep the UIF and its documents for the disposition period unless early removal is clearly warranted. AFI 36-2907, *Unfavorable Information File (UIF) Program,* contains additional guidance on disposition dates. Commanders initiate removal action via AF IMT 1058, and the individual acknowledges the action.

7.12. Control Roster.

The control roster is a rehabilitative tool commanders may use to establish a 6-month observation period 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. A brief incident of substandard performance or an isolated breach of standards, not likely to be repeated, should not usually result in an individual's placement on the control roster. Commanders should consider prior incidents, acts, failures, counseling, and rehabilitative efforts. Commanders inform members listed on the control roster that their performance and behavior must improve or they will face more severe administrative action or punishment.

7.12.1. **Use.**

A commander may direct an EPR before entering or removing an individual from the roster, or both. The commander cannot place an individual on the roster as a substitute for more appropriate administrative, judicial, or nonjudicial action. Being on the roster does not shield an individual from other actions. An individual cannot remain on the roster for more than 6 consecutive months. If a member is not rehabilitated in this time, the commander initiates more severe action.

7.12.2. **Initiating and Maintaining the Control Roster.**

A commander initiates control roster action on AF IMT 1058. The commander requests that the individual acknowledge the action. The individual has 3 duty days to submit a statement on his or her behalf before the AF IMT 1058 is finalized. Placement on the control roster is a mandatory UIF entry. The 6-month time period begins the day the AF IMT 1058 is finalized and ends at 2400 hours 6 months later. For example, if placed on the roster 1 January, this action expires at 2400 on 30 June. An individual's time does not stop and start for periods of temporary duty, ordinary leave, or a change in immediate supervisor. The commander can remove an enlisted member early from the control roster using AF IMT 1058.

7.13. Administrative Counseling, Admonitions, and Reprimands.

Commanders, supervisors, and other persons in authority can issue administrative counseling, admonitions, and reprimands. These actions 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. Written administrative counselings, 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 an individual's UIF or the unit's personnel information file. Raters must consider making comments on performance reports when the ratee receives any of these adverse actions.

7.13.1. **Record of Individual Counseling (RIC).**

Counseling helps people develop good judgment, assume responsibility, and face and solve their problems. Counselors help subordinates develop skills, attitudes, and behaviors consistent with maintaining the Air Force readiness. First-line supervisors, first sergeants, and commanders routinely counsel individuals either verbally or in writing, giving advice and reassuring subordinates about specific situations. The AF IMT 174, *Record of Individual Counseling*, is used to record the counseling session. AF IMT 174 provides a record of positive or negative counseling and is useful for performance evaluations. Counseling sessions may also be documented on bond paper or letterhead. This constitutes an LOC. The commander may file negative or unfavorable records of individual counseling in the UIF.

7.13.2. **Letter of Admonishment.**

An admonishment is more severe than an LOC/RIC and is used to document an infraction serious enough to warrant the LOA. Do not use an LOA when an LOR is more appropriate.

7.13.3. **Letter of Reprimand.**

A reprimand is more severe than an LOC or LOA and indicates a stronger degree of official censure. Commanders may elect to file an LOR in a UIF for enlisted personnel.

7.13.4. **Administering RICs, LOCs, LOAs, or LORs.**

Counselings, admonitions, or reprimands are administered either verbally or in writing. If written, the letter states:

7.13.4.1. What the member did or failed to do, citing specific incidents and their dates.

7.13.4.2. What improvement is expected.

7.13.4.3. That further deviation may result in more severe action.

7.13.4.4. That the individual has 3 duty days to submit rebuttal documents for consideration by the initiator.

7.13.4.5. That all supporting documents received from the individual will become part of the record.

7.14. Administrative Demotion of Airmen.

The group or equivalent-level commander may demote master sergeants (MSgt) and below. MAJCOM, FOA, and DRU commanders may demote senior master sergeants (SMSgt) and chief master sergeants (CMSgt).

7.14.1. **Reasons for Demotion.**

Common reasons for the administrative demotion of Airmen include failure to:

7.14.1.1. Complete officer training for reasons of academic deficiency, self-elimination, or misconduct. Trainees will be demoted to the grade they formerly held.

7.14.1.2. Maintain grade and skill relationship and skill level.

7.14.1.3. Fulfill the responsibilities of a noncommissioned officer (NCO) as prescribed in AFI 36-2618, *The Enlisted Force Structure*.

7.14.1.4. Attain or maintain fitness program standards as prescribed in AFI 10-248, *Fitness Program*.

7.14.2. **Demotion Procedure.**

The commander must inform the Airman, in writing, of the intention to recommend demotion; cite the specific reason, demotion authority, and recommended grade for demotion; and provide a summary of the facts. The commander must advise the Airman that he or she may seek legal counsel and provide the name and number of the local area defense counsel (ADC) who can assist with written and oral statements. The commander must also inform the Airman of the right to apply for retirement (if eligible) in lieu of demotion and make sure the Airman endorses the demotion when he or she receives it. The Airman then has 3 duty days to agree or disagree with the action and to present written or oral statements. If, after reviewing the statements, the commander decides to continue the demotion process, he or she must notify the individual in writing. The commander then summarizes the Airman's statements and sends the entire case file to the servicing MPF for processing.

7.14.3. **Appeal Policy.**

Airmen may appeal a demotion decision. The appellate authority for Airmen in the grades of Airman (Amn) through MSgt is the next level commander above the group commander. The appellate authority for Airmen in the grades of SMSgt and CMSgt is the Air Force Vice Chief of Staff, unless the MAJCOM, FOA, or DRU commander delegated demotion authority to a subordinate level. If delegated, the MAJCOM, FOA, or DRU commander then becomes the appellate authority for demotion appeals of SMSgts and CMSgts.

7.15. Administrative Separations:

7.15.1. **Military Service Obligation (MSO).**

Most first-term Airmen have an MSO requiring them to complete 8 years of military service. Airmen who have not met the MSO at the time of separation from active service could be released (not discharged) and transferred to the Air Force Reserve (AFR) to complete the balance of the MSO.

7.15.2. **Service Characterization.**

Airmen who do not qualify for reenlistment receive a discharge without regard to their remaining MSO. The character of the member's service is honorable. The service of members separating at their expiration of term of service (ETS), or voluntarily or involuntarily separating for the convenience of the Government, is characterized as honorable. The service of members administratively discharged under AFI 36-3208, *Administrative Separation of Airmen,* may be characterized as honorable, under honorable conditions (general), or under other than honorable conditions. The service characterization depends upon the reason for the discharge and the member's military record in the current enlistment or period of service.

7.15.3. **Reasons for Separation.**

Airmen are entitled to separate at ETS unless there is a specific authority for retention or they consent to retention. Nevertheless, a separation is not automatic; members remain in the service until separation action is initiated. Many different reasons for separation exist. The following discussion cannot cover all of them; its purpose is to briefly identify major reasons for separation and a concise discussion of each:

7.15.3.1. **Required Separation:**

7.15.3.1.1. Airmen who will continue to serve in another military status must separate; for example, an Airman may separate to serve with the AFR 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.

7.15.3.1.2. Airmen with insufficient retainability for PCS must separate.

7.15.3.2. **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.

7.15.3.3. **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, homosexual conduct, misconduct, or in the interest of national security.

7.15.3.4. **Discharge Instead of Trial by Court-Martial.** If charges have been preferred against an Airman and if the UCMJ authorizes punitive discharge as punishment for the offense, 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.

Section 7E—Punitive Actions

7.16. Military Law, a Separate Judicial System.

Effective leadership is the most desirable means of maintaining standards. Military law provides commanders the tools, including court-martial and nonjudicial punishment (NJP), to deal with criminal conduct. The purpose of military law is to promote justice, to assist in maintaining good order and discipline in the Armed Forces, to promote efficiency and effectiveness in the military establishment, and to thereby strengthen the national security of the United States.

Figure 7.1. The Military Justice System Pillars.
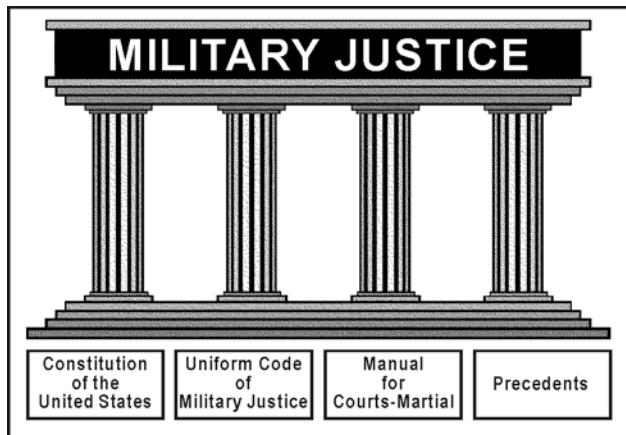
7.16.1. **The US Constitution.**

The Constitution is the primary source of our military law. The writers of the US Constitution decided the military should operate under a separate military justice system based upon a system of balanced controls (Figure 7.1). The US Constitution designates the President as Commander in Chief (CINC) of the Armed Forces and vests in him the power to carry out the responsibilities of this position. Congress has the power to raise an Army and Navy, control the military budget, and make rules for the government of the Army and Navy. This separation of power is an important element of our military justice system.

7.16.2. **UCMJ and the MCM:**

7.16.2.1. **UCMJ.** In 1950, Congress enacted the UCMJ, and President Harry S. Truman signed it into law. The UCMJ became effective on 31 May 1951.

7.16.2.2. **The MCM.** In 1951, President Truman created the MCM by executive order. The MCM sets out rules for evidence, procedure, and maximum punishments. Furthermore, it also provides standardized forms. The MCM is intended to provide military law guidance to commanders and judge advocates and is revised annually. Finally, the MCM contains a wide range of materials, including the US Constitution, the UCMJ (including text and discussion of the punitive articles, as well as sample specifications), Rules for Courts-Martial (RCM), and Military Rules of Evidence (MRE).

7.16.3. **Legal Rights.**

Members of the Armed Forces retain virtually all the legal rights they held as civilians before entering the military, including protection against involuntary self-incrimination and the right to counsel.

7.16.3.1. **Self-incrimination:**

7.16.3.1.1. **Involuntary Self-incrimination.** The Fifth Amendment to the Constitution states that no person shall be compelled to be a witness against him or herself. Article 31, UCMJ, and MRE 304 reflect this right and prohibit 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 counsel and to have such counsel present at the interrogation. If counsel is requested, questioning must cease until counsel is present.

7.16.3.1.2. **Statements.** Once properly advised of his or her 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.

7.16.3.2. **Right to Counsel:**

7.16.3.2.1. The UCMJ provides an accused the right to be represented by a military attorney free of charge at general and special courts-martial regardless of the ability to pay. In the Air Force, an attorney is provided, free of charge, to represent all accused before summary, special, and general courts-martial; Article 32 investigations; and in the Article 15 process.

7.16.3.2.2. Military members accused of a crime will normally receive assistance and representation from the ADC. The ADC does not report to anyone at base level, including the wing commander or the base staff judge advocate (SJA). The ADC works for a separate chain of command and is responsible only to senior defense attorneys. This insures undivided loyalty to the client. A military member may retain civilian counsel at no expense to the Government. The military member may also request an individual military defense counsel for representation at an Article 32 hearing or court-martial but does not have an automatic right to such representation. The requested counsel will represent the member if he or she is reasonably available.

7.17. Military Jurisdiction in Action:

7.17.1. **Apprehension and Pretrial Restraint:**

7.17.1.1. **Apprehension.** Apprehension is the act of taking a person into custody. Furthermore, apprehension is the equivalent of a civilian "arrest." All commissioned officers, warrant officers, petty officers, NCOs, military and security forces, and persons on guard or performing police duties have the authority to apprehend persons subject to trial by court-martial. Apprehension requires probable cause, which means there are reasonable grounds to believe that the individual committed or is committing an offense.

7.17.1.1.1. An apprehension is made by clearly notifying the person, either 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 effect the apprehension is authorized.

7.17.1.1.2. NCOs 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.

7.17.1.2. **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 include conditions on liberty, restrictions, arrest, or confinement. 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 NCO.

7.17.1.2.1. **Conditions on Liberty.** Conditions on liberty are imposed 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). However, conditions on liberty must not hinder pretrial preparation.

7.17.1.2.2. **Restrictions in Lieu of Arrest.** Restriction imposes restraint on a person to remain within specified limits, but is less severe than arrest. The geographic limits are usually broader (for example, restriction to the limits of the installation), and the offender will perform full military duties unless otherwise directed.

7.17.1.2.3. **Arrest.** In the Armed Forces, the term "arrest" means the limiting of a person's liberty. Arrest is not imposed as punishment for an offense. The notification of arrest directs 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 is not expected to perform full military duties.

7.17.1.2.4. **Confinement.** Confinement is physical restraint, such as imprisonment in a confinement facility. Individuals are put in pretrial confinement only when lesser forms of pretrial restraint are inadequate. When a person is ordered into confinement they have the right to retain civilian counsel (at their own expense), or to request military counsel be assigned (at no expense to the accused). They also have the right to a prompt review of their status.

7.17.1.3. **Use of Pretrial Restraint.** Pretrial restraint may only be ordered if there is a reasonable belief that the person committed an offense triable by court-martial and 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.

7.17.2. **Search and Seizure:**

7.17.2.1. The fourth amendment to the US Constitution protects against unreasonable searches and seizures. The authorization to search must be based on probable cause and particularly describe the place to be searched and the persons or things to be seized.

7.17.2.2. 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.

7.17.2.3. "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.

7.17.2.4. Commanders, as well as military judges, installation commanders, and magistrates, have the power to authorize a search and seizure over anyone subject to military law or at any place on the installation.

7.17.3. **Inspections.**

Commanders may conduct inspections of their units. Inspections are not searches. An inspection is an examination of the whole or part of a unit, organization, installation, vessel, aircraft, or vehicle conducted to determine the security, military fitness, or good order and discipline. 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 (i.e., vehicle entry checks, random drug testing) is admissible in court.

7.18. Nonjudicial Punishment—Article 15.

NJP is authorized under Article 15, UCMJ. Often referred to as an "Article 15," NJP provides commanders with an essential and prompt means of maintaining good order and discipline without the stigma of a court-martial conviction. An Article 15 may be imposed for minor offenses. Any Air Force member can be punished by Article 15. Commanders are encouraged to take nonpunitive disciplinary actions, such as counseling and administrative reprimand, before resorting to Article 15. However, such measures are not required before an Article 15 can be offered. An Article 15 should not be offered unless the commander is prepared to proceed with court-martial charges since an Article 15 cannot be imposed upon a member who demands trial by court-martial instead.

7.18.1. **Minor Offense.**

Whether 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 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 in which the maximum sentence imposable would not include a dishonorable discharge or confinement for more than 1 year if tried by a general court-martial.

7.18.2. **Punishments Under Article 15.**

The type and permissible extent of punishment are limited by both the imposing commander's grade and the offender's grade as reflected in Table 7.2. Punishments may include reduction in grade, forfeiture of pay, restrictions, extra duties, and/or correctional custody.

7.18.3. **Procedures:**

7.18.3.1. Commanders initiate Article 15 action and impose punishment based on reliable information. The commander should consult the SJA to help determine whether NJP is appropriate. The SJA advises and helps the commander evaluate the facts and determine what offense was committed. However, the commander will determine who makes the decision to impose punishment and the degree of punishment imposed.

7.18.3.2. After the commander determines that NJP is appropriate, the SJA prepares an AF Form 3070A, *Record of Nonjudicial Punishment Proceedings (AB thru TSgt)*; AF Form 3070B, *Record of Nonjudicial Punishment Proceedings (MSgt thru CMSgt)*; or AF Form 3070C, *Record of Nonjudicial Punishment Proceedings (Officer)*. The commander notifies the member that he or she is considering punishment under Article 15 by signing the AF Form 3070A/B/C and providing it to the member. The AF Form 3070A/B/C includes a statement of the alleged offenses, the member's rights, and the maximum punishment allowable. After receiving the AF Form 3070A/B/C, the member has a right to examine all statements and evidence available to the commander. In practice, the member or the ADC is provided copies of the evidence used to support the alleged offenses.

Table 7.2. Permissible NJPs on Enlisted Members. (Notes 1, 2, 3, and 4)

R U L E	A Punishment	B Imposed by Lieutenant or Captain	C Imposed by Major	D Imposed by Lt Colonel or Above
1	Additional restrictions	May not impose NJP on CMSgt or SMSgt	May not impose NJP 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	CMSgt No	CMSgt No	CMSgt Note 2
4	grade (note 2)	SMSgt No	SMSgt No	SMSgt Note 2
5		MSgt No	MSgt No	MSgt One Grade
6		TSgt No	TSgt One Grade	TSgt One Grade
7		SSgt One Grade	SSgt One Grade	SSgt One Grade
8		SrA One Grade	SrA To AB	SrA To AB
9		A1C One Grade	A1C To AB	A1C To AB
10		Amn One Grade	Amn To AB	Amn To AB
11	Forfeiture of pay	7 days' pay	1/2 of 1 month's pay per month for 2 months	1/2 of 1 month's pay per month for 2 months
12	Reprimand	Yes	Yes	Yes
13	Restriction	14 days	60 days	60 days
14	Extra duties	14 days	45 days	45 days

NOTES:

1. See MCM, part V, paragraph 5d, for further limitations on combinations of punishments.

2. 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 theses grades has been delegated. See AFI 51-202, *Nonjudicial Punishment,* Table 3.1, note 2.

3. Bread and water and diminished rations punishments are not authorized.

4. Frocked commanders may exercise only that authority associated with their actual pay grade. No authority is conferred by the frocked grade.

7.18.3.3. Once offered NJP, a member must first decide whether to accept. The member has no less than 3 duty days (72 hours) to make the decision. Before making the decision, the member may consult with military defense counsel. A member's decision to accept the Article 15 is not an admission of guilt but is a choice of forum. The member may present matters orally, in writing, or both and may present witnesses. The member is not required to present any matters or make any statement and has the right to remain silent under Article 31(b), UCMJ.

7.18.3.4. After carefully considering all matters submitted by the member and consulting with the SJA, the commander will indicate one of the following decisions and annotate the AF Form 3070A/B/C accordingly:

7.18.3.4.1. The member did not commit the offenses alleged, and the proceedings are terminated.

7.18.3.4.2. In light of matters in extenuation and mitigation, NJP is not appropriate, and the proceedings are terminated.

7.18.3.4.3. The member committed one or more of the offenses alleged. (The commander must line out and initial any offenses he or she determines were not committed.)

7.18.3.4.4. The member committed one or more lesser-included offenses rather than the offenses listed.

7.18.3.5. If the commander finds the member committed an offense, he or she will determine the appropriate punishment and serve it on the member, notifying the member of the right to appeal.

7.18.3.6. Offenders have the right to appeal the decision to the next superior authority in the chain of command. The offender has 5 calendar days to submit a written appeal—an oral statement is not acceptable. Generally, the punishment is not put on hold pending a decision on the appeal.

7.18.4. **Suspension, Remission, Mitigation, and Set-Aside Actions.**

A commander has the power to suspend, remit, or mitigate punishment of an Article 15.

7.18.4.1. **Suspension.** To suspend punishment is to postpone application of all or part of it for a specific probationary period with the understanding that it will be automatically remitted (cancelled) at the end of this period if the offender does not engage in further misconduct. The probationary period may not exceed 6 months. Suspension may occur when the commander imposes the punishment or within 4 months of executing the punishment. The MCM and Air Force policy encourage the use of suspended sentences as a corrective tool for first-time offenders because it provides both an observation period and an incentive for good behavior.

7.18.4.2. **Remission.** Remission is an action whereby any portion of the unexecuted punishment is cancelled, normally used as a reward for good behavior or when determined the punishment imposed was too severe for the particular offense.

7.18.4.3. **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 it to a less severe form or reduce its quantity. For example, a reduction in grade can be mitigated to a forfeiture of pay.

7.18.4.4. **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 that under all the circumstances of the case the punishment has resulted in clear injustice.

7.19. Types of Courts-Martial:

7.19.1. **Summary Court-Martial (SCM).**

An SCM tries minor offenses. Instead of a military judge, an active duty commissioned officer is appointed as the SCM officer. The accused may have assistance from the ADC. The SCM considers the evidence, including witness testimony, then makes a finding. If the finding is guilty, the SCM considers any additional evidence before deciding an appropriate sentence. Only enlisted service members may be tried by SCM and only if they consent to being tried in that forum. Sentences are limited as set out in Line 1, Column F of Table 7.3.

7.19.2. **Special Court-Martial (SPCM).**

Any service member may be tried by an SPCM. An SPCM is the intermediate-level court in the military system. The SPCM usually consists of a military judge and a panel (similar to a civilian jury) of three or more members. Enlisted accused may request at least one-third of the panel consist of enlisted members. The accused may request trial by military judge alone. The proceedings include a trial counsel (prosecutor), defense counsel, the accused, and a court reporter to record the proceedings. A sentence in an SPCM may include any punishment authorized by the UCMJ except death, dishonorable discharge, dismissal (in the case of an officer), or confinement in excess of 1 year.

7.19.3. **General Court-Martial (GCM).**

A GCM tries the most serious offenses. Cases cannot be referred for trial by GCM without a thorough and impartial investigation under Article 32, UCMJ. The GCM is composed of a military judge and at least a five-member panel, and may include at least one-third enlisted members, if so requested by an enlisted accused. The accused may request trial by a military judge alone, except in a capital case (when a sentence to death may be adjudged). The maximum authorized punishment this court-martial may impose is the maximum allowable under the UCMJ for the offenses charged. For some offenses, the maximum allowable sentence may include death.

7.20. Court-Martial Procedures:

7.20.1. **Trial.**

When a case is referred to trial, the convening authority, generally the wing or numbered Air Force (NAF) commander, selects the court-martial panel. Panel members must be senior in grade to the accused and be the best qualified. Throughout the court-martial process, commanders and convening authorities are expressly forbidden to exercise any improper influence on the action of the court.

Table 7.3. Composition, Appointment, and Jurisdiction of Courts-Martial.

L I N E	A Court	B Required Membership	C Convening Authority	D Persons Triable	E Offenses Triable	F Maximum Punishment
1	Summary	One commissioned officer (RCM 1301(a), Art. 16, UCMJ)	The officer exercising GCM or SPCM convening authority over the accused, or the commander of a detached squadron or other detachment (RCM 1302, Art. 24, UCMJ)	Enlisted members. If an accused objects to trial by SCM, the convening authority may order trial by SPCM or GCM (RCM 1301(c) and 1303, Art. 20, UCMJ)	Any noncapital offense punishable under UCMJ. SCM normally used to try minor offenses for which the accused was first offered NJP (RCM 1301(c), Art. 20, UCMJ)	1 month's confinement, hard labor without confinement for 45 days, restriction for 2 months, forfeiture of 2/3 of 1 month's pay, reduction to AB, reprimand, and a fine (RCM 1301 (d)(1), Art. 20, UCMJ). If the accused is SSgt or above, an SCM may not impose a sentence of confinement, hard labor without confinement, or reduction except to the next pay grade (RCM 1301 (d)(2), UCMJ)
2	Special	Three or more members and a military judge or, if requested, a military judge only (RCM 501 (a)(2), Art. 16, UCMJ)	The officer exercising GCM convening authority over the accused; the commander of a base, wing, group, or separate squadron when expressly authorized by the MAJCOM commander or designated SECAF; or any commander designated by the SECAF (RCM 504 (b)(2), Art. 23a, UCMJ)	Any person subject to the UCMJ (RCM 201 (b)(4), Art. 19, UCMJ)	Any noncapital offense punishable under the UCMJ (RCM 201(b)(5), Art. 19, UCMJ)	**Upon enlisted members:** Bad conduct discharge, confinement for 1 year, hard labor without confinement for 3 months, restriction for 2 months, forfeiture of 2/3 pay per month for 1 year, reduction to AB, reprimand, and a fine (RCM 201 (f)(2)(B)(i), Art. 19, UCMJ)
3	General	A military judge and at least five members, or a military judge only in noncapital cases (RCM 501(a)(1), Art. 16, UCMJ)	The President, SECAF, the commander of an air command, an air force, an air division or a separate wing of the Air Force, or any commander when designated by the President or SECAF (RCM 504 (b)(1), Art. 22, UCMJ)	Any person subject to the UCMJ (RCM 201 (b)(4), Art. 18, UCMJ)	Any offense punishable under the UCMJ (RCM 201(b)(5), Art. 18, UCMJ)	The maximum punishment authorized by the UCMJ, which may include death, a punitive separation (dismissal, dishonorable discharge, or bad conduct discharge), confinement for life or a specified period, hard labor without confinement for 3 months (enlisted members only), restriction for 2 months, forfeiture of all pay and allowances, reduction to AB (enlisted members only), reprimand, and a fine (RCM 201 (f)(1)(A)(ii), Art. 18, UCMJ)

7.20.2. **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 two-thirds 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 a panel of twelve members, while a sentence of confinement in excess of 10 years requires the concurrence of three-fourths of panel members.

7.20.3. **Post-Trial.**

When the court reporter completes the record of trial, the military judge ensures it accurately reflects the proceedings. Before the convening authority approves, disapproves, or reduces all or part of the findings and sentence, the complete record must be submitted to the SJA for review.

7.21. Initial Review of Trial Records.

The convening authority must act on every case. The convening authority can approve or disapprove any portion of the findings or sentence; mitigate the sentence to another form of punishment, as long as the punishment is less severe; suspend the execution of any sentence that has been approved, except the death sentence; order a rehearing of the case; and defer (or postpone) forfeiture of pay and allowances, reduction in grade, or the service of a sentence to confinement.

7.22. Appellate Review:

7.22.1. **The Judge Advocate General (TJAG).**

Following the court-martial, the record of the trial is reviewed for legal sufficiency. TJAG reviews any case not automatically reviewed by the US Air Force Court of Criminal Appeals.

7.22.2. **The US Air Force Court of Criminal Appeals (AFCCA).**

The AFCCA is the first level of formal appellate review. The court may approve, disapprove, or modify the convening authority's findings and sentence. The court reviews records of trial that include a death sentence; dismissal of a commissioned officer; a punitive discharge; or confinement of 1 year or more.

7.22.3. **The US Court of Appeals for the Armed Forces (USCAAF).**

The US Court of Appeals for the Armed Forces composed of five civilian judges, appointed by the President, 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 AFCCA forwarded on TJAG's order. The accused may also petition to have his case reviewed.

7.22.4. **The US Supreme Court.**

Decisions of the USCAAF may be reviewed by the US Supreme Court.

7.23. NCO Military Justice Responsibilities.

The military justice system is one tool used to correct breaches of discipline. NCOs have a general responsibility to be familiar with the UCMJ and correct marginal or substandard behavior or duty performance of their subordinates. NCOs must:

7.23.1. Support their commander in the application of the military justice system for maintaining order and discipline.

7.23.2. Become involved when breaches of discipline occur in their presence and report all such violations to the proper authorities.

7.23.3. Be prepared to investigate incidents when ordered to do so. This means that NCOs should be familiar with both the right against self-incrimination and resources available to assist in conducting the investigation and should not hesitate to seek advice before acting.

7.23.4. Be familiar with the rules in the UCMJ for apprehending, arresting, and confining violators of the UCMJ.

7.23.5. Be prepared to generally counsel Airmen on their legal rights under the UCMJ and refer them to proper legal authorities for guidance.

7.23.6. Provide leadership and counseling to obtain the maximum positive behavior change in the member receiving Article 15 punishment.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 7F—Legal Issues

7.24. Evolution of the Military Justice System:

7.24.1. The strength of the military depends on disciplined service members ready to fight and win our Nation's wars. Military justice strengthens national security by providing commanders with an efficient and effective means of maintaining good order and discipline. Furthermore, the military justice system is a separate criminal justice system that does not look to the civilian courts to dispose of disciplinary problems. As a separate system, it allows the military to handle unique military crimes that civilian courts would be unable to handle.

7.24.2. In addition, a separate system enables the military to address crimes committed by its members at worldwide locations in times of war or peace. The military needs a justice system that goes wherever the troops go to provide uniform treatment regardless of locale or circumstances. No other judicial system in the United States provides such expansive coverage. As our separate military justice system has evolved, it has balanced two basic interests: discipline (essential to war fighting capability) and justice (a fair and impartial system essential to the morale of those serving their country).

7.24.3. While military justice can be traced to the time of the Roman armies, the historical foundation for the US military law and criminal justice system is the British Articles of War. In fact, the first codes predated the US Constitution and Declaration of Independence. These codes were the Articles of War, applicable to the Army, and the Articles for the Government of the Navy. Through World War I, these codes went through some amendments and revisions but were substantially unchanged for more than 100 years. Throughout most of this time, the United States had a very small standing military. Those who entered the military understood they were going to fall under a different system of justice with unique procedures and punishments. While some people had bad experiences with the military justice system as it existed at this time, there was no overwhelming demand for change.

7.24.4. This changed with World War II (WWII) when the United States had over 16 million men and women serving in the US Armed Forces. Incredibly, there were about 2 million courts-martial during hostilities. There were approximately 80,000 general courts-martial during WWII. There was an average of more than 60 general court-martial convictions per day for the duration of the war.

7.24.5. The soldiers and sailors of WWII were regular citizens who volunteered or were drafted. Many of these citizens had some very unpleasant experiences with the military justice system, which looked quite different than it does today. The military justice system did not offer members the protections afforded by the civilian court system, and many American citizens disapproved of the way criminal laws were being applied in the military. Following the war, many organizations studied and made proposals to improve the military criminal legal system, and Congress conducted hearings on the military justice system.

7.24.6. After unification of the Armed Services under the DoD in 1947, Secretary James V. Forrestal, the first Secretary of Defense, decided there should not be separate criminal law rules for the different branches of service. He desired a uniform code that would apply to all services and address the abuses from WWII. His efforts set the stage for a new uniform system of discipline. In 1950, Congress enacted the UCMJ; this legislation is contained in Title 10, US Code (USC), Sections 801 through 946. The UCMJ is the military's criminal code applicable to all branches of service.

7.24.7. The UCMJ became effective in 1951 and provided substantial procedural guarantees of an open and fair process that continues today. The UCMJ required attorneys to represent the accused and the Government in all general courts-martial, prohibited improper command influence, and created the appellate court system. Furthermore, the UCMJ established Air Force, Army, Navy, and Coast Guard Boards of Review as the first level of appeal in the military justice system and the US Court of Military Appeals as the second level of appeal. The Court of Military Appeals, composed of five civilian judges, was perhaps the most revolutionary change because it brought the checks and balances of civilian control of the US Armed Forces into the military justice system. In October 1994, the Court of Military Appeals was renamed the USCAAF to bring the name more in line with its civilian counterparts.

7.24.8. In addition to changing courts-martial processes and procedures, the UCMJ provided a complete set of criminal laws. Moreover, it included many crimes punished under civilian law (for example, murder, rape, drug use, larceny, drunk driving, etc.), and it also punished other conduct that affects good order and discipline. These unique military crimes include such offenses as desertion, absence without leave, disrespect toward superiors, failure to obey orders, dereliction of duty, wrongful disposition of military property, drunk on duty, malingering, and conduct unbecoming an officer. The UCMJ also included provisions punishing misbehavior before the enemy, improper use of countersign, misbehavior of a sentinel, misconduct as a prisoner, aiding the enemy, spying, and espionage.

7.24.9. The UCMJ has been amended on a number of occasions. For example, the Military Justice Act of 1968 created the position of military judge, authorized trial by military judge alone, required an attorney to act as defense counsel in all SPCMs when the authorized punishment included a bad conduct discharge, prohibited trial by SCM if the accused objected, and changed service Boards of Review to Courts of Review.

7.24.10. The next significant change was the Military Justice Act of 1983, which streamlined pretrial and post-trial procedures. The act also provided for direct appeals to the US Supreme Court from the Court of Military Appeals in appropriate cases, without the need to first pursue an appeal through the civilian appellate courts. The act also established a separate punitive article (112a) for drug offenses. Today's UCMJ reflects centuries of experience in criminal law and military justice and guarantees service members rights and privileges similar to and, in many cases, greater than those enjoyed by civilians.

7.25. Constitutional Underpinnings.

Two provisions in the US Constitution grant powers to the legislative and executive branches providing the legal foundation for our military justice system.

7.25.1. Powers Granted to Congress.

The US Constitution, Article I, Section 8, provides that Congress is empowered to declare war; raise and support armies; provide and maintain a navy; make rules for the government and regulation of the land and naval forces; provide for calling forth the militia; and 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 US Constitution in the US Government. Congress has exercised its responsibilities over military justice by enacting the UCMJ.

7.25.2. Authority Granted to the President.

The US Constitution, Article II, Section 2, provides that the President serves as CINC of the US Armed Forces and of the militia of the states (National Guard) when called to federal service. By virtue of his powers as CINC, the President has the power to issue executive orders to govern the US Armed Forces as long as these orders do not conflict with any basic constitutional or statutory provisions. Article 36, UCMJ, specifically authorizes the President to prescribe the procedures, including rules of evidence, to be followed in courts-martial. In accordance with Article 36, UCMJ, President Harry S. Truman established the MCM in 1951 to implement the UCMJ. The MCM, like the UCMJ, has undergone a number of revisions.

7.26. Jurisdiction of Military Courts.

Courts-martial jurisdiction is concerned with the question of personal jurisdiction (Is the accused a person subject to the UCMJ?) and 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.

7.26.1. Personal Jurisdiction:

7.26.1.1. 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.

7.26.1.2. Article 2, UCMJ, includes the following as persons subject to court-martial jurisdiction: (1) members of a regular component of the Armed Forces, including those awaiting discharge after expiration of their terms of enlistment; (2) cadets, aviation cadets, and midshipmen; (3) members of a Reserve component while on inactive duty training (but, in the case of members of the Army National Guard and Air National Guard, only when in Federal service); (4) retired members of a Regular component of the Armed Forces who are entitled to pay; (5) persons in custody of the Armed Forces serving a sentence imposed by court-martial; (6) prisoners of war (POW) in custody of the Armed Forces; and (7) in time of declared war or a contingency operation, persons serving with or accompanying an armed force in the field.

7.26.1.3. While the UCMJ previously provided for jurisdiction over civilians serving with or accompanying an armed force in the field in time of war, the USCAAF held that the phrase "in time of war" meant a war formally declared by Congress. The USCAAF decided this issue in reviewing a case (*US v. Averette*, 1970) in which a civilian had been tried during the Vietnam Conflict for crimes committed within the combat zone. In the National Defense Authorization Act for Fiscal Year 2007, Congress amended Article 2(a)(10) to provide for UCMJ jurisdiction over civilians serving with or accompanying an armed force in the field in time of declared war or a contingency operation.

7.26.2. **Subject-Matter Jurisdiction:**

7.26.2.1. Courts-martial have the power to try any offense under the code except when prohibited from doing so by the US 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 an active duty 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.

7.26.2.2. 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 SJA) and appropriate civilian authorities. While it is constitutionally permissible for a member to be tried by both a court-martial and a state court for the same act, a member who has been tried by a state court normally will not be tried by court-martial for the same act. Only the SECAF 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.

7.27. **Commander Involvement:**

7.27.1. 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. Reports of crimes may come from law enforcement or criminal investigative agencies, as well as reports from supervisors or individual service members. 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 his or her 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 the case by taking no action, initiating administrative action against the member, offering the member NJP under Article 15, UCMJ, or preferring court-martial charges. Ordinarily, the immediate commander determines how to dispose of an offense; however, a superior commander may withhold that authority. The SJA is available to advise, but the commander ultimately decides how to dispose of alleged misconduct.

7.27.2. If a commander believes preferred charges should be disposed by court-martial, the charges are forwarded to the convening authority. Convening authorities are superior commanders or officials who possess the authority to convene specific levels of courts-martial (wing and NAF commanders in most cases). A convening authority convenes a court-martial by issuing an order that charges previously preferred against an accused will be tried by a specified court-martial. The convening authority must personally make the decision to refer a case to trial; delegation of this authority is not allowed. Charges may be referred to one of three types of court-martial: summary, special, or general.

7.28. **Roles of the Parties in the Adversarial System.**

In courts-martial, both Government and the accused have legal counsel. In addition, detailed defense counsel must include judge advocates, graduates of an accredited law school, and members of the bar of a federal court or the highest court of a state. Moreover, counsel must have certification to perform duties by a service's Judge Advocate General. The trial counsel prosecutes in the name of the United States and presents evidence against the accused. The defense counsel represents the accused and zealously seeks to protect the accused's rights.

7.28.1. **Trial Counsel:**

7.28.1.1. Trial counsel are similar to prosecutors in civilian criminal trials. They represent the Government, and their objective is justice, not merely securing a conviction. They zealously 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. Highly experienced trial advocates (senior trial counsel) are available to assist in the prosecution of particularly complex courts-martial.

7.28.1.2. 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 have an affirmed 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.

7.28.1.3. No person who has acted as accuser (one who prefers charges), investigating officer, military judge, or court member in any case may act later as trial counsel or assistant trial counsel in the same case. No person who has acted for the prosecution may act later in the same case for the defense, nor may any person who has acted for the defense act later in the same case for the prosecution.

7.28.2. Defense Counsel Representation:

7.28.2.1. In a trial by court-martial, the accused is entitled to military counsel free of charge. The accused may also hire a civilian lawyer at his or her own expense. An accused may request representation by a particular military lawyer, and this officer will serve if he or she is reasonably available. Defense counsel will zealously, within the bounds of the law, guard the interests of the accused.

7.28.2.2. The ADC program, established in 1974, made the Air Force the first service to create a totally independent defense function. ADCs are assigned to the Air Force Judiciary, which falls under the Air Force Legal Operations Agency in Bolling AFB DC. Although located at most major bases, the ADC works for a separate chain of command and reports only to senior defense attorneys. The ADC does not report to anyone at base level, including the wing commander and the base SJA. This separate chain of command ensures undivided loyalty to the client.

7.28.2.3. ADCs work to protect a client's individual interests and ensure the independent and zealous representation of a client facing military justice action or other adverse actions, thereby promoting discipline and strengthening confidence in justice. Most ADCs are selected from the local base legal office, but to ensure further independence, they are not rotated back to the base legal office when their ADC assignments are completed.

7.28.2.4. Before selection as an ADC, a judge advocate will be carefully screened for the proper level of judgment, advocacy skills, and courtroom experience. Additionally, other experienced trial advocates (senior defense counsel) travel to assist in the defense of particularly complex courts-martial. ADCs are supported by defense paralegals, most of whom are enlisted personnel.

7.28.3. 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. Like defense counsel, military judges are assigned to the Air Force Legal Operations Agency and do not report to anyone at base level. No person is eligible to act as military judge in a case if he or she was the accuser, is a witness for the prosecution, or has acted as investigating officer or a counsel in the same case. The military judge of a court-martial may not consult with the 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. In noncapital cases, an accused may elect to be tried by military judge alone. If such an election is made, the military judge will make a finding of guilty or not guilty and, if guilty, determine the sentence.

7.28.4. Court Members:

7.28.4.1. Members detailed to a court-martial are those persons who, in the opinion of the convening authority, are best qualified for the duty by reason of their age, education, training, experience, length of service, and judicial temperament.

7.28.4.2. Court panels are normally only composed of officers senior to the accused. If the accused is enlisted and makes a timely request that enlisted members be included on the court, the panel must consist of at least one-third enlisted personnel.

7.28.4.3. Court members determine whether the accused has been proved guilty beyond a reasonable doubt and, if guilty, adjudge (decide) a proper sentence based on the evidence and according to the instructions of the military judge. No member may use grade or position to influence another member. Voting is done by secret, written ballot.

7.28.5. Ethical Standards.

Both trial and defense counsels are bound by the ethical standards detailed in the *Air Force Standards for Criminal Justice* (available for review at the base legal office). These standards cover a variety of matters. For example, counsel may not:

7.28.5.1. Present testimony known to be perjured or other evidence known to be false.

7.28.5.2. Intentionally misrepresent any piece of evidence or matter of law.

7.28.5.3. Unnecessarily delay or prolong the proceedings.

7.28.5.4. Obstruct communications between prospective witnesses and counsel for the other side.

7.28.5.5. Use illegal means or condone the use of illegal means to obtain evidence.

7.28.5.6. Inject his or her own personal opinions or beliefs into arguments to the court.

7.28.5.7. Appeal to passion or prejudice.

7.28.5.8. Attempt to influence court members by currying favor or communicating privately with them.

7.29. Post-trial Matters and Appellate Review:

7.29.1. **Post-trial Matters.**

The findings and sentence adjudged by a court-martial are not final until approved or disapproved by the convening authority. When taking action on a case, the convening authority must consider the results of trial, written recommendation of the SJA (required in all GCMs and all SPCMs that include a bad conduct discharge), and written matters submitted by the accused. Convening authorities may also consider the record of trial, personnel records of the accused, and other matters they deem appropriate.

7.29.1.1. The convening authority may, but is not required to, act on the findings. If the convening authority acts on the findings, he or she has discretion to set aside any finding of guilty and either dismiss any or all charges and specifications against an accused or direct a rehearing on them. The convening authority may also reduce a finding of guilty to a charged offense to guilty of a lesser-included offense.

7.29.1.2. As to the sentence, the convening authority may: (1) approve the sentence without change, (2) disapprove the sentence in whole or in part, (3) mitigate or suspend all or part of the sentence, or (4) change a punishment to one of a different nature as long as the severity of the punishment is not increased. The convening authority approves the sentence warranted by the circumstances of the offense and appropriate for the accused.

7.29.2. **Appellate Review.**

Following the convening authority's action is appellate review. The type of appellate review depends upon the adjudged and approved sentence.

7.29.2.1. TJAG is the review authority in GCM cases where the sentence does not include death, dismissal, punitive discharge, or confinement for 1 year or more. TJAG may also elect to certify (refer) any case reviewed by TJAG's office to the AFCCA. The AFCCA is an independent appellate judicial body authorized by Congress and established by TJAG pursuant to direction of Title 10, USC, Section 866(a) (1994). The court hears and decides appeals of Air Force court-martial convictions and appeals during litigation. The AFCCA appellate judges are judge advocates appointed by TJAG.

7.29.2.2. Unless appellate review is waived by an appellant, the AFCCA automatically reviews all cases involving a sentence that includes death, dismissal, a punitive discharge, or confinement of 1 year or more. However, appellate review cannot be waived in death penalty cases. 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.

7.29.2.3. The AFCCA must consist of a panel of at least three military judges, reviews the case for legal error, and determines if the record of trial supports both the findings and sentence as approved by the convening authority. The AFCCA has the power to dismiss the case, change a finding of guilty to one of not guilty or guilty to a lesser-included offense, reduce the sentence, or order a rehearing. However, it may not change a finding of not guilty to one of guilty. The TJAG instructs convening authorities to take action according to the court's decisions.

7.29.2.4. If the AFCCA rules against the appellant, he or she may request review by the USCAAF. The USCAAF must review all death penalty cases and any other case directed by the TJAG of each Service. Review in other cases is discretionary upon petition of the appellant and upon good cause shown. Air Force appellate defense counsel are appointed to represent the appellant before the USCAAF. If an appellant's case is reviewed and relief is not granted by the USCAAF, the appellant may petition the Supreme Court of the United States for further review.

7.29.2.5. The SECAF automatically reviews cases involving dismissal of an Air Force officer or cadet. Dismissal is a punishment that punitively separates officers from the service. The dismissal cannot be executed until the Secretary, or appointed designee, approves the sentence.

7.29.2.6. If the sentence extends to death, the individual cannot be put to death until the President approves this part of the sentence. The President has clemency powers over all courts-martial cases and may commute,

remit, or suspend any portion of the sentence. However, the President may not suspend the part of the sentence that provides for death.

7.30. Punitive Articles.

This paragraph focuses on unique military offenses that do not have a counterpart in civilian law.

7.30.1. **Absence Offenses.**

For an armed force to be effective, it must have sufficient members present to carry out the mission. One way this can be accomplished is by deterring members from being absent without authority, whether the absences are permanent or temporary. The circumstances under which the absence occurs, as well as the intent of the accused, determines the severity of the offense. Absence offenses include desertion and being absent without leave (AWOL).

7.30.1.1. **Desertion:**

7.30.1.1.1. Article 85, UCMJ, may occur under the following categories: (1) unauthorized absence with the intent to remain away permanently, (2) quitting the unit or place of duty to avoid hazardous duty or shirk important service, or (3) desertion by an officer before notice of acceptance of resignation. More severe punishment is authorized if the desertion is terminated by apprehension instead of a voluntary surrender or if the desertion occurs in wartime. Desertion may be charged as a capital offense (which authorizes the death penalty) during wartime.

7.30.1.1.2. Absence with the specific intent to remain away permanently is the most commonly charged type of desertion. The unauthorized absence may be from the accused's place of duty, unit, or organization. The specific intent to remain away permanently may exist at the beginning of the absence or may be formed at any time during the absence. Thus, when a member leaves without permission, intending to return after a period of time, but later decides never to return, the member has committed the offense of desertion. However, proving intent is often difficult and may be shown by a number of factors, including the length of the absence, use of an alias, disposal of military identification and clothing items, concealment of military status, distance from duty station, and the assumption of a permanent-type civilian status or employment. The accused's voluntary return to military control is not a defense to desertion. The essential issue is whether the accused, at any time, formed the intent to remain away permanently.

7.30.1.2. **AWOL:**

7.30.1.2.1. Article 86, UCMJ, addresses other cases where the member is not at the place where he or she is required to be at a prescribed time. This includes failure to go to the appointed place of duty; going from the appointed place of duty; absence from unit, organization, or other place of duty; abandoning watch or guard; and absence with intent to avoid maneuvers or field exercises.

7.30.1.2.2. Proving a failure to go to an appointed place of duty requires showing the accused actually knew he or she was required to be at the appointed place of duty at the prescribed time. The offense of going from the appointed place of duty requires proof the accused left his or her place of duty without proper authority, rather than failing to report in the first place. The accused must have reported for and begun the duty before leaving without proper authority.

7.30.1.2.3. Absence from the unit, organization, or other place of duty is a common AWOL charge. The authorized maximum punishment for this offense varies with the duration of the absence.

7.30.1.2.4. "Inability to return from leave" is a defense if the accused encountered unforeseeable circumstances beyond his or her control. For example, if Sergeant Jane Doe's authorized 10-day period of leave expired on 1 December and she failed to report to her unit until 3 December, she would not be guilty of AWOL if she could establish she was at a distant city and had purchased an airline ticket on a flight that was cancelled due to a blizzard. Even though she has a defense, she is not excused from calling her unit and requesting an extension of leave. Inability would not be a defense where a military member took space-available transportation to Europe while on leave and then claimed he or she was unable to return on the date planned because he or she was unable to get space-available transportation back when he or she had hoped.

7.30.1.2.5. Other absences include abandoning watch or guard and absence from the unit, organization, or place of duty with intent to avoid maneuvers or field exercises. In addition, Article 87, UCMJ, provides that missing a movement is an offense that applies when the member, through neglect or design, misses the movement of a ship, aircraft, or unit.

7.30.2. **False Official Statements.**

Article 107, UCMJ, covers both the making and signing of false official statements and official documents. An "official" statement or document is any statement or document made in the line of duty. "In the line of duty" pertains to a matter within the jurisdiction of any US department or agency. Furthermore, it must be proven that the accused knew the statement or document was false and had a specific intent to deceive. Examples include falsely identifying oneself to a base gate guard or falsely listing a person as one's dependent to gain base privileges. However, material gain is not an element of the offense.

7.30.3. **General Article.**

The General Article (Article 134) is designed to address unspecified offenses punishable because of their effect on the US Armed Forces. Article 134 generally provides for those offenses not specifically mentioned elsewhere in the punitive articles of the UCMJ. A military member can be punished under Article 134 for any and all disorders and neglects that are prejudicial to good order and discipline in the Armed Forces, for conduct of a nature to bring discredit upon the Armed Forces, and for crimes and offenses not capital.

7.30.3.1. **Disorders and Neglects Prejudicial to Good Order and Discipline.** Article 134, UCMJ, seeks to protect the internal operation of the US Armed Forces. The issue is the effect of the accused's act on good order and discipline within the Armed Forces. The effect must be reasonably direct and tangible. Disorders and neglects prejudicial to good order and discipline include breach of custom of the service, fraternization, impersonating an officer, disorderly conduct, gambling with a subordinate, and incapacitating oneself for duty through prior indulgence in intoxicating liquors.

7.30.3.2. **Conduct of a Nature To Bring Discredit upon the Armed Forces.** The concern here is the potential effect of the accused's act on the reputation of the US Armed Forces (how the military is perceived by the civilian sector). The conduct must tend to bring the Service into disrepute or lower it in public esteem. Thus, violations of local civil law or foreign law may be punished if they bring discredit upon the Armed Forces, such as dishonorable failure to pay debts, indecent exposure, fleeing the scene of an accident, bigamy, adultery, or pandering.

7.30.3.3. **Crimes and Offenses Not Capital.** Acts or omissions not chargeable under other articles of the UCMJ, but are crimes or offenses under federal statutes, are charged under Article 134; for example, counterfeiting. This crime is not specifically listed in the UCMJ but is still a violation of federal law. Also, if a military member commits an act in an area over which the military exercises exclusive or concurrent jurisdiction with the state and no UCMJ article or federal law prohibits the act—only the law of the state prohibits the act—then the Federal Assimilative Crimes Act allows the member to be tried by a court-martial under Article 134.

7.30.4. **Offenses Related to War.**

The UCMJ includes a number of offenses related to war. These offenses include misbehaving before the enemy, aiding the enemy, compelling surrender, improperly using countersigns, mishandling captured or abandoned property, committing misconduct as a POW, and making disloyal statements. Two especially egregious offenses related to war are misbehavior before the enemy and misconduct as a POW.

7.30.4.1. **Misbehavior Before the Enemy.** Article 99, UCMJ, provides that running away before the enemy and cowardly conduct are capital offenses punishable by death.

7.30.4.1.1. The term "enemy" (as used in "running away before the enemy") includes both civilian and military organized forces of the enemy in time of war and any opposing hostile bodies including rebellious mobs or bands of renegades. The term is not restricted to the enemy Government or its Armed Forces. If the misbehavior were caused by fear, the offense is charged as "cowardly conduct," rather than "running away." Whether a person is "before the enemy" is not a question of definite distance, but one of tactical relation.

7.30.4.1.2. The critical element in the offense of cowardly conduct is fear that results in the abandonment or refusal to perform one's duty. Fear is a natural apprehension going into battle, and the mere display of apprehension does not constitute this offense. Cowardice is misbehavior motivated by fear. Genuine or extreme illness or other disability at the time of the alleged misbehavior may be a defense.

7.30.4.2. **Misconduct as a POW.** Article 105, UCMJ, recognizes two types of offenses arising in POW situations. One offense involves unauthorized conduct by an accused who secures favorable treatment to the

detriment of other prisoners. The other offense prohibits maltreatment of a POW by a person in a position of authority. The purpose of this article is to protect all persons held as prisoners, whether military or civilian and regardless of their nationality.

7.30.5. **Insubordination:**

7.30.5.1. Insubordinate conduct may be expressed in many different ways and toward many different persons in the military community. Insubordination is judged both by the means used and the relative relationship in the military hierarchy of the parties involved.

7.30.5.2. Article 89, UCMJ, prohibits disrespectful acts or language used toward a superior commissioned officer in his or her capacity as an officer or as a private individual. Therefore, the superior commissioned officer does not need to be in the execution of his or her office at the time of the disrespectful behavior. However, it must be established that the accused knew the person against whom the acts or words were directed was the accused's superior commissioned officer. Disrespect may include neglecting the customary salute or showing a marked disdain, indifference, insolence, impertinence, undue familiarity, or other rudeness toward the superior officer. Truth is no defense. A superior commissioned officer is one who is superior in rank or command.

7.30.5.3. Article 91, UCMJ, similarly prohibits insubordinate conduct toward a warrant officer, NCO, or petty officer. However, unlike Article 89 violations, the insubordinate conduct must occur while the individual being disrespected is in the execution of his or her duties. In addition, Article 91 does not require a superior-subordinate relationship as an element of the prescribed offense and can only be committed by enlisted members.

7.30.5.4. Another form of insubordination involves striking or assaulting a superior officer. Article 90(1), UCMJ, prohibits assaults and batteries against superior commissioned officers in the execution of their duties. Article 91 prohibits similar conduct toward warrant officers, NCOs, and petty officers. "In the execution of his office" includes any act or service the officer is required or authorized to do by statute, regulation, orders, or customs. An essential element is the accused's knowledge that the person is a superior officer or superior warrant officer, NCO, or petty officer. In time of war, striking a superior commissioned officer can be a capital offense.

7.30.6. **Disobedience Offenses:**

7.30.6.1. **Disobeying a Superior Officer.** Article 90(2), UCMJ, prohibits the intentional or willful disobedience of the lawful orders of a superior officer.

7.30.6.2. **Failure to Obey Orders or Regulations.** Article 92, UCMJ, provides that members are subject to court-martial if they (1) violate or fail to obey any lawful general order or regulation; (2) having knowledge of a lawful order issued by a member of the Armed Forces, which is their duty to obey, fail to obey the order; or (3) are derelict in the performance of their duties.

7.30.6.2.1. **Lawful General Order or Regulation.** This term relates to general orders or regulations that are properly published by the President, the Secretary of Defense, the Secretary of a military department, an officer having GCM jurisdiction, a general officer in command, or a commander superior to one of the former. (A squadron commander does not have the authority to issue general orders.) Once issued, a general order or regulation remains in effect even if a subsequent commander assumes command. Knowledge of the order is not an element of the offense, and a lack of knowledge is not a defense. Only those general orders or regulations that are "punitive" are enforceable under Article 92(1). A punitive order or regulation specifically states a member may be punished under the UCMJ if violated. Regulations that only supply general guidelines or advice for conducting military functions are not "punitive" and cannot be enforced under Article 92(1).

7.30.6.2.2. **Other Lawful Orders or Regulations.** This offense includes violations of written regulations that are not general regulations. The key requirements are that the accused had a duty to obey the order and had actual knowledge of the order. Such knowledge is usually proven through circumstantial evidence. The accused cannot be convicted of this offense merely because he or she should have known about the order. Failure to obey a wing-level directive that prohibits overnight guests in the dormitory is an example.

7.30.6.2.3. **Dereliction of Duty.** Dereliction of duty is comprised of three elements: (1) the accused had certain duties, (2) the accused knew or reasonably should have known of the duties, and (3) the accused was derelict in performing the duties, either by willfully failing to carry them out or by carrying them out in a negligent or culpably inefficient manner. "Willfully" means performing an act knowingly and purposely

while specifically intending the natural and probable consequences of the act. "Negligently" means an act or omission of a person who is under a duty to use due care that exhibits a lack of this degree of care that a reasonably prudent person would have exercised under the same or similar circumstances. "Culpable inefficiency" means an inefficiency for which there is no reasonable or just excuse. Merely being inept in the performance of duty will not support a charge of dereliction of duty, that is, officers or enlisted members cannot be punished for inadequate performance if they make a good faith effort but fall short because of a lack of aptitude or ability. Such performance may be grounds for administrative demotion or administrative discharge, but is not a crime.

7.30.7. **Lawfulness of Orders:**

7.30.7.1. A lawful order must be (1) reasonably in furtherance of or connected to military needs, (2) specific as to time and place and definite and certain in describing the thing or act to be done or omitted, and (3) not otherwise contrary to established law or regulation.

7.30.7.2. An order is in furtherance of, or connected to, military needs when it involves activities reasonably necessary to accomplish a military mission or to safeguard or promote the morale, discipline, and usefulness of command. Such an order may interfere with private rights or personal affairs, provided a valid military purpose exists. Furthermore, the dictates of a person's conscience, religion, or personal philosophy cannot justify or excuse disobedience of an otherwise lawful order. An order requiring the performance of a military duty or act may be inferred to be lawful and is disobeyed at the peril of the subordinate. This inference does not apply to a patently illegal order, such as one that directs the commission of a crime. An accused cannot be punished for disobeying or failing to obey an unlawful order.

7.31. Conclusion:

7.31.1. Air Force commanders must continuously evaluate force readiness and organizational efficiency and effectiveness. The inspection system provides the commander with a credible, independent assessment process to measure the capability of assigned forces. Inspectors benchmark best practices and exchange lessons learned and innovative methods.

7.31.2. Criminal activity and intelligence operations against the Air Force threaten national security. When Air Force personnel commit criminal offenses, illegal activity occurs on an Air Force installation, or Air Force security is breached or compromised, the Air Force must thoroughly investigate criminal allegations and intelligence threats and refer them to appropriate authorities for action. This part of the chapter provided information on the Air Force Inspection System, the Inspector General Complaints Program, individual standards, and punitive actions. All four areas are necessary to enable the Air Force to fulfill our national security obligations efficiently and effectively.

7.31.3. The Air Force mission is to defend the United States and protect its interests through air and space power. Many aspects of carrying out this job involve legal issues. To prepare senior NCOs for greater responsibilities, this part of the chapter examined the evolution of our military justice system and its constitutional underpinnings, jurisdiction of military courts, commander's involvement in the process, roles of the parties in the adversarial system, post-trial matters and appellate review, and assorted punitive articles of the UCMJ.

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Chapter 8

MILITARY CUSTOMS, COURTESIES, AND PROTOCOL FOR SPECIAL EVENTS

Section 8A—Overview

8.1. Introduction.

Military customs and courtesies are proven traditions that explain what should and should not be done in many situations. They are acts of respect and courtesy when dealing with other people and have evolved as a result of the need for order, as well as the mutual respect and sense of fraternity that exists among military personnel. Military customs and courtesies go beyond basic politeness; they play an extremely important role in building morale, esprit de corps, discipline, and mission effectiveness. Customs and courtesies ensure proper respect for the military members and build the foundation for self-discipline. Customs and courtesies are outlined in four sections: Symbols, Professional Behavior, Drill and Ceremonies, and Honor Guard. Not all-inclusive, this chapter highlights many of the customs and courtesies that make the Air Force and its people special.

Section 8B—Symbols

8.2. The United States Flag.

The flag of the United States has not been created by rhetorical sentences in declarations of independence and in bills of rights. It has been created by the experience of a great people, and nothing is written upon it that has not been written by their life. It is the embodiment, not of a sentiment, but of a history.

President Woodrow Wilson

8.2.1. **Laws of the United States Flag.**

The laws relating to the flag of the United States of America are found in detail in the US Code (USC). Title 4, USC, *Flag and Seal, Seat of Government, and the States*, Chapter 1, pertains to the flag; Chapter 2 pertains to the seal; Chapter 3 pertains to the seat of the Government; and Chapter 4 pertains to the States; and Title 36, USC, *Patriotic and National Observances, Ceremonies, and Organizations*, Chapter 1, pertains to patriotic customs and observances. Executive orders and Presidential proclamations supplement these laws. See AFI 34-1201, *Protocol*, and AFPAM 34-1202, *Guide to Protocol*, for Air Force-specific guidance on protocol, decorum, customs and courtesies for Air Force ceremonies, conferences, and social events.

8.2.2. **Sizes and Occasions for Display.**

Sizes, types, and occasions for display of the flag of the United States are as follows:

8.2.2.1. **Installation Flag.** This 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.

8.2.2.2. **All-purpose Flags.** The following are types of authorized all-purpose flags:

8.2.2.2.1. **All-weather (Storm) Flag.** This 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.

8.2.2.2.2. **"All-purpose" Flag.** This 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. They are also commonly used as the flag presented at retirements.

8.2.2.3. **Ceremonial Flag.** This 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 1/2 inches wide.

8.2.2.4. **Organizational Flag.** This 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 1/2 inches wide.

8.2.2.5. **Interment Flag.** This flag is 5 feet by 9 feet 6 inches of any approved 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. To receive a flag, fill out VA Form 21-2008, *Application for United States Flag for Burial Purposes*, and take it to any Veterans Administration Regional Office or US Post Office.

8.2.2.6. **Retirement Flag.** This 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. Base organization and maintenance (O&M) funds are authorized for this purchase. For details, refer to AFI 65-601, Volume 1, *Budget Guidance and Procedures*.

8.2.2.7. **Automobile Flags**. There are three sizes of this flag, each with specific uses.

8.2.2.7.1. The 12-inch by 18-inch flag is trimmed on 3 sides with yellow fringe, 1 1/2 inches wide. This flag is displayed with the individual automobile flag of the President and Vice President of the United States.

8.2.2.7.2. The 18-inch by 26-inch flag is trimmed on 3 sides with yellow fringe, 1 1/2 inches wide. This flag is displayed on government automobiles of individuals who are authorized positional colors.

8.2.2.7.3. The 6-inch by 9-inch flag is without fringe. This flag is authorized for display on government automobiles of general officers and members of the Senior Executive Service.

8.2.3. **Time and Occasions for Display.**

The universal custom is to display the 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 flags should be illuminated when displayed with the flag of the United States.

8.2.3.1. Each Air Force installation is authorized to fly one installation flag from reveille to retreat, normally on a flagstaff placed in front of the installation headquarters. Additional flagstaffs and flags are authorized adjacent to each dependent school on the installation. Written requests for exceptions to policy are sent to the appropriate major command (MAJCOM) vice commander for approval. The installation protocol office will maintain the approval letter.

8.2.3.2. The flag should be hoisted briskly and lowered ceremoniously.

8.2.3.3. The flag should not be displayed on days when the weather is inclement, except when an all-weather flag is used.

8.2.3.4. The flag should be displayed on all days.

8.2.3.5. The flag should be displayed during school days in or near every schoolhouse.

8.2.4. **Position and Manner of Display.**

The following rules will be observed:

8.2.4.1. When carried in a procession with another flag or flags, the flag of the United States should be either on the marching right; that is, to the flag's own right (to the far right of all others) (Figure 8.1), or, if there is a line of other flags, in front of the center line. This is also correct when flags are displayed in a stationary position. Flags carried by Airmen are never at halfstaff.

8.2.4.2. The United States flag, when displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right (observer's left), and its staff should be in front of the staff of the other flag (Figure 8.2).

8.2.4.3. When the United States flag is displayed from a flagstaff with other flags, the following applies:

8.2.4.3.1. When a number of flags are grouped and displayed from staffs radiating from a central point, and no foreign flags are in the display, the flag of the United States will be in the center and at the highest point of the group as shown in Figure 8.3.

8.2.4.3.2. When a number of flags are displayed from staffs set in a line, all staffs will be of the same height and same finial. The flag of the United States will be at the right, which is to the left of an observer facing the display (Figure 8.4). However, if no foreign national flags are involved in the display, the flag of the United States may be placed at the center of the line providing the flag of United States is displayed at a higher level than the other flags in the display (Figure 8.5).

Figure 8.1. United States Flag Carried in Procession with Another Flag.

Figure 8.2. United States Flag and Another Flag Displayed with Crossed Staffs.

Figure 8.3. United States Flag Displayed with Other Flags Radiating from a Central Point.

Figure 8.4. United States Flag Displayed in a Line with Other Flags at Equal Height.

8.2.4.3.3. When flags of two or more nations are displayed, they are flown from separate staffs of the same height. The flags should be of equal size. International usage prescribes the display of the flag of one nation equal to that of another nation in time of peace. The flags are displayed in a line, alphabetically, using the English alphabet, with the flag of the United States at its own right (the observer's left). When in North Atlantic Treaty Organization (NATO) countries, NATO member country flags are displayed in French alphabetical order.

8.2.4.3.4. When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the windowsill, balcony, or front of a building, the union (or blue field) of the flag should be placed at the peak of the staff (Figure 8.6).

8.2.4.3.5. When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right; that is, to the observer's left (Figure 8.7). When displayed in a window, the flag should be displayed in the same way, with the union to the left of observer in the street (Figure 8.8).

Figure 8.5. United States Flag Displayed in a Line with Other Flags at Lower Level.

Figure 8.6. United States Flag Projected From a Building.

Figure 8.7. United States Flag Positioned Vertically on Wall or Window.
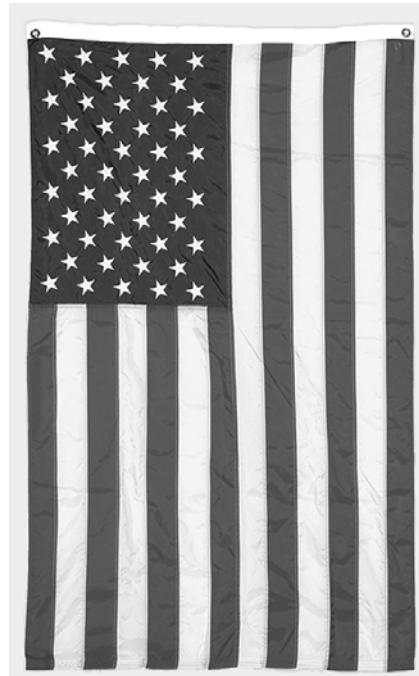
Figure 8.8. United States Flag Positioned Horizontally on Wall or Window,

8.2.4.3.6. When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north on an east and west street or to the east on a north and south street.

8.2.4.3.7. When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker (Figure 8.9). When displayed from a staff in a church or public auditorium, the flag of the United States should hold the position of superior prominence and in 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 (Figure 8.10).

Figure 8.9. United States Flag Displayed Flat at Speaker's Platform.

Figure 8.10. United States Flag Displayed from a Staff on Stage with Speaker.

8.2.4.3.8. When the flag is suspended across a corridor or lobby in a building with only one main entrance, it should be suspended vertically with the union of the flag to the observer's left upon entering. If the building has more than one main entrance, the flag should be suspended vertically near the center of the corridor or lobby with the union to the north, when entrances are to the east and west or to the east when entrances are to the north and south. This includes aircraft hangars.

8.2.4.3.9. When three flag staffs are positioned outside a building, there may be two display options. If the flag staffs are in a straight line, then the flags should be of the same height with the flag of the United States to its own right. Use the building looking out to the flags as the point of reference for flag placement when flags are in line. If the flag is positioned on the center staff, then the center staff must be higher than the other two staffs.

8.2.4.3.10. On a closed casket, place the flag lengthwise with the union at the head and over the left shoulder of the deceased (Figure 8.11). When a full-couch casket is opened, remove the flag, fold to the triangular shape of a cocked hat, and place in the lid at the head end of the casket and just above the decedent's left shoulder. When a half-couch casket is opened, fold the flag on the lower half of the casket in the same relative position as when displayed full length on a closed casket. Do not lower the flag into the grave, and do not allow it to touch the ground. The interment flag may be given to the next of kin at the conclusion of the interment.

8.2.4.3.11. Drape the flag left to right when posted and also when used in official photographs. The blue field is on top with stripes running left to right.

Figure 8.11. United States Flag Draped Over a Closed Casket.

8.2.4.3.12. When painted or displayed on an aircraft or vehicle, the union is toward the front and the stripes trail.

8.2.5. **Respect for the United States Flag.**

No disrespect should be shown to the flag of the United States of of America; the flag will not be dipped to any person or thing. Regimental colors, state flags, and organizational or institutional flags are always dipped as a mark of respect to the flag of the United States. However, the Air Force flag and organizational flags will be dipped as appropriate. Military members will render the military salute as appropriate. At no time will a foreign national flag be dipped.

8.2.5.1. The flag should never be displayed with union down, except as a signal of dire distress in instances of extreme danger to life or property.

8.2.5.2. The flag should never touch anything beneath it, such as the ground, the floor, water, or merchandise. The flag should never be used as the covering for a statue or monument, although it could form a distinctive feature in a ceremony of the unveiling of a statue or monument.

8.2.5.3. The flag should never be carried flat or horizontally, but always aloft and free.

8.2.5.4. The flag should never be used as wearing apparel, bedding, or drapery. It should never be festooned, drawn back, nor up, or in folds, but always allowed to fall free (e.g., the flag should not be used to cover a speaker's podium, drape the front of a platform, or for other decoration. A proper substitute is bunting of blue, white, and red, always arranged with the blue above, the white in the middle, and the red below).

8.2.5.5. The flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.

8.2.5.6. The flag should never be used as a covering for a ceiling.

8.2.5.7. The 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.

8.2.5.8. The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

8.2.5.9. The flag should never be used for advertising purposes in any manner whatsoever. It should not be embroidered on such articles as cushions or handkerchiefs and the like, printed or otherwise impressed on paper napkins or boxes or anything that is designed for temporary use and discard. Advertising signs should not be fastened to a staff or halyard from which the flag is flown.

8.2.5.10. No part of the flag should ever be used as a costume or athletic uniform. However, a flag patch may be affixed to the uniform of military personnel, firemen, policemen, and members of patriotic organizations. A lapel flag pin, being a replica of the flag, should be worn on the left lapel near the heart. Patches worn on uniforms depicting the United States flag should be worn on the left shoulder, with the union to the viewers left.

8.2.5.11. The flag should not be displayed on a float in a parade except from a staff.

8.2.5.12. The flag should not be draped over the hood, top, sides, or back of a vehicle or of a railroad train or boat. When the flag is displayed on a motorcar, the staff shall be fixed firmly to the chassis or clamped to the right fender.

8.2.5.13. No other flag or pennant should be placed above or, if on the same level, to the right (observer's left) of the flag of the United States, 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.

8.2.6. **Display of the United States Flag at Halfstaff.**

The United States flag is flown at halfstaff throughout the United States and its territories and possessions on all Department of Defense (DoD) buildings, grounds, and naval vessels on several days throughout the year (Figures 8.12 and 8.13).

Figure 8.12. United States Flag at Full Staff.   **Figure 8.13. United States Flag at Halfstaff.**

8.2.6.1. The following days apply:

8.2.6.1.1. On Memorial Day, fly the flag at halfstaff until noon, then raise to the top of the staff.

8.2.6.1.2. On Peace Officers Memorial Day, May 15 of each year, unless that day is also Armed Forces Day.

8.2.6.1.3. On Patriot Day, September 11 of each year.

8.2.6.1.4. On National Pearl Harbor Remembrance Day, December 7 of each year.

8.2.6.1.5. Each year in honor of the National Fallen Firefighters Memorial Service according to Public Law 107-51. This date is usually the first Sunday in October and is announced annually by Presidential Proclamation.

8.2.6.1.6. On the death of individuals in accordance with AFI 34-1201, Attachment 3.

8.2.6.1.7. When so directed by the President of the United States or the Secretary of Defense.

8.2.6.2. The responsible military commander ensures the procedures for flying the flag at halfstaff are executed as follows:

8.2.6.2.1. The term "halfstaff" means the position of the flag when the flag is one-half the distance between the top and bottom of the staff.

8.2.6.2.2. When flown at halfstaff, first hoist the flag to the peak for an instant and then lower to the halfstaff position. Raise the flag again to the peak position before lowering it for the end of the day.

8.2.6.3. The flag is flown at halfstaff outside the United States on DoD buildings, grounds, and naval vessels even if another nation's flag is flown full staff next to the flag of the United States.

8.2.6.4. All flags displayed with the flag of the United States are flown at halfstaff when the flag of the United States is flown at halfstaff with the exception of foreign national flags.

8.2.6.5. The Heads of DoD Components may direct that the flag be flown at halfstaff on buildings, grounds, or naval vessels under their jurisdiction on occasions when they consider it proper and appropriate. Within the Air Force, this authority is delegated to the installation commander. Any time an installation commander decides to fly the flag at halfstaff based on this local authority for a local death, state the reason on the base marquees to avoid confusion.

8.2.7. **Care and Disposition of United States Flags.**

Exercise extreme care to ensure proper handling and cleaning of soiled flags. Professionally mend a torn flag, but destroy a badly torn or tattered flag. Title 4, Chapter 1, *The Flag*, states: "The flag, when it is in such condition that it is no longer a fitting emblem of display, 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. In this case, the unit requests disposition instructions from the proper authority, such as the installation honor guard or protocol office.

8.2.8. **How to Obtain a Flag Flown Over the Capitol.**

Constituents may arrange to purchase flags flown over the Capitol by getting in touch with their Senator or Representative. A certificate signed by the Architect of the Capitol accompanies each flag.

8.3. Department of the Air Force Seal:

8.3.1. **Description.**

The official Air Force colors of ultramarine blue and Air Force yellow are reflected in the Air Force Seal; the circular background is ultramarine blue, and the trim is Air Force yellow (Figure 8.14). The 13 white stars represent the original 13 colonies. The Air Force yellow numerals under the shield stand for 1947, the year the Department of the Air Force was established. The band encircling the whole design is white edged in Air Force yellow with black lettering reading "Department of the Air Force" on the top and "United States of America" on the bottom. Centered on the circular background is the Air Force coat of arms, consisting of the crest and shield.

Figure 8.14. The Air Force Seal.

8.3.1.1. The crest consists of the eagle, wreath, and cloud form. The American bald eagle symbolizes the United States and its air power, and appears in its natural colors. The wreath under the eagle is made up of six alternate folds of metal (white, representing silver) and light blue. This repeats the metal and color used in the shield. The white clouds behind the eagle show the start of a new sky.

8.3.1.2. The shield, directly below the eagle and wreath, 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 that shows striking power through the use of air and space. 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 of the top part is light blue representing the sky. The lower part is white representing metal silver.

8.3.2. **Authorized and Unauthorized Uses of the Seal and Coat of Arms.**

Title 18, USC Section 506, *Crimes and Criminal Procedure*, protects the Air Force seal from unauthorized use. Falsely making, forging, counterfeiting, mutilating, or altering the seal or knowingly using or possessing with fraudulent intent any such altered seal is punishable by law. AFMAN 33-326, *Preparing Official Communications,* describes the authorized uses of the seal or any part thereof. The coat of arms is authorized for commercial and unofficial use when approved by the Secretary of the Air Force, Public Affairs (SAF/PA).

8.4. Official Air Force Symbol:

8.4.1. The Air Force symbol (Figure 8.15) is the official symbol of the United States Air Force. 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—the "Arnold" wings and star with circle—and modernizes them to reflect our air and space force of today and tomorrow.

8.4.2. The symbol has two main parts. In the upper half, the stylized wings represent the stripes of our strength—the enlisted men and women of our force. They are drawn with great angularity to emphasize our swiftness and power and are divided into six sections which represent our distinctive capabilities—air and space superiority, global attack, rapid global mobility, precision engagement, information superiority, and agile combat support.

8.4.3. In the lower half are a sphere, a star, and three diamonds. The sphere within the star

Figure 8.15. Air Force Symbol.

represents the globe. Moreover, it reminds us of our obligation to secure our Nation's freedom with global vigilance, reach, and power. The globe also reminds us of our challenge as an expeditionary force to respond rapidly to crises and to provide decisive air and space power worldwide.

8.4.4. The area surrounding the sphere takes the shape of a star. The star has many meanings. The five points represent the components of our one force and family—our active duty, civilians, Guard, Reserve, and retirees. The star symbolizes space as the high ground of our nation's air and space force. The rallying symbol in all our wars, the star also represents our officer corps, central to our combat leadership.

8.4.5. The star is framed with three diamonds that represent our core values—integrity first, service before self, and excellence in all we do. The elements come together to form one symbol that presents two powerful images—at once an eagle, the emblem of our Nation; and a medal, representing valor in service to our Nation.

8.4.6. The Air Force symbol is a registered trademark and as such, must be protected against unauthorized use or alterations to approved versions. Approved versions of the official Air Force symbol and guidelines for its use are available online at http://www.af.mil/library/symbol. Online guidance includes information on commercial use and endorsements, definitions, components, calculating proportions, displaying, formats, specifications, file types, graphic types, colors logotype, and much more. DoD employees and their immediate families have an implied license to use the Air Force symbol on personal products such as printed materials, clothing, literature, briefings, coins, web sites, and food. These items are intended for internal use and not for retail sales, advertising, or potential endorsements. Usage of the symbol must adhere to the posted guidelines. Anyone wishing to use the symbol for commercial purposes must first obtain a license agreement. Applications for agreements are available at http://www.af.mil/library/symbol.

Section 8C—Professional Behavior

8.5. Respect for the Flag.

The procedures to use when showing respect to the flag and the national anthem include:

8.5.1. All personnel in uniform and outdoors must face the flag and salute during the raising and lowering of the flag. Upon the first note of the national anthem or "To the Colors," all personnel in uniform who are not in formation should stand and face the flag (or the sound of the music, if the flag is not visible) and salute. Hold the salute until the last note of the music is played.

8.5.2. All vehicles in motion should come to a stop at the first note of the music and the occupants should sit quietly until the music ends.

8.5.3. When in civilian clothes, face the flag (or the sound of the music if the flag is not visible) and stand at attention with the right hand placed over the heart.

8.5.4. If indoors during retreat or reveille, there is no need to stand or salute. However, everyone must stand during the playing of the national anthem before a showing of a movie while in the base theater. When listening to a radio or watching television, no specific action is necessary. Additionally, a folded flag is considered cased; therefore, a salute or continue saluting is not necessary.

8.6. Saluting.

The salute is a courteous exchange of greetings, with the junior member always saluting the senior member first. A salute is also rendered to the flag as a sign of respect. Any Airman, noncommissioned officer (NCO), or officer recognizing a need to salute or a need to return a salute may do so anywhere at any time. When returning or rendering an individual salute, the head and eyes are turned toward the flag or person saluted. When in ranks, the position of attention is maintained unless otherwise directed. Guidance when exchanging salutes includes:

8.6.1. **Outdoors.**

Salutes are exchanged upon recognition between officers or warrant officers and enlisted members of the Armed Forces when they are in uniform. Saluting outdoors means salutes are exchanged when the persons involved are outside of a building. For example, if a person is on a porch, a covered sidewalk, a bus stop, a covered or open entryway, or a reviewing stand, the salute will be exchanged with a person on the sidewalk outside of the structure or with a person approaching or in the same structure. This applies both on and off military installations. 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. Superiors carrying articles in both hands need not return the salute, but should nod in return or verbally acknowledge the salute. If the junior member is carrying articles in both hands, verbal greetings should be exchanged. Also, use the same procedures when greeting an officer of a foreign nation. Use these procedures in:

8.6.1.1. **Formation.** Members do not salute or return a salute unless given the command to do so. Normally the person in charge salutes and acknowledges salutes for the whole formation.

8.6.1.2. **Groups, But Not in Formation.** 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.

8.6.1.3. **Public Gatherings.** Salutes between individuals are not required in public gatherings, such as sporting events, meetings, or when a salute would be inappropriate or impractical.

8.6.1.4. **Moving Military Vehicles.** Exchange of salutes between military pedestrians (including gate sentries) and officers in moving military vehicles is not mandatory. However, when officer passengers are readily identifiable (for example, officers in appropriately marked vehicles), the salute must be rendered.

8.6.1.5. **The Presence of Civilians.** Persons in uniform may salute civilians. The President of the United States, as Commander in Chief of the Armed Forces, is always accorded the honor of a salute. In addition, if the exchange of salutes is otherwise appropriate, customs encourage military members in civilian clothes to exchange salutes upon recognition.

8.6.1.6. **A Work Detail.** In a work detail, individual workers do not salute. The person in charge salutes for the entire detail.

8.6.2. **Indoors.**

Except for formal reporting, salutes are not rendered.

8.7. Military Etiquette.

Etiquette is defined as common, everyday courtesy. The military world, like the civilian world, functions more smoothly and pleasantly when members practice good manners.

8.7.1. Simple things like saying "please" and "thank you" help the organization run smoother because people respond more enthusiastically when asked in a courteous manner to do something. They also appreciate knowing their efforts are recognized when told "thank you."

8.7.2. One of the most valuable habits anyone can develop is to be on time. Granted, there are times when a person cannot avoid being late. If this happens, the best course of action is to call ahead to let the people know you'll be late or to reschedule the appointment. Do not keep others waiting.

8.7.3. Address civil service employees properly. As a rule, address them appropriately as "Mr.," "Mrs.," "Miss," or "Ms." and their last name, unless requested to do otherwise. Always address a superior formally. This is especially important in most foreign countries where using first names on the job is much more limited than in the United States.

8.7.4. Don't gossip. A discussion of personal habits, problems, and activities (real or rumored) of others often results in quarrels and disputes among people who work together. The morale of any unit may suffer because of feuds that arise from gossip. The best policy is not to gossip and to discourage others from gossiping.

8.7.5. Use proper telephone etiquette. Always be polite and identify yourself and your organization. When an individual is not available to take a call, ask: "May I take a message?" or "Is there something I may help you with?" If taking a message to return a call, write down the individual's name, organization, telephone number, the message, and then pass this information along to the intended recipient.

8.7.6. Do not lean or sit on desks. Also, do not lean back in a chair or put feet on desks. This type of conduct doesn't present a professional military image.

8.7.7. In general, use common sense, be considerate of other people, and insist your subordinates do the same.

8.8. Courtesies to Other Services:

8.8.1. The collective efforts of the Air Force, Army, Navy, Marines, and Coast Guard provide for the defense of the country against aggression. All Services are part of the military team; therefore, extend the same military courtesies to members of the other Services. While there is a friendly natural rivalry between the Services, military courtesies among Services remain the same. Thus, the members of the other Services are as much comrades-in-arms as are any Airmen.

8.8.2. This is equally true of the friendly armed forces of the United Nations. Salute all commissioned officers and 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 insignia of the most frequently contacted nations, particularly during an overseas assignment.

8.9. Respect and Recognition:

8.9.1. **Common Acts of Courtesy.**

Common acts of courtesy among all Air Force personnel aid in maintaining discipline and promoting the smooth conduct of affairs in the military establishment. When courtesy falters within a unit, discipline ceases to function, and accomplishing the mission is endangered. Many of the Air Force courtesies involve the salute. There are, however, many other courtesies commonly extended to superiors, subordinates, and working associates. Some acts of courtesies include:

8.9.1.1. Giving the senior person, enlisted or commissioned, the position of honor when walking, riding, or sitting with him or her at all times. The junior person should take the position to the senior's left.

8.9.1.2. When reporting to an officer indoors, if not under arms, knock once and enter when told to do so. Upon entering, march to approximately two paces from the officer or desk, halt, salute, and report in this manner: "Sir (Ma'am), Airman Smith reports as ordered," or "Sir (Ma'am), Airman Smith reports." When the conversation is completed, execute a sharp salute and hold it until the officer acknowledges it, then perform the appropriate facing movements and depart.

8.9.1.3. Unless told otherwise, 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 group to attention. However, if there is an officer already in the room who is equal to or has a higher rank than the officer entering the room; do not call the room to attention.

8.9.1.4. 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 leave it.

8.9.2. **Terms of Address.**

For the proper terms of address, refer to Figure 8.16.

Figure 8.16. Terms of Address.

Grade	Abbreviations	Terms of Address
SNCO Tier		
Chief Master Sergeant of the Air Force	CMSAF	Chief Master Sergeant of the Air Force or Chief
Chief Master Sergeant	CMSgt	Chief Master Sergeant or Chief
Senior Master Sergeant	SMSgt	Senior Master Sergeant or Sergeant
Master Sergeant	MSgt	Master Sergeant or Sergeant
NCO Tier		
Technical Sergeant	TSgt	Technical Sergeant or Sergeant
Staff Sergeant	SSgt	Staff Sergeant or Sergeant
Airman Tier		
Senior Airman	SrA	Senior Airman or Airman
Airman First Class	A1C	Airman First Class or Airman
Airman	Amn	Airman
Airman Basic	AB	Airman Basic or Airman

Section 8D—Drill and Ceremony

8.10. Flag Ceremonies:

8.10.1. **Reveille.**

The signal for the start of the official duty day is the reveille. Because the time for the start of the duty day varies between bases, 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. In the unit area, reveille is normally held using the formation of squadron in line. This formation is used when a reveille ceremony is not held at the base flagstaff. Procedures for reveille include:

8.10.1.1. Shortly before the specified time, Airmen are marched to a predesignated position near the base flagstaff, halted, faced toward the flagstaff, and dressed. The flag security detail arrives at the flagstaff at this time and remains at attention.

8.10.1.2. The unit commander (or senior participant) commands "Parade, REST."

8.10.1.3. At the specified time for reveille, 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.

8.10.1.4. After reveille has been 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.

8.10.1.5. 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.

8.10.1.6. The unit commander holds the salute until the last note of the music is played. Then he or she executes order arms, faces about, and commands "Order, ARMS." The Airmen are then marched back to the dismissal area.

8.10.2. **Raising the Flag:**

8.10.2.1. When practical, a detail consisting of an NCO and two Airmen hoists the flag. This detail should carry sidearms if the special equipment of the guard includes sidearms.

8.10.2.2. The detail is formed in line with the NCO carrying the flag in the center. The detail is then marched to the flagstaff and halted, and the flag is attached to the halyards. The flag is always raised and lowered from the leeward side of the flagstaff. The two Airmen attend the halyards, taking a position facing the staff to hoist the flag without entangling the halyards.

8.10.2.3. The NCO continues to hold the flag until hoisted clear of his or her grasp, taking particular care that no portion of the flag touches the ground. When the flag is clear of the grasp, the NCO comes to attention and executes present arms.

8.10.2.4. On the last note of the music 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 halfstaff and the halyards are secured. The detail is formed again and then marches to the dismissal area.

8.10.3. **Retreat Ceremony:**

8.10.3.1. The retreat ceremony serves a twofold purpose: signals the end of the official duty day and serves as a ceremony for paying respect to the United States flag. Because the time for the end of the duty day varies, the commander designates the time for the retreat ceremony. The retreat ceremony may take place at the squadron area, on the base parade ground, or near the base flagstaff. If conducted within the squadron area, the ceremony usually does not involve a parade. If conducted at the base parade ground, retreat may be part of the parade ceremony. For retreat ceremonies conducted at the base flagstaff, the units participating may be formed in line or massed, depending on the size and number of units and the space available.

8.10.3.2. Shortly before the specified time for retreat, the band and Airmen participating in the ceremony are positioned facing the flagstaff and dressed. If marching to and from the flagstaff, the band precedes the Airmen participating in the ceremony.

8.10.3.3. 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.

8.10.3.4. As soon as the Airmen are dressed, the commander commands "Parade, REST." The commander then faces the flagstaff, assumes the position of the Airmen, and waits for the specified time for retreat.

8.10.3.5. At the specified time, the commander orders the bandleader to sound retreat by commanding "SOUND RETREAT."

8.10.3.6. The band plays retreat. If a band is not present, play recorded music over the base public address system. During the playing of retreat, 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.

8.10.3.7. 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."

8.10.3.8. After the band plays retreat, the commander faces about and commands "Squadron (Group, etc.), ATTENTION."

8.10.3.9. The commander then commands "Present, ARMS." As soon as the Airmen execute present arms, the commander faces to the front and also assumes present arms. The members of the flag security detail execute present arms on command of the commander.

8.10.3.10. The band plays the national anthem, or the bugler plays "To the Colors." The junior members of the flag security detail lower the flag slowly and with dignity.

8.10.3.11. The commander executes order arms when the last note of the music is played and the flag is securely grasped. The commander faces about, gives the Airmen "Order, ARMS," and then faces to the front.

8.10.3.12. The flag security detail folds the flag as illustrated in Figure 8.17. The senior member of the detail remains at attention while the flag is folded unless needed to control the flag.

Figure 8.17. Folding the United States Flag.

A Hold the flag waist high.

B Fold the lower striped section of the flag over the blue field.

C The folded edge (the edge nearest the reader in B) is then folded over to meet the open edge.

D A triangular fold is then started by bringing the striped corner of the folded edge to the open edge.

E The outer point is then turned inward parallel with the open edge to form a second triangle.

F The triangular folding is continued until the entire length of the flag is folded in this manner.

G When the flag is completely folded, only the blue field should be visible and it should be folded in the triangular shape of a cocked hat.

8.10.3.13. 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. (**Note:** In an informal ceremony, the detail marches three paces from the officer of the day.) 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 are then marched to their areas and dismissed.

8.10.4. **Lowering the Flag:**

8.10.4.1. When practical, the persons lowering the flag should be an NCO and three Airmen for the all-purpose flag and an NCO and five Airmen for the base flag.

8.10.4.2. The detail is formed and marched to the flagstaff. The halyards are detached and attended from the leeward side.

8.10.4.3. 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.

8.10.4.4. The senior member commands the detail "Order, ARMS" when the flag is low enough to be received. If at halfstaff, 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."

8.10.4.5. The flag is detached from the halyards and folded. The halyards are secured to the staff.

8.10.5. **Pledge of Allegiance to the Flag.**

In military formations and ceremonies, the Pledge of Allegiance is not recited. At protocol functions and social and sporting events that include civilian participants, military personnel should do the following:

8.10.5.1. When in uniform outdoors, stand at attention, remain silent, face the flag, and render the hand salute.

8.10.5.2. When in uniform indoors, stand at attention, remain silent, and face the flag. Do not render the hand salute. If the participants are primarily civilians and military in civilian attire, reciting the Pledge of Allegiance is optional for those in uniform.

8.10.5.3. When in civilian attire, recite the Pledge of Allegiance standing at attention, facing the flag with the right hand over the heart. Men should remove head cover with the right hand and hold it over their left shoulder, hand over the heart.

8.10.6. **Flag Folding Ceremony.**

Although there are several flag folding ceremony options offered by various national interest groups, these are not official Air Force ceremonies. According to Title 4, USC, there is no specific meaning assigned to the folds of the flag. The only authorized flag folding script is the script developed by the Air Force that provides an historical perspective on the flag of the United States. See Figure 8.17 for the proper method for folding the United States flag and Figure 8.18 for a copy of this script.

8.11. Air Force Ceremonies.

The Air Force has many different types of ceremonies that are unique customs of our military profession. Some of these ceremonies are very formal and elaborate, while others are quite simple and personal. Award, decoration, promotion, reenlistment, and retirement ceremonies are a few of the most common within the Air Force.

8.11.1. **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. Since there are no specific guidelines for an award presentation, commanders and supervisors must ensure the presentation method reflects the significance of the award.

8.11.2. **Decoration Ceremony:**

8.11.2.1. **Basic Guidelines.** Decoration ceremonies formally recognize service members for meritorious service, outstanding achievement, or heroism. A formal and dignified ceremony is necessary to preserve the integrity and value of decorations. When possible, the commander should personally present the decoration. 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. If in doubt, the blue uniform rather than the battle dress uniform (BDU)/Airmen Battle Uniform (ABU) is recommended. Furthermore, the blue uniform is the uniform participating retired members will wear. At the commander's discretion, a photographer may take pictures during the ceremony.

8.11.2.2. **Procedures.** Although decoration ceremonies may differ slightly from one unit to another, they

normally begin by announcing "ATTENTION TO ORDERS." All members in attendance stand at attention and face the commander and the recipient. The commander's assistant reads the citation while the commander and recipient stand at attention. After the citation is read, the commander and recipient face each other, and the commander affixes the medal on the individual's uniform. The commander next extends personal congratulations and a handshake while presenting the decoration certificate. The recipient salutes the commander, and the commander returns the salute to conclude the formal part of the ceremony. Attendees are then invited to personally congratulate the recipient and enjoy any refreshments provided.

Figure 8.18. Flag Folding Ceremony.

Flag Folding Ceremony

Air Force Script

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 7 red and 6 white; and that the union be 13 stars, white in a blue field representing a new constellation. (1)

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. (1)

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. (3)

In 1892 the flag inspired Francis Bellamy to write the "Pledge of Allegiance," our most famous flag salute and patriotic oath. (3)

In July 1969 the American flag was "flown" in space when Neil Armstrong planted it on the surface of the moon. (3)

Today, our flag flies on constellations of Air Force satellites that circle our globe, and on the fin flash of our aircraft in harms 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 United States Air Force, nor on the flag we so proudly cherish. (3)

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 that 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.

Legend:

(1) *From a report Secretary of Congress Robert Thompson wrote to define the Seal of our Nation (1777).*

(2) *Text from President Woodrow Wilson's Flag Day message (1917).*

(3) *Based upon historical facts.*

8.11.3. **Promotion Ceremony:**

8.11.3.1. **Basic Guidelines.** 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. Since most promotions are effective the first day of the month, customarily the promotion ceremony is conducted on the last duty day before the promotion. Some bases hold a base-wide promotion for all promotees, and many organizations

have operating instructions detailing how promotion ceremonies will be conducted.

8.11.3.2. **Procedures.** The national anthem, reaffirmation of the Oath of Enlistment, and the Air Force Song are options that add decorum to the event.

8.11.4. **Reenlistment Ceremony:**

8.11.4.1. **Basic Guidelines.** Unit commanders will honor all reenlistees through a dignified reenlistment ceremony, without special gimmicks or publicity stunts. The Airman may request any commissioned officer to perform the ceremony and may invite guests. The member's immediate family should be invited. This reinforces the fact that when a member makes a commitment to the Air Force, the family is also making a commitment. Any active duty, reserve, guard, or retired commissioned officer of the United States Armed Forces may perform the ceremony, which may be conducted in any place that lends dignity to the event. The United States flag must form a backdrop for the participants. Reenlistees and reenlisting officers must wear an authorized uniform for the ceremony. **Exception:** The uniform requirement is optional for retired officers.

8.11.4.2. **Procedures.** The core of the ceremony is the Oath of Enlistment. 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. Once completed, the officer congratulates the reenlistee and invites the other attendees to do the same. Refreshments may be served.

8.11.5. **Retirement Ceremony:**

8.11.5.1. **Basic Guidelines.** Recognition upon retirement is a long-standing tradition of military service. Each commander makes sure members leave with a tangible expression of appreciation for their contributions to the Air Force and its mission and with the assurance that they will continue to be a part of the Air Force family in retirement. Anyone involved in planning a retirement should consult AFI 36-3203, *Service Retirements,* for complete details. The following paragraphs are extracts from AFI 36-3203:

8.11.5.1.1. 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. If possible, a general officer conducts the ceremony. Ceremonies held as part of formal military formations, such as retreats and parades, are further encouraged if conditions permit.

8.11.5.1.2. During the retirement ceremony, the member receives a certificate of retirement, the Air Force retired lapel button, and appropriate awards, decorations, honors, and letters of appreciation. If possible, avoid using "dummy" elements that the member cannot keep. Family members and friends should be invited and encouraged to attend the ceremony. Furthermore, the member's spouse is customarily presented with a certificate of appreciation for the support and sacrifices made during the member's career.

8.11.5.1.3. Commanders follow formal ceremony procedures unless the member prefers otherwise. If the member doesn't want a formal ceremony or for any reason (leave or hospitalization) can't be present for duty on the retirement date, the commander personally presents all decorations and any awards or honors to the member at another time. The retirement certificate is not mailed to the member's retirement address unless there is no other choice.

8.11.5.2. **Procedures.** Ceremonies can range from simple to elaborate depending on the individual's desires. Figure 8.19 provides a general guideline that may be used to assist in planning a retirement ceremony as well as many other ceremonies. Finally, it may be adjusted to fit the type of ceremony the honoree wishes.

8.12. Special Ceremonies and Events.

The ceremonies we cover in this section are social. The Dining-In, Dining-Out, and Order of the Sword Induction ceremonies have become valued traditions in the military.

8.12.1. **The Dining-In and Dining-Out.**

8.12.1.1. The only difference between a Dining-In and Dining-Out is that nonmilitary spouses, friends, and civilians may attend a Dining-Out. 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-In during World War II (WWII) also encouraged their popularity in the Air Force. Members now recognize the Dining-In as an occasion where ceremony, tradition, and good fellowship serve an important purpose.

Figure 8.19. A General Guideline for Planning a Retirement Ceremony.

- Appoint someone to set up the ceremony.

- Notify the honoree to ensure the date and times are good. Select and reserve a location for the ceremony.

- Determine whom the honoree would like to assist with the ceremony honors and have the honoree extend the invitation.

- Mail personal invitations to guests (optional).

- Ensure all award elements and certificates are ready. Select an emcee and individuals to act as escorts to any special guests as required.

- Request photographic support from the multimedia center.

- Ensure media equipment, if appropriate, is available. Recommend a "walk through" of the actual ceremony.

- Order refreshments.

- Print programs and make or obtain signs for seating and parking for special guests. Verify guest list with honoree and obtain special guest information (relationship, title, and correct spelling of name). Provide guest information, agenda, proposed remarks, applicable biographies or personnel records, and honoree's personal data to officiating officer and emcee.

- Dry run the ceremony with all key players.

- Set up the location at least 2 hours before the ceremony. Meet with honoree to go over last-minute details.

- Honoree and special guests often meet with the officiating officer just before the ceremony. The ceremony begins with the emcee announcing their arrival at the ceremony location.

- Emcee welcomes everyone and introduces the special guests.

- The emcee or officiating officer provides career highlights of the honoree.

- The emcee reads the special order of the honoree and the officiating officer performs ceremony procedures.

- Photos are taken throughout the ceremony.

- Honoree provides remarks.

- The emcee thanks everyone for coming and invites participants to congratulate the honoree and enjoy the refreshments.

8.12.1.2. Specifically, these ceremonies provide an occasion for Air Force members to meet socially at formal military functions. They also provide an excellent means of saying farewell to departing members and welcoming new ones, as well as providing the opportunity to recognize individual and unit achievements. These 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. Section 8I of this publication provides detailed information on how to set up and conduct these ceremonies.

8.12.2. **The Order of the Sword Induction Ceremony.**

Induction into the Order of the Sword is an honor reserved for people who have given outstanding leadership and support to enlisted people. The induction ceremony occurs at a formal evening banquet held to honor the inductee as a "Leader among Leaders and an Airman among Airmen." The entire event is conducted with the dignity that reflects its significance as the highest recognition enlisted people can bestow on anyone. Each command has an Order of the Sword and develops its own selection and induction procedures.

8.13. Drill:

8.13.1. **Introduction to Drill.**

For the purpose of drill, Air Force organizations are divided into elements, flights, squadrons, groups, and wings. Drill consists of certain movements by which the flight or squadron is moved in an orderly manner from one formation to another or from one place 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. The task of each person is to learn these movements and execute each part exactly as described. Individuals must also learn to adapt their own movements to those of the group. Everyone in the formation must move together on command.

8.13.2. **Drill and Ceremony.**

While the term "ceremony" was defined earlier in this chapter, it should be noted that certain ceremonies use drill. In these events, ceremonies not only honor distinguished persons and recognize special events, but also demonstrate the proficiency and training state of the Airmen. Ceremonies are an extension of drill activities. The precision marching, promptness in responding to commands, and teamwork developed on the drill field determine the appearance and performance of the group in ceremonies. The following paragraphs cover only the basic aspects of drill. For more information, see AFMAN 36-2203, *Drill and Ceremonies*.

8.13.3. **Types of Commands:**

8.13.3.1. **Drill Command.** A drill command is an oral order that usually has two parts: the preparatory command and the command of execution. The preparatory command explains what the movement will be. When calling a unit to attention or halting a unit's march, the preparatory command includes the unit designation. In the command "Flight, HALT," the word "Flight" is the preparatory command and, at the same time, designates the unit. The command of execution follows the preparatory command. The command of execution explains when the movement will be carried out. In "Forward, MARCH," the command of execution is "MARCH."

8.13.3.2. **Supplementary Command.** A supplementary command is given when one unit of the element must execute a movement different from other units or the same movement at a different time. Examples include: "CONTINUE THE MARCH" and "STAND FAST."

8.13.3.3. **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 are: "PREPARE FOR INSPECTION" and "DISMISS THE SQUADRON."

8.13.3.4. **Mass Commands.** The 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 is required to give commands in unison with others as if this person alone were giving the commands to the entire element. The volume of the combined voices encourages every person to perform the movement with snap and precision.

8.13.4. **General Rules for Giving Commands.**

When giving commands, the commander is at the position of attention. Good military bearing is necessary for good leadership. While marching, the commander must be in step with the formation at all times. The commander faces the Airmen when giving commands except when the element is part of a larger drill element or when the commander is relaying commands in a ceremony.

8.13.5. **Drill Positions:**

8.13.5.1. **Attention.** To come to attention, bring the heels together smartly and on line. Place the heels as near each other as the conformation of the body permits and ensure the 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 kept erect and held straight to the front, with the chin drawn slightly so the axis of the head and neck is vertical; 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.

8.13.5.2. **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."

8.13.5.2.1. **Parade Rest.** (The command 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 it 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; extend and join the fingers, pointing them toward the ground. Face the palms outwards. 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.

8.13.5.2.2. **At Ease.** On the command "AT EASE," members of the formation may relax in a standing position, but they must keep the right foot in place. Their position in the formation will not change; silence is maintained.

8.13.5.2.3. **Rest.** On the command "REST," the same requirements for at ease apply, but moderate speech is permitted.

8.13.5.2.4. **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.

8.13.6. **The Flight as the Basic Drill Unit.**

The first phase of drill involves teaching basic movements, facings, and positions either as an individual or as a member of an element. The second phase of drill merges the individual with others to form a flight in which base formations and marching are learned. The flight is composed of at least two, but no more than four, elements. This formation is the most practical drill group.

8.13.7. **Formation of the Flight:**

8.13.7.1. A flight forms in a line formation at the command of "FALL IN" (Figure 8.20). **Note:** Usually, the flight sergeant forms and dismisses the flight formation.

8.13.7.2. On this command, each Airman will fall in and establish their dress, cover, interval, and distance. Once established, each Airman executes an automatic ready front on an individual basis and remains at the position of attention.

8.13.7.3. The flight commander will then size the flight. Once all members are properly sized and in column formation (Figure 8.21), the flight commander brings the flight back to line formation.

Figure 8.20. Flight in Line Formation.
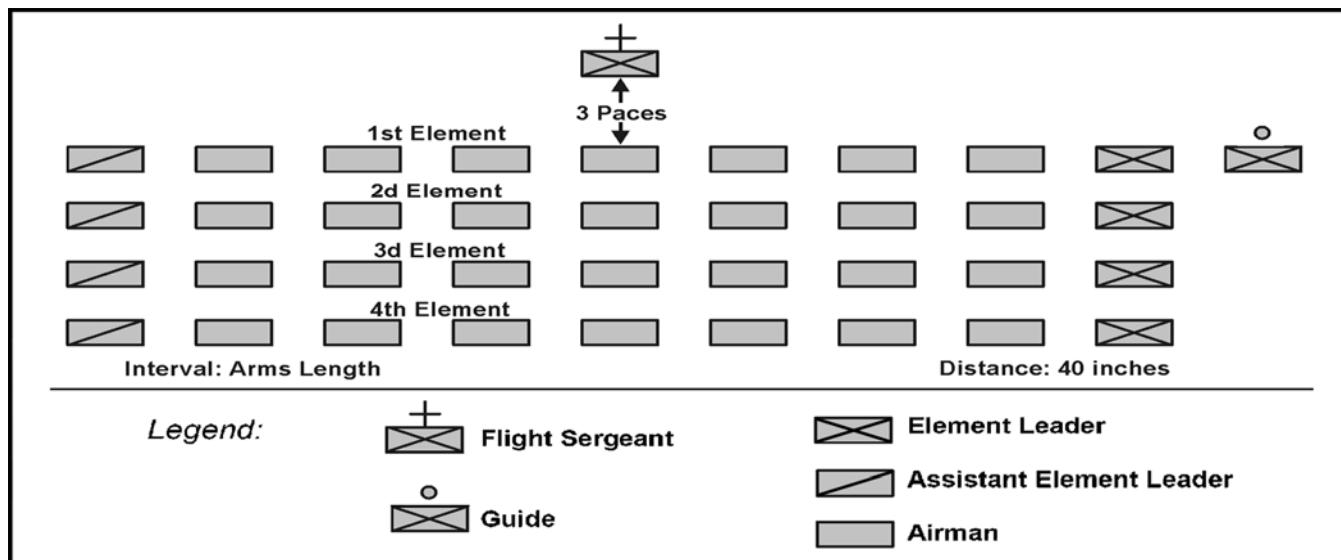
8.13.7.4. To align the flight in line formation, the commands are "Dress Right, DRESS" and "Ready, FRONT."

8.13.7.5. The flight commander verifies the alignment of each rank then marches to three paces beyond the front rank, faces toward the flight, and commands "Ready, FRONT." With as few movements as possible, the flight commander then takes the normal position in front of the flight by the most direct route.

8.13.8. **Open Ranks:**

8.13.8.1. The command "Open Ranks, MARCH" is only given to a formation when in line at normal interval. 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."

8.13.8.2. The inspector and commander proceed to inspect the flight, if required.

8.13.8.3. 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

Figure 8.21. Flight in Column Formation.

Interval: Arms Length

Legend:
○ Guide
⊠ Element Leader
◩ Assistant Element Leader
▭ Airman

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.

Section 8E—Honor Guard

8.14. Base Honor Guard Program:

8.14.1. The primary mission of the base honor guard program is to employ, equip, and train Air Force members to provide professional military funeral honors for active duty, retired members, and veterans of the United States Air Force. The Base Honor Guard Program is a mandatory Air Force program and is the responsibility of the installation commander. Members are usually volunteers from the installation host and tenant units, with selections generally coming from the installation's Airman basic to technical sergeant pool. The base honor guard emphasizes the importance of military customs and courtesies, dress and appearance, and drill and ceremonies.

8.14.2. The origins of the base honor guard can be traced to May 1948 when Headquarters Command, United States Air Force, directed the creation of an elite ceremonial unit comparable to those of the other Services. The first base honor guard was activated within the 1100th Air Police Squadron, Bolling Field, Washington DC, and was responsible for maintaining an Air Force ceremonial capability in the National Capitol Region. However, other Air Force installations worldwide approached ceremonial responsibilities and military funeral honors quite differently.

8.14.3. 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."
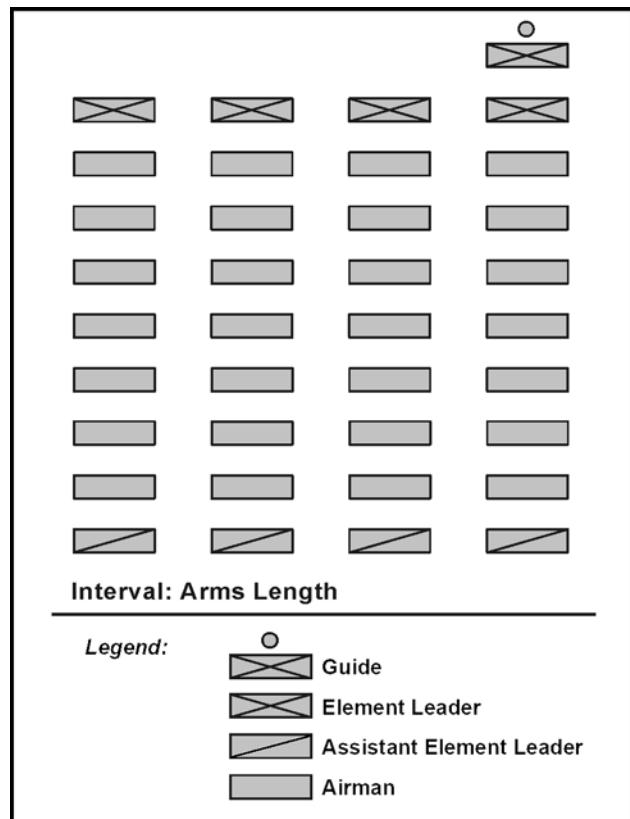
For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 8F—Protocol

8.15. Protocol Defined.

Protocol is derived from the Greek word *protokoollen*. *Protos* means "the first" and *Kolla* means "glue." This referred to a sheet of paper glued to the front of a notarial document giving it authenticity. For many years, this word was used to signify the original drafts used in official correspondence of the government in dealing with foreign relations and in diplomatic documents. Today it has a much wider meaning and mostly deals with ceremonial and official social aspects of governments and organizations. Protocol can be defined as the practices developed among nations in the course of their contacts with one another. For the military, diplomatic, or government agencies, protocol is a code of strict adherence to correct precedence, courtesy, and etiquette in matters of military, diplomatic, or official and celebratory ceremonies. Military protocol encompasses the knowledge, accumulation, and applications of established service customs. In today's fast-moving environment, many of the time-honored protocol rules have fallen into disuse and an easier, more casual approach has been adopted. For example, when visiting the quarters of one's commanding officer, it was customary to leave a calling card, which indicated the number of adults in the household. This practice has become outdated in the Air Force. Though only a guide, the following sections will help you avoid protocol pitfalls.

Section 8G—Distinguished Visitors (DV)

8.16. Distinguished Visitors:

8.16.1. A DV may be defined as (1) any general or flag officer, (2) any government official with rank equivalent to a brigadier general or higher, (3) any foreign military officer or civilian designated a DV by the Under Secretary of the Air Force for International Affairs (SAF/IA), and (4) a visitor or group designated by the commander. Also, persons of lower rank, but in certain positions, may be given DV status. At base level, for example, colonels, civilian equivalents, and the command chief master sergeant (CCM) may be designated DV status by the commander. Many distinguished dignitaries, military and civilian, domestic and foreign, visit Air Force installations for festive occasions and official business. Reducing the frequency of ceremonial honors rendered official visitors at field installations is of high importance. In the interest of economy and efficiency, such ceremonies as parades, honor cordons, motorcades, and other ceremonies that involve large numbers of Airmen and equipment will be held to an absolute minimum when officials entitled to such honors visit military installations. In general, full honors are reserved for statutory appointees and general or flag officers of the military Services, foreign dignitaries, and occasions when ceremonies promote international good will. The installation commander determines which types of honors are rendered. Enlisted personnel are frequently appointed as project NCOs for ceremonies, officials at social events, or escorts for visiting DVs.

8.16.2. Project NCOs represent their organization or their base and are responsible for assisting DVs. A smooth visit requires planning before the visit. Start by reviewing AFI 34-1201 and AFPAM 34-1202 for further guidance on responsibilities and proper procedures. Contact guests beforehand to find out if they desire special arrangements. The base protocol office may also need to know guests' transportation needs. Other duties may include preregistering guests, meeting them upon arrival, and escorting them to their next destination.

8.16.3. Place a tentative itinerary and welcome package in the guest quarters. Include such items as a recent base newspaper, unit or base history, telephone numbers of base facilities, maps of the base and local area, and most importantly, the visit point of contact (POC) information. Also appropriate are biographies on the installation or host commander and CCM, host Professional Military Education commandants and program managers, and CMSgts and first sergeants (in the case of a senior enlisted DV, such as the Chief Master Sergeant of the Air Force [CMSAF]). Include instructions on operating difficult-to-use appliances or machines, using the telephone system, and computer connection information in the guest quarters.

8.16.4. Give a thorough prebriefing to the guest speaker at a special function, such as a Dining-In. Guests may have several commitments other than the primary project. If so, make sure they have schedules that allow time for meetings, telephone calls, meals, changes of clothes, coffee breaks, occasional rest periods, and transportation. Furthermore, commonly practiced is leaving 2 hours between the end-of-the-day activities and the start of evening functions.

8.16.5. Determine transportation time by physically traveling from place to place before the schedule is set. Allow extra time for boarding vehicles and transferring baggage or luggage. If there is a large official party, be sure to brief all drivers on the schedule and give explicit directions so they can operate independently if they become separated. Ensure they dry run the routes to avoid delays due to roadwork, stoplight outages, or road closures. Arrange the lodging checkout time and bill payment method. Arrange flight meals if the guests are leaving by military aircraft and

they desire this service. Smooth visits can make a lasting positive impression. If you run into difficulty or have questions, do not hesitate to contact the base protocol office; the staff is there to help.

8.16.6. A DV's visit is an important event in the day-to-day life of an organization. Everyone wants to make a good impression whether the visitor is a representative of Congress, foreign dignitary, or city mayor. Problems with these visits are avoided through strict attention to detail from the preplanning for arrival to luggage handling, dinner arrangements, and departure plans. Remember, you never get a second chance to make a first impression.

Section 8H—Military Ceremonies

8.17. General Information.

The enlisted corps has a variety of programs to recognize individuals for outstanding performance, achievements, contributions, and promotions to the senior noncommissioned officer (SNCO) grades. AFI 36-2805, *Special Trophies and Awards*, provides information on a variety of programs but is not all-inclusive. SNCOs should become familiar with the induction of newly promoted MSgts into the "Top 3." They should also become familiar with the Order of the Sword Ceremony and retirement ceremonies.

8.18. Order of the Sword:

8.18.1. **Background:**

8.18.1.1. The Order of the Sword is patterned after an order of chivalry founded during the Middle Ages—the Swedish Royal Order of the Sword. The rank of NCO was established in the early 12th century. In 1522, Swedish King Gustavus I enjoined the noblemen commissioned by him to appoint officers to serve him. Those appointed were accountants, builders, crafts people, teachers, scribes, and others conducting the daily kingdom affairs. The system worked so well it was incorporated into the Swedish Army as a way to establish and maintain a cohesive, disciplined, and well-trained force. This force ensured the protection of lives and property in the kingdom.

8.18.1.2. Ancient NCOs would honor their leader and pledge their loyalty by ceremoniously presenting him with a sword. The sword—a symbol of truth, justice, and power rightfully used—served as a token for all to see and know that here was a "leader among leaders." The ceremony became known as The Royal Order of the Sword. The first recorded use of it in the United States was in the 1860's when General Robert E. Lee was presented a sword by his command.

8.18.2. **The Current Ceremony.**

The Royal Order of the Sword ceremony was revised, updated, and adopted by Air Force NCOs in 1967. The Order of the Sword is the highest honor and tribute NCOs can bestow upon an individual.

8.18.3. **Order of the Sword Committee.**

Each MAJCOM, field operating agency (FOA), or direct reporting unit (DRU) establishes its own procedural guidelines. An Order of the Sword committee serves as the executive agent and is responsible for developing guidelines, nomination procedures, and ceremony protocol. The committee must also approve the nomination. The MAJCOM's CCM, known as the "keeper of the sword," usually chairs the committee. Committee membership may include, but is not limited to, all wing CCMs. Because procedures vary from command to command, information presented here is in general terms.

8.18.4. **Nomination and Selection.**

NCOs wishing to nominate an individual for induction into the Order of the Sword should contact their CCM to determine processing procedures. (**Note:** Do not inform the nominee of the possible induction.) The nomination folder should include a biographical sketch and complete rationale in the nomination. Ensure the nomination is thorough enough so the committee can carefully weigh the individual's merits. The MAJCOM CCM informs the nominating organization of the decision and provides appropriate guidance and procedures as necessary.

8.18.5. **Preparation for the Ceremony.**

Once the nomination is approved, a hosting committee will form and begin planning the ceremony. Preparations required for the Order of the Sword ceremony are similar to those for the Dining-In discussed later in this chapter. Host NCOs are responsible for planning, executing, and paying for the ceremony. This includes the dinner, awards and presentations to be made to the honoree, ceremonial equipment (such as individual swords), and printed proclamations.

8.18.6. **Induction Ceremony.**

This evening affair usually consists of a social period, formal dinner, and induction ceremony. The required dress is the mess dress or semiformal uniform. The ceremony should be well rehearsed so it reflects formality, dignity, and prestige. Four key participants have speaking parts and other duties: the sergeant major, first sergeant, duty sergeant, and sergeant at arms. MAJCOM, FOA, and DRU directives provide specific guidance for NCOs serving in these positions.

8.18.7. **Permanent Recognition in the Order of the Sword.**

The CMSAF maintains the official list of Order of the Sword recipients. Each sponsoring command maintains a master sword designed for its ceremonies. This sword is on display at each command's headquarters. A nameplate commemorating the command's inductions is affixed to its command master sword.

Section 8I—Dining-In and Dining-Out

8.19. General Information:

8.19.1. The Dining-In and Dining-Out represent the most formal aspects of Air Force social life and underscore how important it is for SNCOs to help plan and attend these functions for unit morale and cohesion. The Dining-In is a traditional formal dinner for the military members only of a wing, unit, or organization. The Dining-Out, which includes spouses and guests, is a relatively new version of this tradition. Although the term "Dining-In" is used throughout this section, most of the information applies both to the Dining-Out and Combat Dining-In.

8.19.2. The Combat Dining-In, the newest of the Dining-In traditions, is becoming increasingly popular, especially in operational units. The format and sequence of events are built around the traditional Dining-In, but this function's more informal atmosphere of combat dress requirements (flight suit, space and missile crew suits, and BDUs) makes it very appealing. The boundaries are only limited to the planning committee's imagination. For guidance or information on the Combat Dining-In, contact the local or MAJCOM protocol office.

8.20. History:

8.20.1. Formal military dinners are a tradition in all branches of the United States Armed Forces. In the Air Force and Navy, it is the Dining-In; in the Army, it is the Regimental Dinner; and in the Marine Corps and Coast Guard, it is Mess Night.

8.20.2. Formal dinners are rooted in antiquity, a proud tradition honoring military victories and individual and unit achievements from pre-Christian Roman legions and second century Viking warlords to King Arthur's knights in the sixth century. Some military historians trace the origins of the Dining-In to the old English monasteries. Early universities adopted the custom, and eventually, the dinners were formalized by the military with the advent of the officers' mess. British soldiers brought the custom to colonial America where it was adopted by George Washington's Continental Army.

8.20.3. The Air Force Dining-In began in the 1930s with General Henry H. "Hap" Arnold's "wingdings." Close bonds enjoyed by Air Corps officers and their British Royal Air Force colleagues during WWII added to the American Dining-In tradition.

8.21. Purpose.

The primary purpose of the Dining-In is to bring together members of a unit in an atmosphere of camaraderie, good fellowship, and social rapport. The basic idea is to enjoy yourself and the company. The Dining-In provides an opportunity to strengthen unit cohesion by emphasizing unit traditions and customs. Finally, it provides an opportunity to recognize unit achievements and is an excellent means of saying farewell to the departing members and welcoming members newly arrived to the unit.

8.22. Attendance.

Traditionally, attendance was mandatory, and many commanders still consider this function a mandatory requirement, similar to a Commander's Call. Other commanders feel that since the goal of the Dining-In is to bring members closer together, attendance should be voluntary so that those who feel they were forced to attend would not dampen the spirit and enthusiasm of the others. The decision as to whether a Dining-In is voluntary or mandatory appropriately rests with the commander.

8.22.1. **Members of the Mess.**

Host-unit military members are the members of the mess. Military members assigned to other units, civilian employees, and spouses are not members of the mess and attend only as guests. The main difference between a Dining-In and Dining-Out is that only the military members of a unit may attend a Dining-In.

8.22.2. **Guests of the Mess.**

There are two types of guests: official and personal.

8.22.2.1. **Official** guests are honored guests of the mess. The guest speaker is an official guest. All official guests are seated at the head table, and the members of the mess share their expenses. Normally, a good idea is to limit the number of official guests because members of the mess share their expenses, and there can be a limited number of seats at the head table. Senior officers from other units and organizations and civil leaders from the local community should be considered when inviting guests. Furthermore, this is a good way to enhance relations between base units and with civilian neighbors.

8.22.2.2. **Personal** guests may be either military or civilian (Dining-Out). They are not seated at the head table, and the sponsoring member pays their expenses.

NOTE: Although not mandatory, when a member of the mess invites a distinguished senior official from another unit or a civic leader, it is customary for the member to pay the expenses of the senior official. The planning committee should, however, provide an escort or host when protocol dictates.

8.23. Dress.

Officers wear the mess dress uniform. Enlisted members wear the mess dress uniform or the semiformal dress uniform. Civilians wear formal attire (black tie). Retired military members may wear either the mess dress or civilian attire. Be sure to clearly state the proper dress in the invitation.

8.24. Duties and Responsibilities of Key Players.

Four key players are involved in planning and conducting the Dining-In: the president of the mess, arrangements officer or NCO, escort officers or NCOs, and vice president. Duties and responsibilities of key players are outlined in Figure 8.22.

8.24.1. **President of the Mess.**

The president of the mess is usually the unit commander. The president has the overall responsibility for planning and executing the Dining-In and for setting the standards for members of the mess. As commander, he or she retains authority to control rowdy, boisterous, and improper behavior. The president may delegate duties to the arrangements officer or NCO who must then work closely with the president to ensure the success of the Dining-In. However, the president establishes the theme.

8.24.2. **Arrangements Officer or NCO:**

8.24.2.1. The arrangements officer or NCO is directly responsible to the president for planning the Dining-In and attending to numerous details during the evening. The person serving in this position should be a top planner and detail oriented. As the "architect," he or she is involved in every aspect of the event. The arrangements officer or NCO works closely with the president to determine the date, time, and location of the event and to identify and invite the guest speaker.

8.24.2.2. The arrangements officer or NCO is responsible for the theme recommendation, menu, seating, decorations, music and entertainment, billing, payment, reservations, invitations, and agenda, but he or she should be careful not to make any final decisions on major aspects without consulting the president. If needed, the arrangements officer may appoint several committee members to carry out these duties.

8.24.3. **Escort Officers or NCOs.**

The president should appoint one escort officer or NCO for each distinguished guest. The primary duty of the escort officer or NCO is to ensure all the necessary accommodations are made to help the guest enjoy the Dining-In. Figure 8.22 identifies these duties more specifically.

8.24.4. **Vice President:**

8.24.4.1. The vice president serves as the president's principal assistant during the dinner and must be totally familiar with the customs and traditions of the mess. Although the vice president is usually the most junior member of the mess, the president may select another member to serve in this demanding position or appoint

both a mister and madam vice. This can be the two most junior members; an officer and NCO or any other mix.

8.24.4.2. A successful evening often hinges on the vice president's imagination and humor. Essentially, as master or mistress of ceremonies, the vice president keeps the program moving and stimulates table conversation through his or her keen wit and impromptu speaking ability. "Mister or Madam Vice" traditionally sits at a table to himself or herself at the opposite end of the dining room, facing the president. This position allows the vice president to monitor the program flow and observe the proceedings, including rule violations and breaches in protocol and etiquette.

Figure 8.22. Basic Duties and Responsibilities of Key Players.

Key Player	Duties and Responsibilities
President	• Oversee entire planning and execution of the Dining-In. • Appoint key players and committee members. • Invite appropriate guest speaker. • Arrange for chaplain to give the invocation. • Greet all guests before dinner. • Open and close the mess.
Arrangements Officer/NCO	• Publish a detailed agenda. • Prepare recommended guest list for the president. • Reproduce biographical sketches of guests, as required. • Arrange for a photographer if pictures are desired. • Brief senior Allied military member on the proper toasts. • Establish correct table and seating arrangements. • Arrange necessary name and organization cards. • Ensure flags are in place before the opening of the lounge. • Arrange for a lighted lectern and public address system. • Place dinner chimes at Mister or Madam Vice's location. • Ensure awards are on hand and in place.
Escort Officers/NCOs	• Contact the guest in advance to discuss aspects of the Dining-In. • Arrange for transportation and lodging, if necessary. • Meet and escort the guest to the Dining-In. • Introduce the guest to the president and other guests. • Ensure the guest is always in the company of several members of the mess. • Ensure individuals or groups do not monopolize the guest. • Escort the guest to the point of departure.
Vice President **(Mister or Madam Vice)**	• Prepare appropriate toasts as the president directs. • Compose poems and witticisms at the commander's discretion. • Open the lounge at the appointed time. • Sound the dinner chimes at the appropriate time.

8.25. Planning the Dining-In:

8.25.1. Planning early is essential. To begin planning a Dining-In at least 90 days before the desired date is not unusual. A specific guest speaker or location may require an earlier start.

8.25.2. A motivated and dedicated planning committee is essential for success. The arrangements officer or NCO chairs the planning committee. Committee size generally depends on the size of the function. When possible, select experienced committee members. For example, someone with a finance background could handle the budget and billing; the public affairs officer or NCO could handle publicity and photography, and so forth. One member should be designated as a protocol officer or NCO, if only in an advisory capacity.

8.26. Planning Committee Tasks.

The planning committee has many tasks and details to handle. Many of the important issues, decisions, and tasks are as follows:

8.26.1. **Date and Location:**

8.26.1.1. The committee should first select a date and location for the Dining-In. Make sure the date does not conflict with military commitments, such as deployments, inspections, or other major base or community social functions. Informally check the availability of guest speakers being considered.

8.26.1.2. Next, select a tentative location. An on-base site is preferred and supports our Services Club system. If an off-base site must be considered, ensure the prospective caterer is willing and able to meet the specifications. Ensure all provisions of the contract are spelled out and pay particular attention to cancellation clauses and cost factors, such as whether the quoted price includes tax, gratuity, and setup fees. Deadlines for guaranteed reservation numbers and cost of "no-shows" are other important contract considerations. Contracts are binding. Ensure everything is written and be aware that the signer is held responsible for expenses.

8.26.2. **Guest Speaker:**

8.26.2.1. Once the president approves the date and location, the next task is to invite the guest speaker. Traditionally, the speaker is a high-ranking military officer, CMSgt, or Government official. The arrangements officer or NCO usually prepares a letter of invitation for the president's signature. The letter of invitation should include the date and place of the function, describe the audience, and include other pertinent facts, such as a POC name and telephone number. Also appropriate is to suggest topics and speech length. Most speakers center their speech on the function's theme.

8.26.2.2. Mail the invitation as soon as possible after setting the date. A good idea is to have an alternate speaker lined up just in case the speaker of choice cannot attend or must cancel at the last minute.

8.26.3. **Invitations and Placecards:**

8.26.3.1. Send formal invitations in the name of the president to all guests, both official and personal. If the organization wants to extend invitations to senior officials such as the MAJCOM commander, CCM, or other officials in the command, send invitations through command channels. Process invitations sent to DVs outside of the command through normal MAJCOM procedures. Usually, members of the mess do not receive formal invitations.

8.26.3.2. Invitations may be engraved or commercially printed. Some organizations use a computer calligraphy font and print invitations with a laser printer. Other organizations hand write the information on fill-in-the-blank invitations. Unless invitations are readily available, order them well in advance and mail them at least 3 weeks before the event.

8.26.3.3. Placecards are only required at the head table. However, placecards at each seating are becoming more common. Based on the seating plan, use placecards as organizational identification cards, number cards, or both, for all tables other than the head table. One card per table—uniform in size, color, and lettering—is appropriate. Also acceptable is the use of folded, white 3- by 5-inch cards. Print each attendee's name on the card, using a black felt-tip pen so the name is easily readable in dim light. For multiple-word military titles, use only the conversational title; for example, "Lieutenant Colonel Jones" is written as "Colonel Jones." Computer-generated placecards are acceptable.

8.26.4. **Publicity.**

Publicize the Dining-In to organizational members, especially junior members. Junior members may hesitate because they are unfamiliar with or fear the rules of the mess. Another good idea is to send the rules of the mess out early to allow everyone time to get acquainted with them. Attendance will improve significantly if the organization is informed, involved, and at ease. Mentorship from senior unit officers and SNCOs is vital.

8.26.5. **Music.**

A military band or an ensemble, such as a choral group or string ensemble, is the best choice for music because it can fit nicely into the theme of a Dining-In. Schedule a band or one of its elements through the base public affairs office. Consider a taped program if a suitable band or ensemble is not available. However, no music is better than inappropriate music.

8.26.6. **Menu:**

8.26.6.1. The standard dinner at Dinings-In includes: the salad, entree, and dessert. To be creative, consider adding an appetizer, soup, or various side dishes. Remember, a larger menu means higher costs, and sometimes portions of large meals may go uneaten. When planning the menu, consider dietary restrictions for guests or members of the mess. Therefore, having alternate menu choices for vegetarians or those with medical restrictions or food allergies is a good idea.

8.26.6.2. Wine, traditionally used in toasting, is an integral part of the Dining-In. Have the wine in decanters so the staff may serve it or simply place the decanters where the attendees may serve themselves. Water, nonalcoholic sparkling wine, or fruit juice should also be available for those who do not wish to drink wine. Make sure refills of both wine and water are readily available.

8.26.7. **Seating:**

8.26.7.1. The planning committee establishes the seating arrangements from the reservation list. Three typical banquet style table arrangements are depicted in Figure 8.23. Planning enough space for easy passage of both attendees and servers is essential. The table at which Mister or Madam Vice will be seated should be at the opposite end of the banquet hall directly facing the president. This arrangement permits the president and Mister or Madam Vice to face each other when speaking.

8.26.7.2. Usually, seating at the head table is strictly according to protocol, with the senior guest to the right of the president, the next senior person to the left of the president, and so forth. The senior guest is usually the guest speaker. However, if this is not the case, it is customary to informally ask the senior guest to give up the seat to the president's right to the guest speaker. Discuss this with the president prior to the seating being established. Head-table seating for a Dining-Out becomes more complicated as a man and woman-alternating pattern is usually required within protocol restraints. Seat each spouse in precedence according to his or her military member's grade. Spouses do not sit together, nor should two women sit together. However, there will be times when the ratio number of men and women at the head table is not equal and variations are needed. Consult the local or MAJCOM protocol office for advice. Seat personal guests with their sponsoring member.

Figure 8.23. Proposed Seating Arrangements.
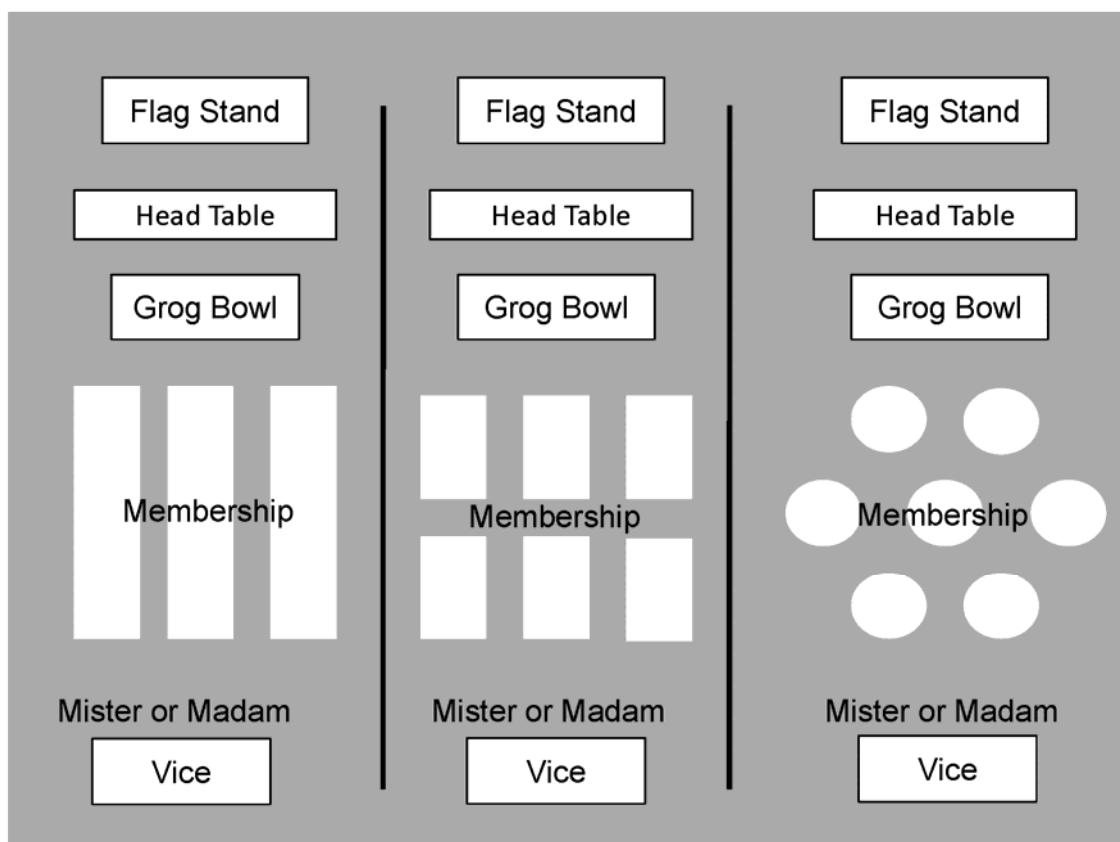
8.26.7.3. A prisoner of war (POW) or missing in action (MIA) table is optional. If included, place the table at the front of the mess, near the head table (Figure 8.23). This table may be set for one Service (or all four Services), with or without hats. This round table is smaller than the others, symbolizing the frailty of one prisoner alone against oppressors. (**Note:** For detailed guidance concerning the POW or MIA table, refer to your local or MAJCOM protocol office.) The items on the table represent the following:

8.26.7.3.1. A white tablecloth—symbolizes the purity of POWs' or MIAs' intentions to respond to their country's call to arms.

8.26.7.3.2. A single rose displayed in a vase—symbolizes remembrance of the comrades-in-arms' families and loved ones who keep the faith awaiting their return.

8.26.7.3.3. A yellow ribbon tied on the vase—reminiscent of the yellow ribbon worn on the lapel and breasts of thousands who bear witness to the unyielding determination to demand proper accounting of the missing.

8.26.7.3.4. A slice of lemon on the bread plate—reminds us of their bitter fate.

8.26.7.3.5. Salt on the bread plate—symbolic of the families' tears as they wait.

8.26.7.3.6. An inverted glass—reminds us they cannot toast with us.

8.27.7.3.7. An empty chair—reminds us they are not here.

8.26.8. **Decorations:**

8.26.8.1. When planning the decorations, consider the tables, dining room, lounge, and cost. This is truly a chance to be creative! If using flowers, order from a florist at least 1 week in advance. Generally, setting a budget and having the florist work within dollar limits is the best way to stay within budget constraints. Keep in mind that the club or caterer may provide decorations when talking with them and defining the contract. Formal organizational decorations may also be appropriate.

8.26.8.2. Dining room and lounge decorations often include seals, emblems, flags, and colors tastefully displayed. When in doubt, keep the decorations patriotic (for example, flags; banquet colors of red, white, and blue; and other like items).

8.26.8.3. Place the American flag in the position of honor appropriate to the seating arrangement being used. Place all other flags to the right of the American flag. You may display foreign flags if foreign nationals attend and their flags are available. With sufficient lead time, the local or MAJCOM protocol office can loan flags or other protocol items. If several general officers attend, display the flag representing the most senior individual speaking at the engagement or one flag for each general officer grade in attendance. Consult your local or MAJCOM protocol officer and honor guard.

8.26.9. **Program:**

8.26.9.1. Although not required, a program is one finishing touch that helps give the Dining-In "class." A professional-looking program adds a nice touch, and many people like to keep it as a memento. Usually, one program for each place setting is sufficient. In the program, include a welcome letter from the commander or CCM, biography of the guest speaker, agenda, schedule of and response to toasts, and menu. Other items such as photographs of the guest speaker and president may also be included. Be sure to obtain this information well in advance to allow enough time for program preparation and printing. Determine costs as these are passed on to the members of the mess.

8.26.9.2. The program may be printed commercially or in house. Commercial companies may produce a more professional product, but the cost may be prohibitive. If you elect in-house printing, give some consideration to dressing up the program by using quality paper stock, graphic art, type size, and variations in typeface. Determine the cost, production method, and program contents by local practice and the president's preference.

8.26.10. **Budget.**

An exotic menu, elaborate decorations, engraved invitations, and program can result in high cost to members of the mess. Remember, the Dining-In is for the members of the mess, and it should reflect their wishes. If some of the traditions are too expensive, unavailable, or simply not desired, discuss not using them. With some imagination, relatively simple decorations, and a simple, moving, and patriotic ceremony, a Dining-In can be an enjoyable, first-class event without excessive cost. Once tentative costs are determined, the finance POC should develop an operating budget. Accurately projecting expenditures is necessary to determine the

approximate member and organizational cost. If a fundraiser is planned, hold the fundraiser before setting the price per person.

8.26.11. **Billing.**

Establish a procedure for collecting and depositing money and paying bills. A separate bank account for the function may be advisable. For a large function, ask people to serve as key workers within the various unit elements. Each worker is then responsible for taking reservations, collecting money or club card numbers, and turning over these funds to the planning committee.

8.26.12. **Bartenders.**

There never seems to be enough bartenders during the cocktail hour or break, yet they are not needed during the formal part of the Dining-In. (**Note:** Outside drinks are not allowed in the dining room, only the wine, fruit juice, or water on each table.) One solution is to start with extra bartenders. This, of course, will increase the cost. A more practical solution is to have drinks pre-poured or premixed. Bartenders should also make sure there is an ample supply of nonalcoholic beverages, including diet beverages. This is an important item to discuss when developing the contract.

8.26.13. **Chaplain.**

A chaplain or member of the mess may give the invocation. If invited to give the invocation, the chaplain usually sits at the head table but is not required to. Seating at a table close to the head table is fine.

8.26.14. **Photography.**

Brief the photographer and provide an agenda. List the specific photographs desired. Remember, color photography is expensive and may require additional justification. Ensure the photographer does not detract from the ceremony or activities. If necessary, stage photographs before or after the event.

8.26.15. **Guest Speaker's Gift.**

This gift should be of nominal value. A plaque, paperweight, etc., commemorating the occasion or the president's gavel is acceptable. Consult with your local protocol office.

8.26.16. **Site Inspection.**

Every committee member should check the Dining-In location thoroughly on the day of the event as early in the day as practical. Many little details may need to be modified or corrected. Be sure the mementos, programs, POW or MIA table (if applicable), seating chart, gavel, and chimes are in place. Check the sound system, lighting, and temperature control units; any one of these can spell failure if they are not operating properly. Ensure parking is available.

8.27. Conducting the Dining-In (with a General Officer in Attendance).

The entire Dining-In is never rehearsed although certain portions should be rehearsed so key players are prepared. A script prepared by the president and Mister or Madam Vice can be used. The script usually includes a sequence of events from arrival to adjournment and the associated rules and rituals to the extent historical research supports them.

8.27.1. **Cocktails.**

Each member of the mess should arrive in the lounge within 10 minutes of the opening time. Members should never arrive after the senior guest. The cocktail period usually lasts between 30 to 60 minutes. This allows members time to assemble before dinner and meet the guests. Escort officers or NCOs should never leave guests unattended, and members should rotate between guests to ensure conversations remain stimulating. The cocktail hour does not lend itself to heavy hors d'oeuvres; however, light snacks such as chips, pretzels, and nuts may be made available in the lounge. Soft, classical, semi-classical, or themed background music (recorded or live) is also appropriate.

8.27.2. **Assembling for Dinner.**

At the end of the cocktail period, Mister or Madam Vice sounds the dinner chimes and directs the mess to proceed to the dining room. Members and guests sitting at the head table remain in the lounge or assemble in an anteroom. All others proceed in an orderly fashion to their seats and stand quietly behind their chairs. By tradition, drinks and lighted smoking materials are never taken into the dining room. Once the mess is assembled, the guests at the head table enter in the order they will sit at the table so the entrance and seating is smooth. When the head table guests are in place, "Ruffles and Flourishes" and the "General's March" are

sounded, as appropriate to the senior official. During "Ruffles and Flourishes," all members of the mess will stand at attention.

8.27.3. **Calling the Mess to Order:**

8.27.3.1. Immediately following "Ruffles and Flourishes," the president raps the gavel once to call the mess to order. He or she then directs the color guard to post the colors. Once the colors are in place, the national anthem is played or sung. If the colors are pre-posted, then the anthem is sung or played immediately. A bugler may sound "To the Colors" instead of the national anthem.

8.27.3.2. The manner in which the colors are posted and the playing of the national anthem can set the tone for the entire evening. A darkened room with a spotlight on the flag as the color guard carries it into the room and a soloist singing the national anthem with no background music can be a dramatic and moving event. However, drama can also be taken too far, so keep it as simple as possible.

8.27.3.3. Following the national anthem, the color guard departs the room. Protocol does not require the colors (once posted) be retired, so commonly practiced is the dismissal of the color guard at this time. **Note:** Most units now provide meals for the color guard and band. Keep this in mind when planning the budget.

8.27.3.4. After the color guard departs or is seated, the president asks for the invocation, and members of the mess and guests remain standing for the toasts.

8.27.4. **Toasting:**

8.27.4.1. Toasting is the ancient tradition of drinking together in honor of someone or some group, in order to show respect or appreciation. Toasting came into wide acceptance after the effects of poison were discovered. After two people, who may be antagonists, drank from the same source at the same instant but suffered no ill effects, a degree of mutual trust and rapport was established. Today, a toast is a simple courtesy to honor a person.. Toasts are proposed in sequence and at intervals during the program. The president proposes the first toast. If a toast to the colors is made, this toast is always the first toast. In this case, members of the mess respond, "To the Colors." Usually the toasts proposed at a formal dinner proceed in the following manner: (1) To the President of the United States (or to the Commander in Chief), (2) To the Secretary of the Air Force, (3) To the Chief of Staff of the Air Force, (4) To the Chief Master Sergeant of the Air Force (for enlisted functions), and (5) To our honored guests.

8.27.4.3. When in international settings or when foreign officers or dignitaries are present, appropriate toasts to their heads of state will normally be included. Consult the local protocol officer or individual Allied officer for the proper terminology to use when toasting a head of state.

8.27.4.4. After the president of the mess toasts the head of each Allied nation represented by a mess member, the senior Allied officer then proposes a toast to the President of the United States. The response is "To the President." If no members from Allied Nations are present, the president of the mess proposes the toast to the Commander in Chief. The response is the same: "To the President."

8.27.4.5. Following the president's or senior Allied officer's toast, Mister or Madam Vice proposes a toast to the Air Force Chief of Staff. The response is "To the Chief of Staff." A toast to the Chief of Staff of other Services is appropriate if officers of that service are present. The senior-ranking sister Service officer then proposes a toast to the Chief of Staff, United States Air Force. Therefore, it is appropriate and customary at a Dining-In conducted by enlisted people to toast the CMSAF and senior enlisted chiefs of other represented Services. The response is "Hear! Hear!"

8.27.4.6. If a POW or MIA table is included, it is proper to propose a toast "To our POWs and fallen comrades." This toast, called "One More Roll," is with water only and can be proposed by the president, vice president, or other designated member of the mess. Following the formal toasts, the president seats the mess with one rap of the gavel.

8.27.4.7. Excessive toasting can make for a long evening. While other toasts may be appropriate, too many toasts can cause the evening to run behind schedule and dampen the enthusiasm of the mess. Also, recommend the glass is not drained for each toast. A mere touch of the glass to the lips satisfies the ceremonial requirements.

8.27.4.8. Informal or impromptu toasts are also an important part of the occasion. They should be humorous but in good taste.

8.27.5. **Opening Remarks.**

In addition to setting the tone for the evening, the president's remarks provide the opportunity to officially welcome guests. After introducing those seated at the head table, the president may introduce the remaining distinguished guests but this is not required. Depending on how many additional guests are in attendance, this can drag on too long. Furthermore, recommend the groups of guests as a whole are recognized. After the president recognizes official and distinguished guests, Mister or Madam Vice proposes a toast to the guests. Members of the mess stand; guests remain seated. The response to this and all future toasts is "Hear! Hear!" The president then seats the mess and invites the members to eat.

8.27.6. **Dinner:**

8.27.6.1. Meals are always served to the head table first. At other tables, usually the highest-ranking persons or women are served first. Although this normally means junior members are served last, Mister or Madam Vice is an exception and should be served immediately after the head table. With the toasts and other activities, the president and vice president will not have time to eat unless served early. This is something that you need to discuss with the club or catering manager. You may have to identify senior-ranking members to the servers. If the event is catered, this is trickier because they are unfamiliar with military rank structure.

8.27.6.2. The president can limit toasts so the members can eat. Before serving the entree, the president may add some humor by asking Mister or Madam Vice to sample the meal to make sure the meal is fit for consumption. The vice president may compose an ode or poem to the meal. Numerous variations are best left to the planning committee and/or president's imagination.

8.27.7. **The Grog Bowl:**

8.27.7.1. Although most organizations use a grog bowl, this is not mandatory. The planning committee determines the bowl's contents. However, the contents should be nonalcoholic so as not to dampen the spirits and participation of individuals who do not consume alcoholic beverages. An option is to have two grog bowls—one with alcohol and one without. Some organizations conduct a "grog-mixing ceremony" during which Mister or Madam Vice mixes the contents of each bowl while reciting a humorous narrative. Again, this is a good opportunity for creativity and imagination.

8.27.7.2. At various points during the evening, a member may be sent to the grog bowl as "punishment" for violating the rules of the mess. Some of the more common violations are arriving late at the cocktail lounge, carrying drinks into the dining room, toasting with an unfilled glass, or discussing business (referred to as "opening the hangar doors"). Certain members seem to be frequent violators. Mister or Madam Vice is one such person. Therefore, it is not uncommon for the president and the guest speaker to be charged with at least one violation. If the president must temporarily leave the head table, he or she must appoint another person to assume the president's role. If the president fails to appoint someone, the position automatically falls to the next senior official at the head table.

8.27.7.3. The president, vice president, or any member of the mess can note infractions warranting a trip to the grog bowl at any time. Members bring infractions to the president's attention by raising a point of order. If the validity of the charge is in question, members vote by tapping their spoons on the table. Handclapping is not allowed at a Dining-In. When the president directs a violator to the grog bowl, the individual must perform the correct procedure (usually outlined in the program). At a Dining-Out, if a guest or spouse is found guilty of an infraction, the military member goes to the grog for them.

8.27.8. **Recess.**

At the scheduled time, the president raps the gavel twice and announces a short recess to enable the facility's staff to clear the dishes and serve dessert. Members go to the cocktail lounge.

8.27.9. **Reconvening the Mess.**

After recess, Mister or Madam Vice sounds the chimes and directs everyone to return to the dining room and remain standing until the head table enters. Once the head table is in place, the president raps the gavel once to seat the mess. (Again, members should not take drinks into the dining room.) Members then partake of dessert and coffee or tea.

8.27.10. **Recognition and Awards.**

Either during or immediately after dessert is the appropriate time for individual recognition (such as promotions, quarterly or annual awards, etc.) or unit awards. A toast may also be appropriate at this time.

8.27.11. **Guest Speaker's Address.**

After recognition and awards, the president introduces the guest speaker. The speaker's address typically lasts 15 to 20 minutes and is patriotic and/or entertaining. On completion of the address, the president thanks the guest speaker and presents a small token of appreciation. The president then asks the vice president to propose a toast to the guest speaker.

8.27.12. **Closing the Mess:**

8.27.12.1. The president recognizes those who organized the Dining-In and thanks Mister or Madam Vice. The color guard may then retire the colors. The president encourages everyone to stay and enjoy themselves (if there is post-dinner entertainment) and then adjourns the mess with two raps of the gavel.

8.27.12.2. Members remain at the Dining-In until the guest of honor and the president leave. The president may allow members to leave at their own discretion if the guest of honor or president plans to stay an extensive time. Some unobtrusive signal, such as casing the unit flag, is an appropriate means of notifying members that the evening's activities are over. Traditionally, Mister or Madam Vice is the last member to leave the Dining-In.

8.28. Post-Dinner Entertainment.

The adjournment is a signal for the vice president to open the informal part of the program. An orchestra, band, or disc jockey for dancing may be appropriate entertainment, but the arrangements officer or NCO and the vice president must work within the guidelines the president sets.

8.29. A Final Word.

A Dining-In or Dining-Out is held to provide an opportunity for members of an organization to meet socially and have a good time together. However, the following cautions should be observed: (1) do not go overboard with expenses—a good time does not have to be costly, and (2) prepare an agenda and stick to it. The formal portion should be well planned and kept on schedule. A formal program that lasts between 2 and 2 1/2 hours is ideal and allows sufficient time for informal entertainment. Too much entertainment can make the evening drag on, causing members to remember the event's length rather than its success.

8.30. Conclusion.

Military customs and courtesies are proven traditions, acts of respect and courtesy, and signs of the mutual respect and fraternity that exist among military personnel. Military customs and courtesies play an extremely important role in building morale, esprit de corps, discipline, and mission effectiveness. This chapter outlines customs and courtesies providing an extensive but not all-inclusive outline of what makes the Air Force and its people special. These ceremonies represent many customs and traditions of our Air Force heritage. They are very real aspects of life, and, in the aggregate, form the special culture and lifestyle uniquely characteristic of the military profession. This guidance is offered to empower you with the knowledge that can add comfort to your daily social interactions. Apply it using common sense. The guidelines in this chapter can help avoid protocol pitfalls.

Chapter 9

THE NONCOMMISSIONED OFFICER (NCO)

My advice to tomorrow's senior NCOs is to listen, to learn, and then to serve with unequaled commitment. Their example will motivate and inspire, and when they, in turn, pass the baton, America will certainly be in good hands.

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

Section 9A—Overview

9.1. Introduction.

NCOs are the backbone of the Air Force. The organization's success or failure, strengths or weaknesses can be directly related to the effectiveness of its NCOs. Although most Airmen are aware of their responsibilities, an overview of both general and specific responsibilities may be necessary, especially as the Airmen progress in rank. This chapter begins by discussing the philosophy, purpose, and structure of the enlisted force, then goes on to examine the NCO in terms of rank and precedence, legal authority, and general and specific responsibilities. Furthermore, it briefly describes those special positions of trust senior NCOs (SNCO) may hold, such as Air Force Career Field Manager (AFCFM), first sergeant, command chief master sergeant (CCM), and Chief Master Sergeant of the Air Force (CMSAF), and professional military education (PME) programs. The chapter continues on to discuss the military as a Profession of Arms. The essential purpose of an organized military force is to defend the interests of the state, by force of arms if necessary. This task is unique to the military profession. There are those who have tried to compare the responsibilities of military officers to business executives. Both occupations call for leadership abilities and involve the management of human and material resources. But what business expects its executives to be available for work 24 hours a day, 7 days a week, and ready to risk their lives on behalf of its stockholders? Most assuredly, executive job descriptions do not include the responsibility to lead others to their deaths. At its heart, the military profession is a calling that requires a devotion to service and willingness to sacrifice at levels far beyond that required in the marketplace. The military as a profession and its core values and supporting ideas are areas that wrap up "The NCO."

Section 9B—The Enlisted Force Structure

9.2. Philosophy:

9.2.1. The enlisted force is a diverse corps of functionally and operationally specialized Airmen. Yet, despite the natural differences found across functional and operational lines, there is a compelling need for a common approach to career progression, professional development, and the assumption of increased supervisory and leadership responsibilities. To best leverage our resources we must have a consistent, well defined set of expectations, standards, and opportunity for growth for *all* Airmen, regardless of specialty or command. The enlisted force structure provides this consistency and common approach. It is the enlisted force structure that defines us as *Airmen*, rather than merely specialists.

9.2.2. All elements of the enlisted force structure reflect the core values of the Air Force (Integrity, Service Before Self, and Excellence) and are essential to the profession of arms. The core values are the basis for Air Force policies, guidance, and overall focus.

9.3. Purpose of the Enlisted Force Structure:

9.3.1. Provide an enlisted force structure that best meets mission requirements.

9.3.2. Provide a common, stable career structure for all enlisted personnel.

9.3.3. Provide all Airmen the opportunity for professional growth.

9.3.4. Define:

9.3.4.1. The three tiers of the enlisted force structure.

9.3.4.2. The three levels of enlisted leadership and development.

9.3.4.3. The roles, responsibilities, expectations, and official terms of address for each enlisted rank.

9.3.4.4. Special SNCO positions.

9.3.4.5. The official duty titles for the enlisted force.

9.4. Three Enlisted Force Structure Tiers.

The enlisted force is comprised of three distinct and separate tiers, each correlating to increased levels of training, education, technical competence, experience, leadership, and managerial responsibilities. These tiers are Airman, NCO, and SNCO.

9.4.1. **The Airman Tier.**

This tier consists of Airman Basic (AB), Airman (Amn), Airman First Class (A1C), and Senior Airman (SrA). Airmen are initially focused on adapting to the requirements of the military profession, achieving technical proficiency, and learning how to be highly productive members of the Air Force. Once they are promoted to SrA, they begin to exercise limited supervision and leadership as they prepare for increased responsibilities, while continuing to broaden their technical skills.

9.4.2. **The NCO Tier.**

This tier consists of Staff Sergeant (SSgt) and Technical Sergeant (TSgt). NCOs, who continue their technical growth and become expert hands-on technicians, also serve as first-line supervisors. NCOs ensure their team members work together to accomplish the mission. NCOs are responsible for training and developing the Airmen they supervise into the NCOs of the future. They also continue to develop their own leadership skills in preparation for increased responsibilities.

9.4.3. **The SNCO Tier.**

This tier consists of Master Sergeant (MSgt), Senior Master Sergeant (SMSgt), and Chief Master Sergeant (CMSgt). SNCOs are a critical component of the Air Force's ability to project air power. SNCOs have a great deal of experience and leadership ability which they use to leverage resources and personnel against a variety of mission requirements. The SNCO's primary focus is on accomplishing the organization's mission through the skillful use of teams. They also concentrate on further developing their teams and people, both technically and professionally. They participate in the decisionmaking process, as appropriate, on a variety of technical, operational, and organizational issues. A few go on to serve at the highest levels in the Air Force as strategic leaders and managers.

9.5. Three Enlisted Leadership and Development Levels.

The three leadership and development levels in the Air Force are tactical, operational, and strategic. These levels directly correlate to the scope of an enlisted person's duties and primary responsibilities, mission requirements, and the type of development needed to serve at each level. These levels apply across the entire spectrum of the enlisted force structure (Figure 9.1).

9.5.1. **Tactical Level.**

This level of leadership normally applies to ABs through TSgts. At the tactical level, Airmen and NCOs perfect their primary skills. They are trained, attend PME, and achieve their 5- and 7-skill levels. They strive to become the best technicians and team members possible. As they increase in rank, they also begin to train others and serve as first-line supervisors and NCOICs of sections (**Note:** Only NCOs and SNCOs may serve as NCOICs). The primary focus at the tactical level is accomplishing all assigned work as efficiently as possible using the personnel and resources available.

9.5.2. **Operational Level.**

This level normally applies to MSgts through CMSgts who typically work at the numbered Air Force (NAF) level and below. This is where SNCOs transition from being expert technicians and first-line supervisors to leaders with broader operational leadership, supervisory, and managerial responsibilities. They continue to develop their expertise, experience, and management and leadership skills to convert direction from their superiors into mission accomplishment. The majority of our enlisted force will spend their entire careers at the tactical and operational levels. This is where their natural strengths of competencies, experience, and day-to-day mission focus are most required.

9.5.3. **Strategic Level.**

This level normally applies to CMSgts and a few other SNCOs assigned to higher headquarters. These leaders serve in key leadership positions at the Department of Defense (DoD), Headquarters Air Force, major commands (MAJCOM), direct reporting units (DRU), and select agencies and headquarters. They continue to develop their knowledge of Air Force institutional management processes, challenges, and vision to improve their ability to advise senior leaders, participate in top-level decisionmaking processes, draft policies, manage career fields, and lead far-reaching programs. The primary focus at this level is the strategic leadership and management of the force to best meet current and future requirements.

Figure 9.1. Leadership Development Slide.
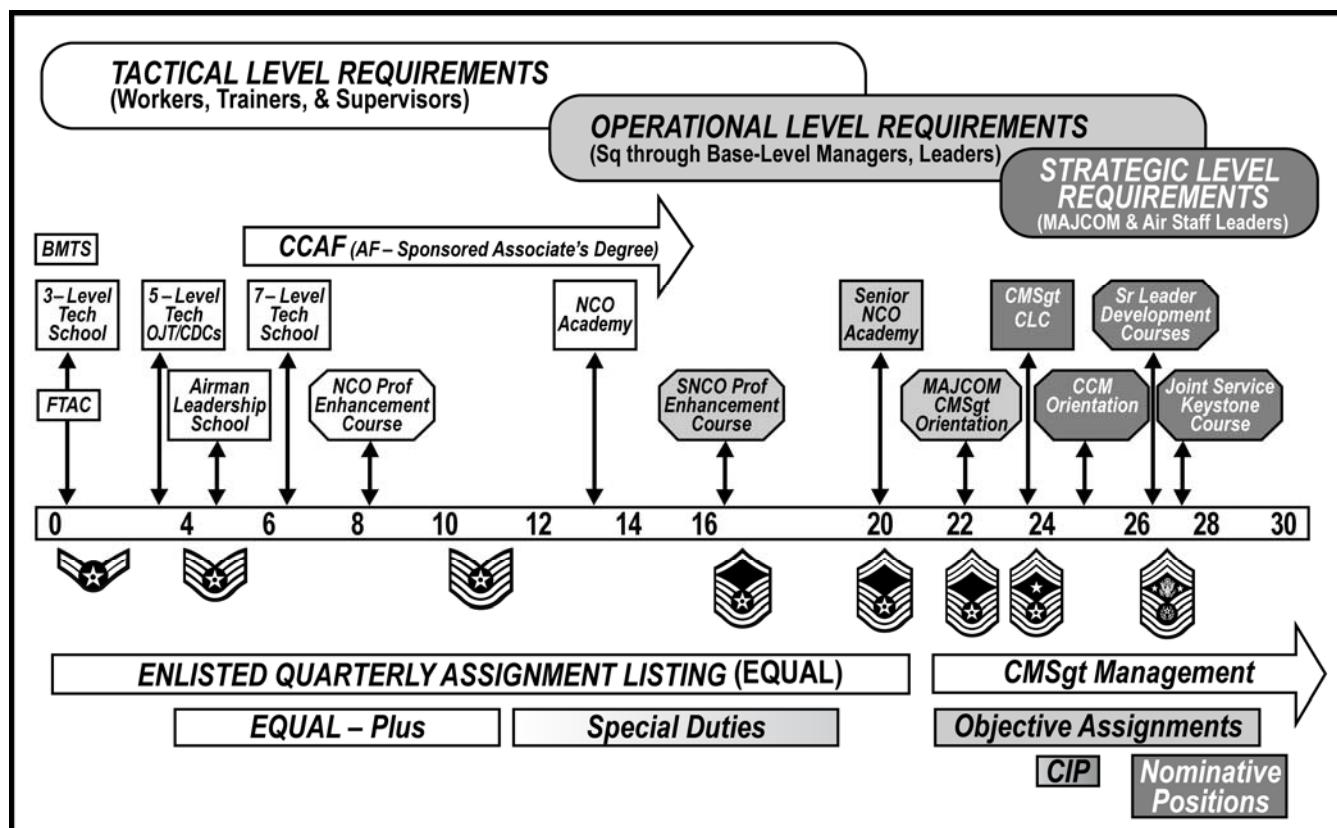
9.6. General Airman Responsibilities.

Airmen must:

9.6.1. Accept and execute all duties, instructions, responsibilities, and lawful orders in a timely, efficient manner; complete assigned tasks and accomplish the mission by being an effective follower; place the requirements of their official duties and responsibilities ahead of their personal desires; and issue lawful orders if placed in charge of a work activity or in charge of other Airmen to ensure completion of assigned tasks. Failure to obey lawful orders violates Article 92 of the Uniform Code of Military Justice (UCMJ) (duty status determines Air Reserve Component authority).

9.6.2. Strive for and maintain the highest level of personal readiness to meet Air and Space Expeditionary Force mission requirements. To do so, Airmen must:

9.6.2.1. Be technically ready to accomplish the mission; attain and maintain a skill level commensurate with their rank; and maintain a high degree of proficiency in their awarded specialty as outlined in their CFETP (AFI 36-2201, A*ir Force Training Program;* AFPD 36-22, *Air Force Military Training).*

9.6.2.2. Be physically ready to accomplish the mission. Keep themselves in good physical conditioning and meet Air Force fitness standards. Participate in the Air Force Fitness Program (AFI 10-248, *Fitness Program*).

9.6.2.3. Be mentally ready to accomplish the mission. Issues involving quality of life, financial problems, sexual harassment, discrimination, stress, marital problems, and substance abuse can affect and detract from mental readiness. These types of issues can prevent individuals from focusing on the mission, diminish motivation, erode a positive attitude, and reduce the quality of work. All of this negatively impacts mission accomplishment. As it relates to mental readiness, Airmen should:

9.6.2.3.1. Seek assistance through their supervisory chain, first sergeant, commander, chaplain, or appropriate referral agencies when having difficulty dealing with the issues identified in paragraph 9.6.2.3. Airmen are expected to take positive steps to resolve these issues in a responsible manner.

9.6.2.3.2. Actively support the Air Force's policy of "zero tolerance" for discrimination and sexual harassment. Airmen must help maintain an environment free of any behaviors that hinder other team members' ability to achieve their full potential and maximize their contributions (AFI 36-2706, *Military Equal Opportunity and Treatment Program*).

9.6.2.3.3. Be alert to detect people who may be exhibiting suicidal behavior and immediately report it to their supervisory chain, first sergeant, or commander. Fellow Airmen are very important to suicide prevention.

9.6.2.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the development of those personal qualities needed to help a person through times of stress, hardship, and tragedy. Spiritual readiness may or may not include religious activities.

9.6.2.5. Meet all predeployment requirements if postured to deploy.

9.6.3. Exhibit professional behavior, military bearing, respect for authority, and high standards of dress and personal appearance on- and off-duty. Airmen should correct other Airmen who violate standards (AFI 36-2903, *Dress and Personal Appearance of the Air Force Personnel*; AFPD 36-29, *Military Standards*; AFI 36-2909, *Professional and Unprofessional Relationships).*

9.7. Specific Airman Responsibilities:

9.7.1. **AB.**

ABs are primarily in a learning capacity, adapting to the requirements of the military profession, acquiring knowledge of military customs, courtesies, and Air Force standards, as well as striving to attain technical proficiency. They can perform basic tasks under close supervision when at their first duty station. ABs operate at the tactical level. The official term of address is Airman Basic or Airman.

9.7.2. **Amn.**

Amn, while still learning and adapting to the military profession, are expected to understand and conform to military standards, customs, and courtesies. Amn begin to show job proficiency at basic tasks and still require significant supervision and support. Amn operate at the tactical level. The official term of address is Airman.

9.7.3. **A1C.**

A1Cs fully comply with Air Force standards and are expected to devote their efforts to the mastery of skills required in their career fields and the military profession, while becoming effective team members. After a few months at their first duty station, they are usually skilled on numerous tasks. Continued supervision is essential to the A1C's ongoing technical and professional growth. They typically earn their 5-skill level at this grade. A1Cs operate at the tactical level. The official term of address is Airman First Class or Airman.

9.7.4. **SrA.**

SrA commonly perform as skilled technicians and trainers. It is essential SrA begin developing supervisory and leadership skills through progressive responsibility on the job, PME, individual study, and supervisor mentoring. When utilized as supervisors, SrA strive to establish themselves as effective first-line supervisors, through maximum use of guidance and assistance from the NCOs above them. SrA may serve as reporting officials upon completion of ALS. SrA operate at the tactical level. The official term of address is Senior Airman or Airman.

9.8. General NCO Responsibilities.

NCOs must:

9.8.1. Accept and execute all duties, instructions, responsibilities, and lawful orders in a timely, efficient manner; lead subordinates and exercise effective followership in mission accomplishment; and place the requirements of their official duties and responsibilities ahead of their personal desires. NCOs have the authority to issue lawful orders appropriate for the completion of their assigned tasks. Failure to obey lawful orders violates Article 92 of the UCMJ (duty status determines Air Reserve Component authority).

9.8.2. Maintain the highest level of readiness to meet Air and Space Expeditionary Force mission requirements. An NCO's primary purpose in the Air Force is to be a skilled technician in his or her assigned specialty and building, preparing, and leading teams to accomplish the mission. NCOs must:

9.8.2.1. Be technically ready to accomplish the mission. NCOs must also attain and maintain a skill level commensurate with their rank and maintain a high degree of proficiency in their duties as outlined in their CFETP. Additionally, they must train and develop their subordinates to ensure they are also technically ready to accomplish the mission.

9.8.2.2. Be physically ready to accomplish the mission; attain and maintain good physical conditioning, meet Air Force fitness standards, and set a positive example for subordinates; lead the way by promoting, supporting, and participating in the Air Force Fitness Program and their units' physical training programs; and incorporate physical training into their teams' duty schedules (AFI 10-248).

9.8.2.3. Be mentally ready to accomplish the mission. Issues involving quality of life, financial problems, sexual harassment, discrimination, stress, marital problems, and substance abuse can affect and detract from mental readiness. These types of issues can prevent individuals from focusing on the mission, diminish motivation, erode a positive attitude, and reduce the quality of work. NCOs must also monitor and address issues negatively impacting subordinates' mental readiness. NCOs must:

9.8.2.3.1. Consult their supervisory chain, their first sergeant, commander, chaplain, or appropriate referral agencies if they experience problems dealing with the issues in paragraph 9.8.2.3 and require assistance. NCOs must always take positive steps to resolve these types of issues in a responsible manner.

9.8.2.3.2. Assist subordinates in resolving personal, financial, marital, alcohol, and stress-related problems. Supervisors are often in the best position to detect early indications of these problems and are key to identifying, addressing, and resolving them. Supervisors must stay involved and be supportive as their subordinates struggle to resolve their problems. Supervisors must also clarify Air Force standards, provide feedback on duty performance, and provide counseling on professional behavior, military bearing, and available referral agencies. If additional assistance is required, NCOs must consult their supervisory chain, their first sergeant, chaplain, or appropriate referral agency. (AFPD 36-29; AFI 36-2406, *Officer and Enlisted Evaluation Systems*; AFI 36-2909; AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*; AFI 44-120, *Drug Abuse Testing Program*).

9.8.2.3.3. Actively support the Air Force's policy of "zero tolerance" for discrimination and sexual harassment. NCOs must maintain a professional environment that enables personnel to achieve their full potential and maximize their contribution (AFI 36-2706).

9.8.2.3.4. Remain watchful for signs that subordinates, or any Air Force member, may be suicidal. Supervisors are often in the best position to detect early signs of suicidal behavior. If an NCO notices a person is exhibiting behavior indicating he or she may be suicidal, the NCO must immediately seek assistance from his or herr first sergeant, commander, security forces, chaplain, life skills support center, or medical personnel, and remain with the person until relieved by the proper authority.

9.8.2.3.5. Frequently visit dining facilities, chapel centers, recreation facilities, dormitories, and enlisted clubs to familiarize themselves with their subordinates' off-duty opportunities and living conditions.

9.8.2.3.6. Appropriately recognize and reward those individuals whose military conduct and duty performance clearly exceed established standards. NCOs must also hold subordinates accountable when they do not meet established standards.

9.8.2.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the development of those personal qualities needed to help a person through times of stress, hardship, and tragedy. NCOs must also provide assistance to subordinates who may be struggling with their spiritual readiness through the chaplain, life skills support center, or other support agencies. Spiritual readiness may or may not include religious activities.

9.8.2.5. Meet all predeployment requirements if postured to deploy. NCOs must also ensure they educate and assist subordinates with deployment preparation actions. Correct and counsel subordinates who do not meet deployment readiness standards. NCOs are responsible for their subordinates' deployment readiness status.

9.8.3. Accept responsibility for assuming the role of leader if senior in grade. Responsibility and accountability increase commensurate with grade. This policy stems from time-honored military customs and traditions. Within enlisted grades, NCOs take rank and precedence over all Airmen and other NCOs according to rank. Within the same grade, date of rank (DOR), total active federal military service date (TAFMSD), pay date, and date of birth (DOB) determine seniority.

9.8.3.1. Know and understand Air Force Core Values, the Airman's Creed, and the Air Force symbol.

9.8.3.2. Be a knowledge-enabled NCO by keeping accurately informed on issues affecting the Air Force while ensuring no discredit or compromise of operational security through the use of personal communications such as blogs, video logs, personal Web sites, and emails.

9.8.3.3. Remain keenly aware of individual and group dynamics affecting readiness and safety. Identify Airmen exhibiting high-risk behavior and deter further unsafe practices.

9.8.3.4. Actively support and enforce the Air Force's "zero tolerance" policy for discrimination, sexual harassment, and sexual assault. Understand the sexual assault response coordinator's role and sexual assault reporting requirements. NCOs must maintain an environment free of any behaviors that hinder other Airmen's ability to achieve their full potential and maximize their contribution. (AFI 36-2706).

9.8.4. Support and explain leaders' decisions.

9.8.5. Take an *active* leadership and supervisory role by staying involved with personnel on a daily basis. NCOs must also take experience and knowledge and focus it downward to their personnel, mentor by providing guidance and instruction to subordinates to develop and grow them so they are prepared to accept increased levels of authority and responsibility, and help them reach their full potential.

9.8.6. Exceed the standards and expectations levied upon their Airmen; epitomize excellence, serving as a role model for Airmen to emulate; lead by example by exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance; instill these types of behaviors in their subordinates; clarify Air Force standards regarding such things as duty performance, safety, on- and off-duty behavior, professional and unprofessional relationships, and personal appearance; and be alert to personnel who violate Air Force standards and immediately correct them. (AFPD 36-29; AFI 36-2406; AFI 36-2909; AFI 91-202, *The US Air Force Mishap Prevention Program*).

9.8.7. Provide career counseling to subordinates on benefits, entitlements, and opportunities available during an Air Force career, and ensure subordinates understand what is expected to be competitive for promotion and what types of career opportunities exist for them. At a minimum, counseling occurs in conjunction with performance feedback counseling or when an individual comes up for quality review under the selective reenlistment program. At the end of the counseling session, review the Air Force Benefits Fact Sheet with each individual and provide it to him or her.

9.8.8. Promote a culture of flexible Airmen who are capable of mastering multiple tasks to better support Air and Space Expeditionary Force mission requirements.

> 9.8.8.1. Consider pursuing opportunities, and encourage subordinates, to retrain into Air Force shortage career fields when appropriate to balance the force, enabling the Air Force to meet mission requirements.

> 9.8.8.2. Consider pursuing opportunities, and encourage subordinates, to serve in special duties, such as military training instructor, PME instructor, recruiter.

9.8.9. Secure and promote PME and professional enhancement for themselves and subordinates to develop and cultivate leadership skills and military professionalism. In addition, support voluntary off-duty education opportunities to enhance professional growth (AFI 36-2301, *Professional Military Education*).

9.8.10. Promote organizational esprit de corps and foster good community relations by supporting professional organizations as well as unit, base, and Air Force events. Also, encourage subordinates to do the same.

NOTE: In some circumstances, commanders may place NCOs who are lower in rank in charge of other NCOs of the same grade (for example, a TSgt with a date of rank of 1 April 2008 is placed in charge of a fellow TSgt with a date of rank of 1 April 2007). When placed in charge by commanders, these NCOs have the authority to issue lawful orders appropriate for mission accomplishment. Failure to obey lawful orders violates Article 92 of the UCMJ (duty status determines Air Reserve Component authority).

9.9. Specific NCO Responsibilities:

9.9.1. **SSgt.**

> SSgts are primarily highly skilled technicians with supervisory and training responsibilities. They must continuously strive to further their development as technicians. SSgts must also strive for greater supervisory competence and should be given opportunities to demonstrate leadership as they develop as leaders. They are responsible for their subordinates and the effective accomplishment of all assigned tasks. They ensure proper and effective use of all personnel and materiel under their control. SSgts operate at the tactical level. The official term of address is Staff Sergeant or Sergeant.

9.9.2. **TSgt.**

> In addition to providing sound supervision and training, TSgts are often an organization's technical experts within their specialty. They are responsible for the development of all assigned enlisted personnel. They must obtain maximum performance from each subordinate and ensure the mission is efficiently and effectively accomplished. TSgts must continuously strive to broaden and perfect their technical expertise and supervisory techniques. TSgts operate at the tactical level of leadership. The official term of address is Technical Sergeant or Sergeant.

9.10. General SNCO Responsibilities.

In addition to meeting all NCO responsibilities, SNCOs must:

9.10.1. Provide highly effective leadership. An SNCOs' primary purpose in the Air Force is leading and managing teams to accomplish the mission.

9.10.2. Translate their leaders' direction into specific tasks and responsibilities their teams understand and can execute and support and explain leaders' decisions. SNCOs should study the decisions to understand their rationale and goals, so they can fully leverage their personal experience and knowledge to more effectively accomplish the mission.

9.10.3. Be an active, visible leader and develop their NCOs into better leaders and supervisors, and deliberately grow and prepare them to be effective future SNCOs.

9.10.4. Help leaders make informed decisions. SNCOs must draw upon their knowledge and experience to provide constructive input, when appropriate, to best meet the challenges facing their organizations.

9.10.5. Support company grade officers' continued development as leaders by sharing knowledge and experience, when appropriate, to best meet their organizations' challenges. Build professional relationships with company grade officers, striving to create the most effective leadership teams to best accomplish the mission.

9.10.6. Exceed the standards and expectations levied upon their NCOs and Airmen. Epitomize excellence, professionalism, and competence, serving as a role model for NCOs and Airmen to emulate.

9.10.7. Ensure money, facilities, and resources are utilized in an efficient and effective manner and in the best interests of the Air Force, and plan resource utilization, replenishment, and budget allocation to ensure personnel are provided the equipment and resources needed to effectively accomplish the mission.

9.10.8. Promote a culture of flexible Airmen capable of adapting to evolving Air Force requirements throughout a career.

> 9.10.8.1. Consider, support, and encourage retraining as needed to balance the force and enable our Air Force to meet mission requirements.

> 9.10.8.2. Consider, support, and encourage serving in special duties, such as first sergeant, military training instructor, recruiter, or PME instructor.

9.10.9. Continue professional developmental through a variety of means, such as books, voluntary career development courses, lectures, off-duty education, leadership seminars, etc. Personal professional growth never ends.

9.11. Specific SNCO Responsibilities:

9.11.1. **MSgt.**

> MSgts are transitioning from being technical experts and first-line supervisors to operational leaders who merge their personnel's talents, skills, and resources with other teams' functions to accomplish the mission most effectively. They are continuing to develop their leadership and management skills. This rank carries significantly increased responsibilities and requires a broad technical and managerial perspective. MSgt selects should immediately enroll in and complete Course 12 or 14, SNCO PME Distance Learning Course, in preparation for their new roles. MSgts normally operate at the operational level of leadership. The official term of address is Master Sergeant or Sergeant.

9.11.2. **SMSgt.**

> SMSgts are key, experienced, operational leaders, skilled at merging their personnel's talents, skills, and resources with other teams' functions to accomplish the mission most effectively. SMSgts continue to develop their leadership and management skills in preparation for expanded responsibilities and higher leadership positions. SMSgts normally operate at the operational level of leadership. The official term of address is Senior Master Sergeant or Sergeant.

9.11.3. **CMSgt.**

> The rank of CMSgt is the highest enlisted rank in the Air Force, with the exception of the CMSAF. Since its inception, the rank of CMSgt has evolved to hold a very distinctive role in the force. Superiors and subordinates alike rightfully place very high expectations upon those serving in this grade. CMSgts serve in key leadership roles at all levels in the Air Force from flight level up to the Air Staff. They serve as commandants, superintendents, program managers, CCMs, functional managers, and career field managers. The Air Force ensures only the very best NCOs are selected to this top rank. CMSgts, as senior leaders in our force, must at all times epitomize the finest qualities of a military leader. CMSgts bring substantial

institutional, operational, and functional experience as well as strong leadership skills to their organizations and all assigned tasks. CMSgts must continually strive to further develop their leadership and management skills to better prepare them for future roles. As key mentors, they must actively develop their Airmen, NCOs, and SNCOs into the enlisted leaders of the future. CMSgts are assigned Chief Enlisted Manager codes upon selection to CMSgt and may fill any leadership- or managerial-level position and perform all duties not prohibited by law or directive. CMSgts serve at the operational and strategic levels of leadership, depending on assignment. The official term of address is Chief Master Sergeant or Chief.

9.12. 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. A consistent, standard approach is important to ensure the terms are meaningful. The following duty titles are the official, authorized duty titles in the enlisted force. The only exceptions are the special SNCO duty positions listed in AFI 36-2618, *Enlisted Force Structure*, Chapter 6, and limited instances when a person's position or duties don't meet the criteria listed below. Authorized enlisted duty titles include:

9.12.1. **Supervisor.**

Used for Airmen and NCOs who are first-line supervisors (for example, Heavy Equipment Supervisor and Shift Supervisor). Airmen will not have the duty title "Supervisor" unless they are at least a SrA, an ALS graduate, and supervise the work of others.

9.12.2. **Noncommissioned Officer in Charge.**

Used only for NCOs and SNCOs in charge of a workcenter or element. NCOICs typically have subordinate supervisors (for example, NCOIC, Installation Security; NCOIC, Outbound Assignments). NCOIC is also used for those whose primary duty is program or functional management (such as NCOIC, Unit Training Management; and NCOIC, Resource Management) even if they do not directly supervise personnel.

9.12.3. **Section Chief.**

Used for NCOs and SNCOs in charge of a section with at least two subordinate workcenters or elements (for example, Section Chief, Network Control Center). Section chiefs are typically SNCOs, and the rank will vary depending upon the size of the section (number of enlisted personnel, number of workcenters, and scope of responsibilities).

9.12.4. **Flight Chief.**

Used for NCOs and SNCOs who are the enlisted leaders of a flight (for example, Flight Chief, Information Systems Flight; and Flight Chief, Operations Flight). Flight chiefs are typically SNCOs, and the rank will vary depending upon the size of the flight (number of enlisted personnel, number of workcenters, and scope of responsibilities).

9.12.5. **Squadron Superintendent.**

Used for a CMSgt, and occasionally a SMSgt or MSgt, who is the enlisted leader of a squadron. (for example, Squadron Superintendent, 100th Mission Support Squadron; and Squadron Superintendent, 1st Operational Support Squadron). Only SNCOs will hold the duty title of Squadron Superintendent.

9.12.6. **Superintendent.**

Used for SNCOs in charge of group- or wing-level functions or in a squadron when having either oversight of functions within other squadrons or within the same squadron (for example, Aircraft Maintenance Unit Superintendent and Command Post Superintendent). Only SNCOs will hold the duty title of Superintendent.

9.12.7. **Manager.**

In addition to the special SNCO positions of AFCFM and MAJCOM Functional Manager (MFM), used for NCOs and SNCOs who are program, project, and policy managers at NAF, MAJCOM, DRU, field operating agency (FOA), Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (for example, Manager, Intelligence Systems Integration; and Manager, Joint Operations Analysis and Planning).

9.12.8. **Chief.**

Used for CMSgts who are program, project, or policy managers at NAF, MAJCOM, DRU, FOA, Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of

the branch, division, or directorate (for example, Chief, Air Force Enlisted Force Development; and Chief, Airman Assignments).

9.13. Special SNCO Positions:

9.13.1. **First Sergeant:**

9.13.1.1. **Duty.** The first sergeant is an expeditionary leader serving in a special duty position, rich in custom and tradition. The first sergeant works directly for and derives authority from the commander at home station and deployed locations and serves as the commander's critical link within the unit for all matters concerning enlisted members. As depicted in Figure 9.2, a distinguishing diamond device on the chevron identifies the first sergeant. In today's rapidly deployable Air Force, the first sergeant is critical to providing the commander a mission-ready enlisted force to execute the unit mission. As the vital link between the commander, enlisted personnel, and support agencies, the first sergeant must ensure the enlisted force understands the commander's policies, goals, and objectives, and that support agencies are responsive to the needs of unit personnel. Additionally, the first sergeant must remain vigilant for and move to resolve issues that, left unchecked, would adversely impact Airmen readiness.

9.13.1.2. **Selection Process.** Based on the cumulative and important responsibilities and the impact of this position, only the most dedicated professional SNCOs should be selected. First sergeant duty is a 3-year special duty with options to compete to remain for an additional 3 or more years. Master sergeants may be selected through one of two programs. Volunteers are preferred for first sergeant duty. In situations where there are not enough volunteers to fill Air Force requirements, Air Force Personnel Center (AFPC) may implement the First Sergeant Selection Program (FSSP). The FSSP identifies master sergeants whose records indicate they are well suited for first sergeant duty. After careful screening by the chain of command, FSSP selectees may receive an assignment as an Air Force first sergeant.

Figure 9.2. First Sergeant Chevrons.

9.13.2. **Group Superintendent.**

Group superintendents are CMSgts who are the enlisted leaders at the group level. They provide leadership and management in organizing, equipping, and training assigned personnel to most effectively accomplish the organization's mission. They manage and direct resource activities as well as interpret and enforce policies and applicable directives. They also recommend or initiate actions to improve organizational effectiveness and efficiency. Additionally, they resolve issues between subordinate squadrons, other groups, wing staff, and outside agencies as well as perform other duties as directed by the group commander.

9.13.3. **Enlisted Academy Commandants.**

Enlisted commandants are SNCOs who lead the enlisted schools and academies. There are commandants at each Airman Leadership School (ALS), NCO Academy, the Air Force SNCO Academy (AFSNCOA), and the First Sergeants Academy. Enlisted commandants implement and enforce policies, procedures, and directives directly related to the accomplishment of the school's courses of instruction. They analyze data and provide direction and vision regarding the effectiveness of their academy's efforts via curriculum evaluations, faculty assessment and development, student achievement criteria and feedback, and contact with senior leadership. Additionally, they coordinate frequent visits from high-ranking military and civilian leadership. The Vice Commandant, Thomas N. Barnes Center for Enlisted Education (Barnes Center), provides leadership, guidance, and direction to PME faculty support staff as well as short- and long-term strategic planning and policy formulation and implementation for Barnes Center schools.

9.13.4. **Enlisted MFM.**

Enlisted MFMs manage enlisted career fields for a MAJCOM and serve as the MAJCOM liaisons for their respective AFCFMs. MFMs 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 associated issues with the MAJCOM staff and AFCFMs. They disseminate Air Force and career field
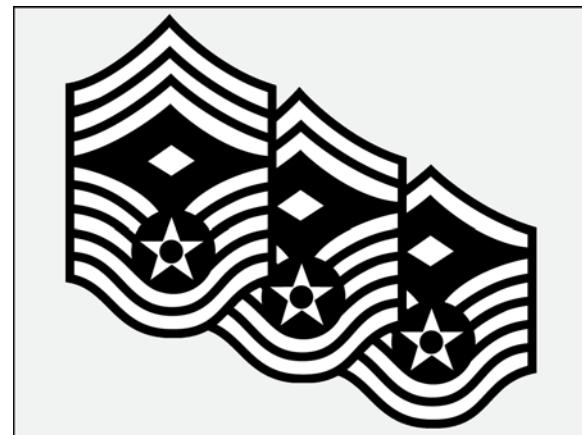
policies and program requirements affecting their career field throughout the MAJCOM. They coordinate with AFPC to distribute personnel throughout the MAJCOM to ensure proper command prioritization of allocated and assigned personnel resources. They provide functional and subject-matter expertise to Air Education and Training Command (AETC) training managers to develop new training programs or improve existing ones.

9.13.5. AFCFM.

Enlisted AFCFMs are typically CMSgts serving on the Air Staff who are responsible for organizing and managing one or more enlisted career fields. Their responsibilities include establishing career field entry requirements, managing trained personnel requirements and manning, as well as developing and managing career-long training plans' requirements and programs. They also construct viable career paths, evaluate training effectiveness, monitor health and manning of the career field, and provide input on personnel policies and programs. Additionally, they develop force management policies and programs, develop contingency planning policy, validate deployment requirements, and verify workforce availability. They are also functional experts. They ensure their career fields are responsive to both current and future needs of the Air Force. They communicate directly with other Air Staff offices on issues impacting their career fields, their respective MAJCOM enlisted career field representatives, and AETC training managers to disseminate Air Force and career field policies and program requirements.

9.13.6. CCM.

The CCM position exists at the MAJCOM, wing, and other organizational levels authorized a CCM. CCMs lead the enlisted force and advise commanders on matters impacting the enlisted force, such as proper utilization, quality of enlisted leadership, management and supervisor training, operations tempo, and quality of life. They monitor compliance with Air Force standards, serve on advisory councils, and maintain a close relationship with the local community. They maintain a liaison between their commander, the enlisted force, and staff members, and they communicate with commanders on problems, concerns, morale, and attitudes of the enlisted force. They also ensure their commander's policies are known and understood by the enlisted force and serve as the functional manager for assigned first sergeants. CCMs wear the distinctive chevron shown in Figure 9.3.

9.13.7. CMSAF.

The idea of creating a CMSAF position surfaced in the Air Force as early as 1964 when the Air Force Association's Airman Advisory Council presented the idea. At that time, Air Force leadership rejected the proposal, fearing that such a position may undermine the formal chain of command. Purposeful action did not come until 1966 when Congressman Mendel Rivers introduced a bill that would mandate each of the services to appoint a SNCO. Congressman Rivers became convinced that the Air Force needed to follow the example of the Marine Corps (which had created the position of Sergeant Major of the Marine Corps in 1957) and the Army (which had created the position of Sergeant Major of the Army in 1965) and appoint a Senior Enlisted Advisor (SEA) to the CSAF. Although the Rivers bill never passed, the Air Force recognized the tremendous support behind the proposal. On 24 October 1966, Air Force Chief of Staff General John P. McConnell announced the newly created position of CMSAF. In April 1967, Chief Paul W. Airey became the first to wear the unique insignia with the wreath around the star. Over the next decade, support for the office grew among both the senior leadership and within the enlisted force. Today, the CMSAF wears the chevron depicted in Figure 9.4. To date, 14 individuals have previously served in this office. The present CMSAF, Rodney J. McKinley, took office in June of 2006.

Figure 9.3. Command Chief Master Sergeant Chevron.

Figure 9.4. CMSAF Chevron.

CMSAF Paul W. Airey
Apirl 1967 - July 1969

9.13.7.1. **CMSAF Paul Wesley Airey:**

9.13.7.1.1. Paul Wesley Airey enlisted in the Army Air Forces as a radio operator on 16 November 1942. By the height of World War II (WWII), 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 German air force 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 that improved corrosion control of sensitive radio and radar components. Following the war, Airey took the job of first sergeant, a position he would later believe to be 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 noncommissioned officer position.

9.13.7.1.2. 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 (WAPS). WAPS was adopted in 1970 eliminating local enlisted promotion boards and equalizing promotion opportunities across career fields. After completing his 27-month term as CMSAF, Airey returned to Tyndall AFB, Florida, as a first sergeant. He is the only former CMSAF to have remained on active duty after his tenure. In retirement, Airey continues to be an enlisted advocate and speaks to Airmen around the force.

9.13.7.2. **CMSAF Donald L. Harlow:**

9.13.7.2.1. 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 how to fieldstrip, reassemble their weapons, and synchronize firing guns through the propellers of aircraft. He transferred to the personnel career field in 1945 and advanced to the grade of staff sergeant prior to his discharge from active duty in February 1946. During the Korean War, Harlow was recalled to active duty, 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 US European Command and the sergeant major for the executive services division, Office of the Vice Chief of Staff.

CMSAF Donald W. Harlow
August 1969 - September 1971
Died: 18 June 1997

9.13.7.2.2. As the second to take the reins, CMSAF Harlow continued to cut a path through the misunderstanding, confusion, and mistrust that surrounded the CMSAF position. He derived great satisfaction in helping the position grow and garner prestige. Ever vigilant, he campaigned for and refined the newly established WAPS, 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 tensions, assignment concerns, and promotion problems. Known for his no-nonsense approach and keen ability to listen, Harlow was able to advise the Chief of Staff on matters truly concerning the enlisted force. While many of his recommendations did not result in policy changes during his tenure, the seeds were planted for future change. After retiring, Chief Harlow was a strong lobbyist for enlisted equality. CMSAF Harlow died in 1997.

9.13.7.3. **CMSAF Richard D. Kisling:**

9.13.7.3.1. Richard D. Kisling was raised on a farm in Iowa with his 10 siblings during the Great Depression and the dust bowl years. The patriotism he gained during his childhood was called on when he was drafted into the Army's combat infantry in 1945 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 took on the responsibility for negotiating the repatriation of displaced Soviets. From there, Kisling left the service for civilian life. After only 3 months he missed the camaraderie and reenlisted for a brief stint in the

Army before joining the Army Air Forces in 1947 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 personnel to wear the supergrades of SMSgt and CMSgt.

9.13.7.3.2. Once in 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 with their officers. So Kisling placed those concerns in the forefront of discussion at the Pentagon. His persistence paid off when the first SNCO Academy (SNCOA) 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.

CMSAF Richard D. Kisling
October 1971 - September 1973
Died: 3 November 1985

9.13.7.4. **CMSAF Thomas N. Barnes:**

CMSAF Thomas N. Barnes
October 1973 - July 1977
Died: 17 March 2003

9.13.7.4.1. Thomas N. Barnes grew up in the war-related industries town of Chester, Pennsylvania. In 1949, he joined the newly created US Air Force as an aircraft maintainer specializing in hydraulics. His first duty station found him at the leading edge of US Air Force integration efforts, as he was 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 any of the military services. The chief of staff consecutively extended him, once in 1975, and an unprecedented second year extension in 1976.

9.13.7.4.2. 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 for his role in bringing about the Air Force Social Actions Program in 1969. He labored to break down barriers for women and convince the USAF 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. He worked to firmly establish the service's 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.

9.13.7.5. **CMSAF Robert D. Gaylor:**

9.13.7.5.1. 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, calling for equality of opportunity in the United States military. Gaylor had never even met an African-American and had no experience with segregation or integration. He would witness the long journey to full integration. His first duty was as a military policeman and he excelled throughout his career, making every promotion his first year of eligibility. Gaylor was a master sergeant in 7 years. Serving as an instructor at basic training and the NCO academy convinced him that special

CMSAF Robert D. Gaylor
August 1977 - July 1979

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.

9.13.7.5.2. 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 Airmen's 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 allowing SrA to transport their families at government expense during permanent change of station (PCS) moves, a solid step to preserving 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 Chief Master Sergeant of the Air Force can play is that of a link between the US Air Force of the past and the one of today. Gaylor continues to meet and serve Airmen by conducting more than 40 Air Force base visits each year.

9.13.7.6. CMSAF James M. McCoy:

CMSAF James M. McCoy
August 1979 - July 1981

9.13.7.6.1. 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. However, in 1951, during the height of the Korean War, he enlisted in the US Air Force as a radio operator. When the war ended, the Air Force had too many operators and needed military training instructors (TI). McCoy stepped up and with only 6 years of active duty experience, he found himself placed in charge of five groups of TIs. He continued working within the PME system, including serving as NCO preparatory school commandant and as an NCOA instructor before returning to the personnel training field in 1973. One year later he was selected as one of the US Air Force's Twelve Outstanding Airmen of the Year. He then became Strategic Air Command's (SAC) first SEA. While there, McCoy was a member of the Air Force Management Improvement group, chaired by CMSAF Barnes, to discuss management issues and propose solutions. As a result, enlisted PME expanded into five phases.

9.13.7.6.2. With the public still questioning the military involvement in Vietnam, the Air Force was experiencing the lowest recruiting year ever and retention rates were also dropping as CMSAF McCoy took office. His first challenge was improving these numbers. In late 1979, along with former CMSAF Kisling, he testified before Congress that people were not staying 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 military education system from basic training to the NCO level. During his tour as CMSAF the Stripes for Exceptional Performers Program (STEP) was instituted to give incentive and an alternate promotion option to the enlisted. 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 the Air Force professional organizations and speaking to Airmen throughout the force.

9.13.7.7. CMSAF Arthur L. Andrews:

9.13.7.7.1. In January 1953, out of a sense of patriotism and a desire to expand outside his Boston roots, Arthur "Bud" L. Andrews enlisted in the Air Force. During basic training his TI wanted volunteers to be an "AP." Thinking he meant "air police," Andrews raised his hand. As it turned out, the TI wanted area policemen. He spent the next 3 months picking up cigarette butts outside the barracks. He soon got his 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 served tours in Morocco, Thailand, and Vietnam; became a first sergeant; and was promoted to the rank of SMSgt. During his career he spent a decade as a first sergeant.

CMSAF Arthur L. "Bud" Andrews
August 1981 - July 1983
Died: 26 October 1996

9.13.7.7.2. Upon assuming his new position, CMSAF Andrews' top priority could be described as getting back to basics. He believed many of the most vexing problems in 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 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 added that "NCOs should 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' belief was the CMSAF needs to know the issues firsthand which kept him traveling extensively around our Air Force. CMSAF Andrews died in 1996.

CMSAF Sam E. Parish
August 1983 - June 1986

9.13.7.8. **CMSAF Sam E. Parish:**

9.13.7.8.1. Sam E. Parish was reared and schooled 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 seven-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. He returned to Germany in 1976 and in 1977 became the SEA for the US Air Forces in Europe (USAFE), and established the First Sergeant of the Year program for the command. Parish went on to serve as the SEA at the 40th Air Division and SAC.

9.13.7.8.2. 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 SrA at a set point in their initial enlistment, allowing them a chance to be selected for SSgt during their first enlistment. He also obtained CSAF approval to allow flight line personnel to wear a functional badge on their uniform, which eventually lead to all US Air Force members in all specialties being able to wear functional badges identifying their career fields. He also obtained CSAF approval to establish the John Levitow Award for each level of PME and for implementing the First Sergeant of the Year program Air Force-wide. He became known as a "straight shooter" who did not waste time figuring out what people wanted to hear but instead told them what they needed to hear. To Parish, the Chief Master Sergeant of the Air Force 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 our Air Force.

9.13.7.9. **CMSAF James C. Binnicker:**

9.13.7.9.1. 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. But in 1957, doctors detected a high frequency hearing loss, disqualifying him from the program. To stay close to his passion, he joined the Air Force in the personal equipment—later to be called the life support—career field. By 1964, Binnicker cross-trained into air operations and planned flights for missions going to Vietnam. Then while serving in Vietnam from 1968 to 1969, he set his sights on the position of Chief Master Sergeant of the Air Force and being an advocate for enlisted Airmen. In 1977, on the recommendation of CMSAF Thomas Barnes, he became the sole enlisted member of the newly established President's Commission on Military Compensation. In addition, he spent over 7 years as the SEA for 4th Tactical Fighter Wing, 12th Air Force, Pacific Air Forces (PACAF), and Tactical Air Command.

CMSAF James C. Binnicker
August 1986 - June 1990

9.13.7.9.2. CMSAF Binnicker's first order of business was tackling the Airman Performance Report (APR), a system of ratings from one to nine. In an effort to more accurately differentiate between Airmen, the enlisted performance report (EPR) was created along with the system for performance feedback. Next, Binnicker set

his sights on admitting MSgts to the SNCOA. He believed giving Airmen all the responsibility they could handle would attract and retain a higher quality of people in the Air Force. He also worked to give minorities and women more responsibilities throughout the Air Force. The Chief of Staff continually recognized Binnicker as a staunch advocate and marvelous spokesman for enlisted issues. That commitment has not changed as he keeps current on issues affecting the enlisted force. In addition to visiting PME classes to talk with students worldwide, he is president and chief executive officer for the Air Force Enlisted Foundation, Incorporated, and attends many enlisted forums and conferences.

9.13.7.10. CMSAF Gary R. Pfingston:

CMSAF Gary R. Pfingston
August 1990 - October 1994

9.13.7.10.1. Gary R. Pfingston played minor league baseball before enlisting in the Air Force as an aircraft mechanic. His first assignment was as a B-52 crew chief at Castle AFB, California. He went to work one day with a pack of cigarettes and two dollars and did not return home for 30 days as 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 the "iron belly" modifications. In 1973, he returned to the states and spent the next 8 1/2 years as a military TI, 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.

9.13.7.10.2. CMSAF Pfingston's focus during his tenure was tackling the Air Force's drawdown and budget. Holding the highest enlisted position during Desert Storm, he worked to restore base allowance for subsistence (BAS) to the troops living in field conditions and getting Servicemen's Group Life Insurance (SGLI) increased. But the toughest challenge he faced was the Air Force downsizing. Wanting to avoid involuntary separations, Pfingston worked to get the Voluntary Separation Incentive (VSI) and Special Separation Bonus (SSB) programs. His idea to provide career paths and milestones in line with the officer career model, led to the CFETP, three-level and seven-level technical schools for all career fields, and mandatory in-resident PME schools. He also found himself involved with issues such as homosexuals serving in the military, AFSC 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.

9.13.7.11. CMSAF David J. Campanale:

9.13.7.11.1. As a native of Worcester, Massachusetts, David J. Campanale puts it, he had the "world by the throat" when leaving high school. He was a good athlete, but when a baseball career was not in his future and other realities set in, his mother encouraged him to join the Air Force in 1970. Campanale completed aircraft maintenance technical school despite breaking his collarbone while playing football and having difficulty maintaining good study habits. He credits his supervisors at his first base with turning his attitude around. Campanale sought out challenges by volunteering for several tours to Andersen AFB, Guam, in support of B-52 ARC Light missions in Southeast Asia. Looking for even more challenges, he volunteered to transfer to aerial repair. As he rose through the ranks, Campanale was awarded the distinguished graduate award in both the NCOA and SNCOA and STEP promoted to MSgt. He later served as the SEA and called his role "richly rewarding."

CMSAF David J. Campanale
October 1994 - November 1996

9.13.7.11.2. The year CMSAF Campanale began his tour the military launched the new TRICARE health program. The change came with a great deal of questions and 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 the backing of senior leadership, Campanale stood before Congress and helped to successfully fight the proposed change. Another milestone he considered "very important" in terms of recruitment and retention was the Air Force's adoption of the one-plus-one dormitory standard which would give each Airman his or her own room. Not a proponent of long speeches, while visiting bases he encouraged questions rather than a covered speech format to create meaningful dialogue. He believes anyone can rise to be Chief Master Sergeant of the Air Force. A piece of advice he offers those wanting to follow in his footsteps, "Be honest and keep your promise." Campanale remains active in mentoring Airmen serving today.

9.13.7.12. **CMSAF Eric W. Benken:**

CMSAF Eric W. Benken
November 1996 - July 1999

9.13.7.12.1. Raised in Cincinnati, Ohio, Eric W. Benken moved to Houston, Texas, to rejoin his parents after graduating high school. Struggling to find a good paying job and wanting to leave the area, he joined the Air Force as an administrative specialist. While his first duty station ended up being less than 25 miles from Houston, he would get his chance to travel 9 months later when he received orders to Taiwan. During his tour, he deployed to South Vietnam where he spent his 20th birthday. As the USAFE Senior Enlisted Advisor, his leadership helped enable the highly successful beddown of forces during Operation Joint Endeavor in Bosnia. He led numerous quality-of-life initiatives, including the elimination or remodeling of one-third of USAFE zero privacy dormitories to the newly developed one-plus-one dormitories. During his assignment, Benken crafted the NCO Professional Development Seminar, an effort to fill the career education void for the SSgts between ALS and the NCOA.

9.13.7.12.2. During his tenure as CMSAF, he focused heavily on fundamental discipline, getting "back to basics," and changing the culture of the Air Force to meet new expeditionary requirements. First he championed Warrior Week at Basic Training and ensured funding for the creation of a simulated deployed location at Lackland AFB, Texas. He instituted changes in the First Sergeant Academy curriculum to focus on deployment responsibilities. He considers changing the title of "senior enlisted advisor" to "command chief master sergeant" and adding the star to the stripe as 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 BMT gender-integrated training and reversing the diminished retirement system of 1986. Other significant challenges included TRICARE meeting health care needs and modernizing the force with a limited budget. He felt Air Force leaders needed to keep an eye on the future and take steps necessary to prepare the force for the next century. Benken served as the first co-chair of the Air Force Retiree Council, and currently serves on the board of directors for the Airmen Memorial Foundation and continues to speak at a variety of Air Force functions.

9.13.7.13. **CMSAF Jim Finch:**

9.13.7.13.1. Jim Finch entered the Air Force from East Hampton, New York, expecting to do a 4-year hitch. He would 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 four years of teaching, Finch moved to the Leadership and Management Development Center at Maxwell AFB, Alabama. While there, he developed a correspondence version of the newly created NCO Preparatory Course, and upon his promotion to MSgt, he was selected as the Air Force NCO PME functional manager at the Air Force Military Personnel Center. He was involved in the restructuring of the PME program from four to three levels and implemented procedures to create ALS. Finch later became the SEA of the Eleventh Air Force and the Command Chief for Air Combat Command.

CMSAF Frederick J. Finch
August 1999 - July 2002

9.13.7.13.2. When CMSAF Finch took the reins, the Air Force was moving from a "cold war" to an "expeditionary" mindset. He began meeting these challenges by implementing CMSAF Benken's vision of Warrior Week at basic training 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 AFB, Texas, for bringing the idea to reality. Finch also streamlined the CCM selection process. The changes "created a manageable pool of candidates" and gave commanders more flexibility in the selection process. Known as a man with vision, he spent 3 years focusing on the current concerns of the enlisted members and implementing programs to improve future preparedness. Finch recognized as threats to national security change, so must our armed forces. He believed it was paramount to have leaders with future-focused perspectives and made significant contributions to ensure the force developed those kinds of leaders. Finch maintains his vision for Airmen by serving on boards of Air Force associated organizations and supporting the current CMSAF agendas.

CMSAF Gerald R. Murray
July 2002 - June 2006

9.13.7.14. **CMSAF Gerald. R. Murray:**

9.13.7.14.1. 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 his school sweetheart, 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 SrA 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 AB, Turkey, and later as an A-10 squadron production superintendent. Deployed in support of Desert Shield and Desert Storm, he played a key role as the combat turn director at the most forward operation location in theater, garnering a Bronze Star decoration, followed by 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 be the 347th Wing SEA and CCM. He went on to serve as the CCM at 5th Air Force, US Forces Japan and PACAF.

9.13.7.14.2. An evolving expeditionary Air Force and a changed world following the terrorist attacks of 11 September 2001, were catalysts for change during Murray's tenure. With that idea in mind, Murray refocused BMT and PME toward expeditionary combat principles and took a leading role in developing a new physical fitness program to significantly improve capabilities and readiness throughout the force. Additionally, Murray led efforts to balance the enlisted force structure by increasing high-year tenure for four enlisted grades, reintroducing Career Job Reservation and Noncommissioned Officer Retraining Programs, and redistributing senior noncommissioned officer promotions in critical and imbalanced enlisted AFSCs. Understanding the need to maintain strong leadership, he initiated a deliberate approach to NCO professional development; led changes to the management of CMSgts, including alignment under the Air Force Senior Leaders Management Office, and added a CMSgt's leadership course within the enlisted PME continuum. In retirement, Murray remains active in shaping Airmen development by serving with Air Force professional organizations and continuing to speak throughout the force.

9.13.7.15. **CMSAF Rodney J. McKinley:**

9.13.7.15.1. Rodney J. McKinley is the 15th Chief Master Sergeant appointed to the highest enlisted position. He grew up in Mt. Orab, Ohio, and originally entered the Air Force in 1974 as a medical technician. He took an early out from the Air Force in 1977 during Air Force downsizing to pursue his education. He returned to active duty in 1982 as an aircraft maintenance specialist and served in various aircraft maintenance positions at Myrtle Beach AFB, South Carolina, and Clark AB, Philippines. In 1991, CMSAF McKinley became a first sergeant, a position he held for the next 10 years, with assignments at Myrtle Beach AFB; Ghedi AB, Italy; Tinker AFB, Oklahoma; and Ramstein AB, Germany. Chief McKinley then served as a command chief master sergeant at all levels—wing, NAF and MAJCOM. Those assignments included Ramstein AB, Germany; Langley AFB, Virginia; and 11th Air Force at Elmendorf AFB, Alaska. In February 2003, during the early days

CMSAF Rodney J. McKinley
June 2006 - Present

of Operation Iraqi Freedom, he deployed as command chief master sergeant to the 379th Air Expeditionary Wing, Southwest Asia. Immediately prior to assuming CMSAF, he was the PACAF command chief master sergeant at Hickam AFB, Hawaii.

9.13.7.15.2. After his assumption of the CMSAF job, the Air Force priorities were winning the Global War on Terrorism, developing and taking care of Airmen, and modernizing aging air, space and cyberspace assets. CMSAF McKinley remained focused to ensure all Airmen were properly organized, trained, and equipped during a time when many Airmen 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. The Chief strongly encouraged Airmen to pursue their education with the goal of Airmen receiving their CCAF degree much earlier in their career. One of his first initiatives was to assist in implementing the Associate to Baccalaureate Cooperative program; which facilitates the transfer of all CCAF credits to accredited universities. He advocated having pride in being an Airman which helped lead to the creation of the new Airman's Creed; codifying core Air Force beliefs and articulating our warrior ethos. CMSAF McKinley continues to pursue improvements in wounded warrior care, child care, spouse employment opportunities, and accompanied and unaccompanied housing.

9.14. We Are Recruiters (WEAR) Program.

While it is a recruiter's job to tell others about the benefits of being part of the Air Force team, recruiters by themselves are limited in their abilities to interact with the number of quality young men and women needed to support the Air Force mission. All who pride themselves as a member of the world's greatest air and space team need to tell others about what it means to be an Air Force member and refer quality applicants to recruiters when possible. Air Force members can help by sharing Air Force opportunities with potential Airmen, telling the Air Force story, introducing or referring young men and women to an Air Force recruiter, and encouraging sharp Airmen to volunteer for special duty with the Air Force Recruiting Service. Air Force members may obtain more information about the WEAR Program and application instructions at http://preview.afnews.af.mil/rs/library/factsheet.asp?id=5466.

9.15. Recruiters Assistance Program (RAP).

Additionally, the Air Force needs help maintaining public support by keeping people informed as to what Air Force members do and how they do it. One such program to help bring the Air Force story to the public is the RAP. The RAP is a way for Air Force members to assist local recruiters in finding quality young men and women to meet the challenges of today's Air Force. Air Force members can be a major influence in bringing the Air Force story to their hometown or place of previous residence by assisting the local recruiter in making contacts and developing leads. All active duty Air Force members are eligible to apply but not all eligible are selected. The Air Force grants up to 12 days of nonchargeable leave to those members who positively impact recruiting by participating in RAP. Air Force members may obtain more information about RAP and application instructions at http://preview.afnews.af.mil/rs/library/factsheet.asp?id=5031.

Section 9C—Enlisted Professional Military Education (EPME)

9.16. US Air Force Enlisted Professional Military Education.

Air Force EPME complements training, experience, and other educational programs to provide enlisted leaders a continuum of learning via progressive courses concentrated on developing Airmanship and war-fighting skills. EPME courses provide professional education to enlisted Airmen at specific and critical career points and thus play a vital role in preparing them for increased challenges in supervision, leadership, and management to enhance mission readiness. Four levels of Air Force EPME are delivered through resident and distance learning (DL) courses to provide career-long learning opportunities to prepare enlisted members for positions of greater responsibility and to increase their commitment to the military profession. The four levels of EPME are ALS, Noncommissioned Officer Academy (NCOA), AFSNCOA, and the Chief Master Sergeant Leadership Course (CLC). More than 40,000 enlisted Airmen complete EPME courses (25,000 resident and 15,000 DL) each year. For more information regarding Air Force EPME programs and policies consult AFI 36-2301, *Professional Military Education.*

9.16.1. **EPC.**

The EPC of the Thomas N. Barnes Center for Enlisted Education (BCEE) is located at Maxwell AFB-Gunter Annex, AL. The EPC provides EPME program development, faculty development, and operational program management for four resident and three DL courses. The EPC also conducts studies and advises Air Force leaders on numerous issues and policies pertaining to Air Force and joint EPME matters. The EPC website is http://www.maxwell.af.mil/au/cepme/.

9.16.1.1. **Mission and Vision.**

The EPC mission is to provide the continuum of EPME necessary to inspire and (1) develop enlisted leaders with the moral framework of integrity, service, and excellence; (2) instill Airmen with a warrior ethos, an expeditionary mindset, and a passion for leading in the cause of freedom; and (3) produce enlisted leaders skilled in critical thinking and analysis. The EPC vision is to develop Airmen with a warrior ethos and a passion for leading in the cause of freedom. The goal of the EPC is to expand the leadership ability of enlisted leaders and strengthen their commitment to the profession of arms by integrating sound leadership, communication skills, and military studies, principles, and concepts throughout EPME curricula.

9.16.1.2. **Curriculum.**

The EPC provides comprehensive programs (curricula, evaluation, analysis, instructor development) for each level of EPME. These programs consist of thorough and rigorous 5-7-week academic courses that use performance evaluations and objective examinations to determine how well students achieve instructional objectives. EPME courses are based on three broad areas of learning/graduate attributes: military professional, combat/expeditionary leadership, and leadership communication. The principle methods of instruction are guided discussion, case study analysis, and experiential learning.

9.16.1.3. **Academic Credit.**

Airmen receive academic credit for completing the first three levels of EPME courses through the Community College of the Air Force (CCAF) accredited through the Southern Association of Colleges and Schools. EPME schools provide the CCAF with class graduate data, and the CCAF automatically updates individual records and transcripts.

9.16.2. **EPME Resident Courses:**

9.16.2.1. **ALS.** The ALS is the first level of EPME that enlisted Airmen complete as they progress through their Air Force career. On 1 October 1991, Air University established a new and standardized ALS program that replaced and discontinued the Noncommissioned Officer Preparatory Course and the Noncommissioned Officer Leadership School. ALSs operate at 69 locations across the Air Force.

9.16.2.1.1. **Mission and Goals.** The mission of ALS is to prepare SrA to be professional, war-fighting Airmen who can supervise and lead Air Force work teams to support the employment of air, space, and cyberspace power. The goal is for SrA to understand their position in the US Air Force organizational structure and the need for professional development to become effective NCOs. Graduation from ALS is mandatory to perform duties as a reporting official and to promote to the rank of SSgt.

9.16.2.1.2. **Curriculum.** The ALS is a 5-week course with a curriculum designed to develop a mindset and associated skills with respect to four core graduate attributes of every senior Airman: (1) combat leader, (2) supervisor of Airmen, (3) military professional, and (4) supervisory communicator. All ALS graduates receive 10 semester hours of college credit with CCAF.

9.16.2.2. **NCOA.** In November 1993, operational control of stateside NCOAs transferred from the various major commands to AETC. AETC assigned all stateside NCOAs to the CEPME (now the BCEE). In addition to the five BCEE-operated NCOAs, the Air National Guard (ANG) operates one NCOA at McGhee-Tyson ANG Base, TN; PACAF operates three NCOAs, and USAFE operates one NCOA.

9.16.2.2.1. **Mission and Goals.** The NCOA mission is to prepare TSgts to be professional, war-fighting Airmen who can lead and manage Air Force units in the employment of air, space, and cyberspace power. The goal is for TSgts to gain an understanding of their position in the military structure and to develop the skills necessary to be effective in supervisory and leadership positions. Resident NCOA completion is required for promotion to MSgt.

9.16.2.2.2. **Curriculum.** The NCOA is a 6-week course with a curriculum designed to develop a mindset and associated skills with respect to four core attributes of a professional NCO: (1) military professional, (2) combat leader, (3) unit manager, and (4) managerial communicator. The NCOA graduates receive 11 semester hours of college credit with CCAF.

9.16.2.3. **AFSNCOA.** The Air Force established the AFSNCOA in 1972 to enhance development of SNCOs through PME. In January 1973, the AFSNCOA conducted its first class with 120 SNCOs at Maxwell AFB-Gunter Annex, AL. Presently, the AFSNCOA trains up to 2,250 Air Force SNCOs, (SMSgts, SMSgt-selects, and selected MSgts), Navy and Coast Guard chief petty officers, Army and Marine sergeants major, and international SNCOs annually.

9.16.2.3.1. **Mission and Goals.** The AFSNCOA mission is to educate senior enlisted leaders by effectively delivering PME designed to enhance the knowledge, skills, and abilities of SNCOs while reinforcing their war-fighter ethos. The AFSNCOA vision is to equip today's senor enlisted leaders to be tomorrow's expeditionary warriors. Resident AFSNCOA completion is required to promote to the rank of SMSgt.

9.16.2.3.2. **Curriculum.** The AFSNCOA is a 7-week course that focuses on five key attributes: (1) military professional, (2) expeditionary leader, (3) operational manager, (4) joint war-fighter, and (5) senior communicator. For 3 days, the AFSNCOA students team up with Air and Space Basic Course (ASBC) students to improve officer and enlisted interaction within the PME environment and increase understanding and appreciation of the talents that each brings to the projection of airpower. All AFSNCOA graduates receive 9 semester hours of college credit with CCAF.

9.16.2.4. **Chief Leadership Course.** In January 2004, the Air Force stood up the CLC as a top-level EPME for personnel selected for promotion to CMSgt. The CLC entered full production at the AFSNCOA in February 2005. The CLC provides new CMSgts with foundational strategic-level leadership knowledge that is invaluable to the employment of air, space, and cyberspace forces in support of national security. CLC attendance is required within the first year after selection for promotion to CMSgt.

9.16.2.4.1. **Mission and Goals.** The CLC mission is to provide newly selected CMSgts with a strategic perspective in their role as senior enlisted leaders. To accomplish this mission, the CLC conducts a strategic-level course that orients, prepares, and equips CMSgts for the highest level of enlisted leadership.

9.16.2.4.2. **Curriculum.** The CLC is an 8-day course that targets development in three areas: (1) the developing CMSgt, (2) the expeditionary CMSgt, and (3) the senior enlisted leader or manager. CLC graduates do not receive CCAF college credit.

9.16.3. **EPME DL Courses.**

Students completing EPME DL courses gain additional knowledge about their increasing responsibilities as leaders and managers described in AFI 36-2618. EPME DL course policies are available on the Education and Logistics Communications, A4/6 (formerly Air Force Institute of Advanced Distributed Learning) web page at http://www.maxwell.af.mil/au/afiadl/.

9.16.3.1. **ALS (Course 1).** The ALS (Course 1) is a paper-based course available to Reserve and Guard personnel. This course is not open to active duty Air Force personnel. Course 1 consists of three volumes: (1) profession of arms, (2) leadership and management, and (3) communication skills. There is one end-of-course test. Course 1 graduates earn six CCAF semester hours of college credit.

9.16.3.2. **NCOA (Course 9).** The NCOA (Course 9) is a paper-based course available to Reserve and Guard personnel. This course is not open to active duty Air Force personnel. Course 9 consists of three volumes: (1) profession of arms, (2) leadership and management, and (3) communication skills. There is one end-of-course test. Course 9 graduates earn 8 CCAF semester hours of college credit.

9.16.3.3. **SNCO (Course 14).** The SNCO (Course 14) is a web-based multimedia course that requires internet access. It is available to US Air Force active duty, Reserve, and Guard personnel. Course 14 covers five areas of curriculum: (1) profession of arms, (2) communication skills, (3) behavior analysis, (4) human resource development, and (5) organizational management. The course has five objectively evaluated sub-courses via multiple-choice tests. Although the course is voluntary, completion is highly encouraged for Air Force active duty personnel and required for a senior rater endorsement on their SNCO Enlisted Performance Reports. Course 14 graduates earn 4 CCAF semester hours of college credit.

9.17. Senior Enlisted Joint Professional Military Education.

Operating in joint, interagency, multinational, and coalition warfighting organizations requires all enlisted personnel to learn joint concepts. Enlisted personnel learn joint concepts at each EPME level to improve their ability to operate effectively as part of the joint force and to meet joint forces needs. The SEJPME course provides SNCOs a more comprehensive joint education to prepare them for assignments to joint billets at the senior enlisted leader (SEL) or command senior enlisted leader level.

9.17.1. **Mission and Goals.**

The SEJPME course is a web-based course that educates SELs assigned to or slated to serve in joint organizations to successfully support activities and supervise multiple service members. Enrollment is open to all components (active duty, Reserve, Guard) enlisted in the pay grades of E-6 to E-9. The SEJPME course

is offered entirely online and is accessible from anywhere at any time via the internet. **Note:** Students should complete rank-required service EPME prior to enrolling in this course.

9.17.2. **Curriculum.**

The SEJPME course consists of a pretest, five learning modules of various lengths totaling 40 hours, section knowledge checks (quizzes), and a final examination. Since the course is self-paced, the length of time a student takes to complete it depends on the student's schedule and personal commitment. SNCOs can find more information about SEJPME or enroll in the course at http://www.jfsc.ndu.edu/schools_programs/se_jpme/default.asp.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 9D—The Profession of Arms: An Airman's Perspective

9.18. America's Guardians:

9.18.1. Since the Nation's birth, it has been the constitutional duty of our military to ensure national survival, defend lives and property, and promote vital interest at home and abroad. To provide for the common defense, all of America's military Services strive for excellence in how they organize, train, and equip their forces to fight and win the Nation's wars. All are vital, interdependent components of a mighty joint team, united by a tradition of honor, valor, and devotion.

9.18.2. The Air Force exists to fly, fight, and win to achieve strategic, operational, and tactical objectives unhindered by time, distance, or geography. The Air Force's mission is to "deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace." Thereby, jointly with our brothers and sisters in arms—Soldiers, Sailors, Marines, and Coast Guardsmen—we underwrite the strategy of defending the homeland and assuring allies, while dissuading, deterring, and defeating enemies.

9.19. Professionalism or Profession of Arms.

Previous versions of this section focused on defining the term professionalism and spent inordinate amounts of time defending an already established fact—that members of the military service are indeed professionals. In fact, the majority of the argument was on behalf of the officer corps and had very little to do with defending the professionalism of the enlisted corps. The simple fact of the matter is that it doesn't matter how a group of social psychologists tries to define us because we are in fact professionals…professionals of arms. No profession asks more of its members than the Profession of Arms. We are warriors, we have answered our Nation's call, and no one puts more on the line in defending freedom than the men and women of the United States military.

> *As members of the joint team, we Airmen are part of a unique profession that is founded on the premise of service before self. 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.*
>
> *Our military profession is sharply distinguished from others by what General Sir John Hackett has termed the "unlimited liability clause." Upon entering the Air Force, we accept a sacred trust from the American people.*
>
> *We swear to support and defend the Constitution of the United States against all enemies, foreign and domestic. We take this obligation freely without any reservations. We thereby commit our lives in defense of America and her citizens should that become necessary.*
>
> *No other profession readily expects its members to lay down their lives for their friends, families, or freedoms. But our profession readily expects its members to willingly risk their lives in performing their professional duties. By voluntarily serving in the military profession, we accept unique responsibilities.*
>
> *Inherent in all this is the individual's willingness to subordinate personal interests for the good of one's unit, one's service, and one's nation. We can ill afford individuals who become "sunshine soldiers" or get focused on careerism. Instead, we need professionals who strive to be the best at their current job and who realize they attain individual advancement through the success of their unit or workcenter.*
>
> General Ronald Fogleman, Former CSAF

9.20. The Airman's Perspective:

9.20.1. Throughout our history, the Air Force has always had a perspective or mindset different than the surface components of national military power. It is based on a long history of lessons learned in peace and war. Specifically, airpower in application is fundamentally different than other forms of military power. Second, its inherent flexibility allows its force to be applied independently or in concert with other forms of military power. And third, it can be most effective if applied for the right reasons and in the right concentrations at the right time and place to achieve effects on the battlefield. Therefore, since Air Force forces are employed differently, in different mediums, at different speeds and closure rates and over greater distances, it must be applied by those who truly appreciate the breadth and scope in

the application of that power. It is knowledge of these aspects of Air Force capabilities in which an Airman should be fluent.

9.20.2. Given that Airmen are essential to the Air Force institution and to the successful execution of its mission, it is important to understand and actively advocate the Airman's perspective on the use of airpower to achieve objectives as directed by proper authority. All Airmen share the same goal, to accomplish their organization's mission. In order to defend the United States and its global interests, Airmen should be prepared to fly and fight in air, space, and cyberspace. Using the Airman's perspective gives Airmen a distinctive advantage when performing this mission of the Air Force. Airmen bring not only knowledge, skills, and abilities that allow them to accomplish this mission but a manner of approaching mission accomplishment unique to those educated, trained, and experienced in bringing an airmindedness to all actions they perform. An Airman brings a perspective to performing the Service's mission that compounds his or her effectiveness in a manner best suited to support a commander.

9.20.3. Upon entering the Air Force, members take an oath signifying their personal commitment to support and defend the Constitution of the United States and a commitment and willingness to serve their country for the duration of their Air Force career. The oath is a solemn promise to do one's duty and meet one's responsibilities. The oath espouses the responsibility to lead others in the exercise of one's duty.

9.20.4. Building "warrior leaders" who have the competencies and skills to understand the complexity of expeditionary operations and the successful execution of airpower capabilities in unilateral, joint, or coalition operations is a shared responsibility of the Air Force and the individual Airman. These Airmen must also be able to use scarce and limited resources effectively to deliver required air, space, and cyberspace effects. The development of this warrior ethos is an individual and organizational responsibility.

9.20.5. When Air Force forces are employed in various operational environments, they offer basic characteristics that, when exploited, are fundamental to the successful conduct of war and peace. These characteristics, when molded into viable force capabilities and executed by knowledge-enabled Airmen, enhance the overall ability of the joint team to achieve success when called upon. Therefore, each Airman should understand and be able to articulate the full potential and application of Air Force capabilities required to support the Air Force mission and meet the Nation's national security environment.

9.21. The Warrior Ethos.

> *The warrior ethos is the recognition that all Airmen are part of an elite cadre of warfighting professionals who are versed, practiced, and experts in the air, space, and cyberspace. It is a mindset born out of a global perspective and an understanding of the Air Force's contribution to the warfighting team and the effects it can deliver across all levels of war and peace. Each of us is answering the call of the Nation and understands that there are challenges ahead that will test us as a team and as individuals. By leading and living through the Air Force core values, each Airman will respond with the necessary valor, courage, and sacrifice to assure mission success.*

> General T. Michael 'Buzz' Moseley, Former CSAF

9.21.1. The central focus of the profession of arms is warfighting. As Airmen, we are given a special responsibility to ensure the most lethal Air Force the world has ever seen flies and fights the right way. Airmen have inherited an Air Force forged through the ingenuity, courage, and strength of Airmen who preceded them. An Airman's duty is to continue to provide the Nation and the next generation of Airmen an equally dominant Air Force. Doing so requires Airmen to fully understand the profession of arms they have chosen, the commitment each Airman made by taking an oath of office, and the acceptance to abide by the Air Force's core values. This is the warrior ethos. It is a mindset designed to build confidence and commitment necessary to shape the professional in each of us and how we work as a team to accomplish the mission. This mindset is shaped through the expeditionary nature of the Service, especially in support of combat, humanitarian response, and disaster relief operations, and the lessons learned from those operations. It is also developed and sustained over the course of a career through a continuum of learning and associated force development processes. These processes include a wide variety of assignments, focused training and education, a pride in the wearing of the Air Force uniform, physical conditioning, as well as an understanding of Air Force symbols, history, and culture.

9.21.2. Airmen share a long history of service, honor, and sacrifice forged in times of peace and war. From the earliest days of airpower to the heights of space, Airmen have built an extraordinary heritage that forms the foundation of the Service's boundless horizon. Even though we are technology focused, we value quality over quantity. We embrace change, and through transformation and innovation, we ensure a viable Air Force for the future. Airmen, firmly

grounded in the core values and ingrained with the warrior ethos, react to the stresses of combat, the pressures of deployed operational demands, and the demands of daily activities at home station with valor, courage, and sacrifice. While each of these characteristics is within each one of us, it usually comes to the surface in times of great difficulty or unforeseen circumstances. It can happen in the workplace, on the way home from work, during a humanitarian operation, or on the battlefield. While many acts go unseen, other examples helped shape the finest traditions of the Air Force and its history. They are something to recognize not only as part of our history but to showcase that all Airmen may be called upon to perform above and beyond in the profession of arms.

9.22. Valor.

Valor is the ability to face danger or hardship in a determined and resolute manner. It is commonly known as bravery, fearlessness, fortitude, gallantry, heart, nerve, and many other terms. Valor is the willingness to step outside of one's comfort zone to deal with an unexpected situation. Such situations can happen almost anywhere. Valor exists in places other than on the battlefield; an Airman can exhibit valor when presented with unusual circumstances in the daily routine of life. When acting with valor, one expresses the qualities of a hero or heroine.

In the summer of 2005, Senior Airman Shea Dodson wanted to do more than his assigned administrative duties inside of Baghdad's Green Zone. The call was out for volunteers to provide security for ongoing convoys, so Airman Dodson raised his hand. After some intense just-in-time training, he was performing security detail for his first convoy. On this mission, Airman Dodson put that training to good use. When a suspected vehicle-borne suicide bomber raced toward the convoy, he fired .50 caliber rounds into the engine block no fewer than four times, disabling the vehicle. During the same mission, his unit became mired in traffic near a high-rise development. He noticed movement above and saw an Iraqi armed with an AK-47 creeping toward the edge of a balcony overlooking the convoy. Airman Dodson immediately engaged with indirect warning fire from his M-16, hitting the wall next to the suspected insurgent's head. The armed Iraqi dove for cover and never returned. When the convoy arrived at its final destination, a children's school, he continued with a complete security sweep of the perimeter houses to ensure it was clear. Airman Dodson remained on armed watch as his team handed out school supplies to the kids in the open courtyard. By 2 PM that same day, Airman Dodson was back at his desk, keeping track of critical data for the commanding general of the Multinational Security Transition Command–Iraq. It was all in a day's work for this dedicated Airman.

Quotations from the Air Force Memorial in Washington, DC

Saving the lives of your fellow Airman is the most extraordinary kind of heroism that I know.

General Curtis E. LeMay, Former CSAF

When I think of the enlisted force, I see dedication, determination, loyalty, and valor.

CMSAF Paul W. Airey
First Chief Master Sergeant of the Air Force

As I prepare for this...mission, I am a bit homesick... Mother and Dad, you are very close to me, and I long so to talk to you. America has asked much of our generation, but I'm glad to give her all I have because she has given me so much.

Sergeant Arnold Rahe, US Army Air Forces, WWII,
Killed in Action over France, from a letter to his parents

9.23. Courage.

Courage is about the ability to face fear, danger, or adversity. Courage primarily comes in three forms—personal, physical, and moral. Personal courage is about standing up and doing what's right even at the risk to one's career. It can be a situation where unacceptable behavior (drug use, sexual harassment, etc.) is condoned or ignored by certain members of an organization. It could be discovered by accident or because others are boasting of the behavior. Recognizing the behavior as inconsistent with Air Force standards should lead an Airman to inform superiors even if peer pressure is there to let it go or threats are made. Physical courage encompasses the ability to overcome fears of bodily harm to get the job done or to risk oneself for another, in battle or the course of everyday life. Finally, moral courage is the ability to stand by the core values when it may not be the popular thing to do. Integrity breeds courage at the times and places when the behavior is most needed. More often than not, courage is shown in acts of bravery on

the battlefield as Airmen step up to the challenges presented to them in a combat situation. Courage is rightly esteemed the first of human qualities…because it is the quality which guarantees all others.

> *While on a special mission in Southwest Asia in 2005, Technical Sergeant Corey Clewley was loading cargo on his aircraft when he saw a Romanian C-130 experience a hard landing. Unbeknownst to the Romanian crew, the aircraft brakes caused a fire, causing Sergeant Clewley to spring into action. He instructed a fellow loadmaster to inform his aircraft commander of the situation and to ensure that someone contacted the control tower of the fire while he and a crew chief grabbed fire extinguishers and ran toward the burning aircraft. The Romanian C-130 fire intensified as it spread to the aircraft's fuselage and ruptured the hydraulic brake line. Despite the danger to himself, Sergeant Clewley got within a few feet of the flames and attempted to suppress the fire. His sense of urgency tripled when he realized the C-130 crew was still inside the aircraft and was unable to get out of the burning aircraft. He saw a member of the crew mouthing 'please, please' and pointing to the troop exit door. Sergeant Clewley refocused his attention to that area and began suppressing the fire, enabling the crew to safely exit the aircraft. He continued to keep the fire under control until the fire department arrived. Sergeant Clewley credits the team effort that kept the incident from becoming a deadly event and never considered the risk to his own life as he worked to save a crew and aircraft that was not part of his responsibility, his service, or even his nation. He noted that saving the lives of the people on board was more important than who owned the aircraft.*
>
> Quotations from the Air Force Memorial in Washington, DC

9.24. Sacrifice.

Sacrifice entails a willingness to give up one's life, time, or comfort to meet the needs of others before that of the individual. Personal sacrifice can be seen on a number of levels. Most commonly, one thinks of the heroic actions of Airmen in combat with the enemy. However, day-to-day deployed garrison activities can present opportunities to put the needs of fellow Airmen before the wants of an individual dedicated to providing excellence to the war fighter.

> *Everyday people can confront their fears, pains and uncertainties with courage or cower to the daily decisions facing them. Just being here (at Manas AB), you have overcome many challenges with your courage that helped prepare you to contribute to your Nation in tangible ways. You faced basic training, skills training, and deployment to a location worlds away from your normal life. All have taken courage and prepared you for the impact you are making…your decisions, your actions, your sacrifices of the luxuries of home, friends and family do make a difference. Everyday the Airmen of Manas from Airman Basic to Colonel make decisions that have an impact on the Global War on Terrorism (GWOT)! Without the contributions of the individual soldier who pays the price to secure freedom for the many, the mission does not get done. Simply put…because Airmen have courage…because Airmen make sacrifices…because Airmen are not intimidated by challenges…because YOU have the courage to live a life of sacrifice for the ideals of a nation, the mission is accomplished day in and day out.*
>
> Major James Hall, Commander, Detachment 1,
> 317th Expeditionary Airlift Squadron at Manas AB, Kyrgyzstan

> *They know not the day or hour nor the manner of their passing when far from home they were called to join that great band of heroic airmen that went before.*
>
> Quotations from the Air Force Memorial in Washington, DC

> *…am going on a raid this afternoon…there is a possibility I won't return…do not worry about me as everyone has to leave this earth one way or another, and this is the way I have selected. If after this terrible war is over, the world emerges a saner place…pogroms and persecutions halted, then I'm glad I gave my efforts with thousands of others for such a cause.*
>
> Inscription from the American Cemetery and Memorial, Cambridge, England
> Sergeant Carl Goldman, US Army Air Forces, WWII, B-17 Gunner
> Killed in Action over Western Europe, from a letter to his parents.

…Our military families serve right alongside those of us in uniform. A special thank you to all the spouses and children and moms and dads out there praying for your loved ones in harm's way – we add our prayers, too, for their safe return.

General Richard B. Myers
Former Chairman, Joint Chiefs of Staff

In exemplification of the Air Force core values, Senior Airman Jason Cunningham performed actions during Operation ENDURING FREEDOM that earned him the thanks of a grateful Nation, but at the cost of his life:

CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE CROSS
(POSTHUMOUS)

TO

JASON D. CUNNINGHAM

The President of the United States of America, authorized by Title 10, Section 8742, USC., awards the Air Force Cross to Senior Airman Jason D. Cunningham for extraordinary heroism in military operations against an opposing armed force while serving as a pararescueman near the village of Marzak in the Paktia Province of Afghanistan on 4 March 2002. On that proud day, Airman Cunningham was the primary Air Force Combat Search and Rescue medic assigned to a Quick Reaction Force tasked to recover two American servicemen evading capture in austere terrain occupied by massed Al Qaida and Taliban forces. Shortly before landing, his MH-47E helicopter received accurate rocket-propelled grenade and small arms fire, severely disabling the aircraft and causing it to crash land. The assault force formed a hasty defense and immediately suffered three fatalities and five critical casualties. Despite effective enemy fire, and at great risk to his own life, Airman Cunningham remained in the burning fuselage of the aircraft in order to treat the wounded. As he moved his patients to a more secure location, mortar rounds began to impact within fifty feet of his position. Disregarding this extreme danger, he continued the movement and exposed himself to enemy fire on seven separate occasions. When the second casualty collection point was also compromised, in a display of uncommon valor and gallantry, Airman Cunningham braved an intense small arms and rocket-propelled grenade attack while repositioning the critically wounded to a third collection point. Even after he was mortally wounded and quickly deteriorating, he continued to direct patient movement and transferred care to another medic. In the end, his distinct efforts led to the successful delivery of ten gravely wounded Americans to life-saving medical treatment. Through his extraordinary heroism, superb airmanship, aggressiveness in the face of the enemy, and in the dedication of his service to his country, Senior Airman Cunningham reflected the highest credit upon himself and the United States Air Force.

9.25. Profession of Arms Conclusion:

9.25.1. We must remember that above all else, we are Airmen first. We, more than anyone else, understand the price that is paid for freedom! We, more than anyone else, understand the sacrifices that come from willingly serving our country. We, more than anyone else, understand what it means to belong to the Profession of Arms.

9.25.2. We must learn from history. Our shared touchstone of warrior virtues and single, unifying purpose remain unchanged: fly, fight, and win. We must remain true to the legacy of valor and devotion, so boldly written with contrails and smoke across the skies from Ploesti and Schweinfurt, through MiG Alley and downtown Hanoi, to Kandahar and Baghdad. This legacy defines our role in the American way of war—to risk the lives of Airmen to kick down the opponent's door so thousands need not die.

The mission of the United States Air Force is to Fly and Fight…and Don't You Forget It!!! We are not a corporate structure or a business case; this stuff is in our DNA.

General Michael T. 'Buzz' Moseley, Former CSAF
Rolling out his White Paper at Air University, February 2008

Section 9E—Personal Professionalism

> *The ultimate source of air and space combat capability resides in the men and women of the US Air Force. We owe it to ourselves to continue our professional development to continue to hone our quality edge.*

> General John Jumper, Former CSAF

9.26. Readiness:

9.26.1. One of the telltale signs of military professionals is preparation. When the time comes to use their skills, military professionals are ready. This kind of readiness comes from taking advantage of opportunities to gain experience. Into each military person's life come opportunities to serve. Some of them are mundane: "We need a volunteer to lead our unit (fill in the blank) drive." Some of them are more exciting: "Bill is sick today, could you present his briefing to the general this afternoon?" They are rarely convenient: "I know you just got back last night, but we need you to go on temporary duty (TDY) again—this afternoon!" Each opportunity represents a chance to gain experience, to grow, to get ready. In most cases, people have a choice. They don't have to volunteer to lead the drive. If no one volunteers, the boss will probably ask Joe or Sally to do it. No one would blame them if they declined giving the briefing on such short notice; after all, it is not their job. They can probably weasel out of going TDY again so soon. But if they make these choices, they will lose these opportunities forever.

9.26.2. Each military professional's background has included a unique set of such opportunities to serve. Oftentimes they did not look like particularly exciting or rewarding tasks, but they held the seeds of greatness. Doing these tasks, whatever they were, built the experience level needed to sharpen judgment and discernment. Military members should strive to maintain a balance of experiences to keep growth relatively even in all areas of life (physical, mental, emotional, and spiritual). No real military professional is disconnected from the larger world or universe or the source of the power that holds it all together. They must also remember that the cost of choosing one task may be the opportunity to do another.

9.26.3. This said, the military professional, who stands ready to make the critical decision when it really counts and is able to perform his or her duties properly under the pressure of combat, is usually the one who took advantage of the unique set of opportunities that came his or her way. Ferdinand Foch said, "No study is possible on the battlefield." From these experiences, these professionals built the confidence, judgment, courage, and integrity they needed to act professionally. Did they always feel ready? Most would probably say "no." Most would probably say they wished they had had more experience to base these decisions on or to improve their performance. But most experience is gained this way, by taking the opportunity to act and learn, even when conditions are not perfect.

9.26.4. Certainly, no one can do everything. Members must select wisely to prevent overloading and burnout. They can round out their perspective vicariously by sharing others' experiences through reading, especially through reading military history and the product of contemporary military thought such as what is available through military journals. Charles, Archduke of Austria, pointed to this thought when he said, "A great captain can be formed only by long experience and intense study; neither is his own experience enough—for whose life is…sufficiently fruitful of events to render his knowledge universal?"

9.27. CSAF Professional Reading Program:

9.27.1. In 1996, General Fogleman created the CSAF 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 air and space power. General Jumper and the former CSAF General Moseley have wholeheartedly embraced and continued the CSAF's Professional Reading Program. In October 2006, General Moseley revised the list.

> *I believe knowledge isn't a final destination - something we "get" and hold on to forever - but is instead a never-ending pursuit. This Chief of Staff's reading list is designed to encourage Airmen toward pursuing knowledge that grounds them in history, sustains them in today's flight, and propels them toward our limitless horizon. I encourage you to begin reading books from this list and, as the slogan says, "Read it, learn it, live it!" The list's historical focus is based on my conviction that, in a time of accelerating change, it's essential we fully understand the heritage upon which we're building our future. We must understand the history that's made us the Air Force we are today, and we must understand the historical and political contexts, which framed the debates of the past and color people's thinking today.*

> General T. Michael Moseley, Former CSAF

9.27.2. This program can help launch a career-long reading program or be used to supplement previous readings. The books cover an expanse of topics. The majority of books in the reading program detail air and space power from its genesis to recent times. Other books provide great examples of leadership to illustrate qualities Airmen should emulate. The list includes books that deliver insight into Air Force history, analyze ongoing conflicts and their relevancy to the future, furnish organizational and leadership success stories, and provide lessons learned from recent conflicts. The more books you read, the better you will understand the background behind the Air Force's core competencies and the better equipped you will be to form and express your own opinions.

9.27.3. The Air Force Historian (HQ USAF/HO) is responsible for the day-to-day management of the reading list. The reading list is particularly relevant as civilian men and women take on more and more responsibility in these times of global terrorism and international conflict. Most of the books were chosen because of their readability. Their selection does not reflect the CSAF's or the US Air Force's endorsement of the authors' views or interpretations. Access the updated reading list, complete with a brief summary of the new selections, at http://www.af.mil/library/csafreading/index.asp. Air University will supply each Air Force library with multiple copies of each new book on the list.

9.28. Core Values:

9.28.1. Core values are at the heart and soul of the military profession: *integrity first, service before self, and excellence in all we do.* Such values are closely intertwined since integrity provides the bedrock for our military endeavors and is fortified by service to country. This in turn fuels the drive for excellence. In light of the demands placed upon our people to support US security interests around the globe, the concept of "service before self" needs further discussion. As members of the joint team, Airmen are part of a unique profession that is founded on the premise of service before self. Airmen are not engaged in just another job: they are practitioners of the profession of arms. They are entrusted with the security of the Nation, the protection of its citizens, and the preservation of its way of life. In this capacity, they serve as guardians of America's future. By its very nature, this responsibility requires Airmen to place the needs of service and country before personal concerns.

9.28.2. The military profession is sharply distinguished from others by what General Sir John Hackett has termed the "unlimited liability clause." Upon entering the Air Force, Airmen accept a sacred trust from the American people. They swear to support and defend the Constitution of the United States against all enemies, foreign and domestic. They take this obligation freely without any reservations and thereby commit their lives in defense of America and its citizens should this become necessary.

9.28.3. No other profession expects its members to lay down their lives for their friends, families, or freedoms. But the military profession readily expects its members to willingly risk their lives in performing their professional duties. By voluntarily serving in the military profession, Airmen accept unique responsibilities. In today's world, service to country requires not only a high degree of skill, but also a willingness to make personal sacrifices. Airmen work long hours to provide the most combat capability possible for the taxpayer dollar. They go TDY or PCS to harsh locations to meet the needs of the Nation. They are on call 24 hours a day, 7 days a week. Should a contingency arise that requires our immediate deployment to far corners of the globe, a military professional goes without complaint.

9.28.4. Inherent in all of this is the individual's willingness to subordinate personal interests for the good of one's unit, one's service, and one's nation. Airmen can ill afford individuals who become "sunshine soldiers" or get focused on careerism. Instead, the military needs professionals who strive to be the best at their current job and who realize they attain individual advancement through the success of their unit or work center. Careerism can be most damaging in the case of leaders. If subordinates perceive leaders as self-consumed with career concerns, they will be unwilling to forgo personal goals for the good of the unit and the Air Force. This situation is only aggravated by attempts to serve "through a position" or to do a quick "touch and go" in a key job simply to fill out a resume. Ultimately, the mission will suffer with potentially devastating consequences.

9.28.5. So what's the payoff for placing service before self? It isn't solely the paycheck or the benefits that keep professionals going. Professionals remain with the Air Force because of the intangibles—the satisfaction gained from doing something significant with their lives, the pride in being part of a unique organization that lives by high standards, and the sense of accomplishment gained from defending the Nation and its democratic way of life.

9.29. Conclusion:

9.29.1. This chapter discusses the philosophy, purpose, and structure of the enlisted force. Then it examines the NCO in terms of rank and precedence, legal authority, and general and specific responsibilities. Moreover, it briefly describes the special positions of trust SNCOs may hold, such as AFCFM, first sergeant, CCM, and CMSAF, and concludes with a discussion of PME programs.

9.29.2. The word "professional" should inspire prospective and serving NCOs and SNCOs with an ideal of service and expertise, but when is an NCO a full member of the profession of arms? Professional status comes to people at different times in their lives and careers. Furthermore, it is achieved through continuous study, practice, and experience in managing violence. Overall, the military seems to fit strongly into the professional category. But at what point can the individual claim professional status in the military? Professional status is expressed by attitudes and commitments and by the internalization of the values of military service. A study and an understanding of these factors are vital to the SNCO and to the future of the United States Air Force. Every SNCO has an obligation to the United States, to the Air Force, and to his or her supervisor and subordinates to be the very best professional possible.

9.29.3. The task of future members of the military is to educate themselves by study, by experience, and by observation of others. They must learn to accept responsibility for their actions and those of their subordinates and to take appropriate action, never hiding behind excuses. Their focus must be on devoted service to the Nation, not on pay, working conditions, or their next assignment. Only then will they move toward achieving the ideal of professionalism.

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Chapter 10

LEADERSHIP

Section 10A—Overview

10.1. Introduction.

Webster defines the word *lead* as "to act as a guide" or "to guide," and *leader* as "a person who leads, directs, commands, or guides a group or activity." Both definitions are stated simply, but the underlying implications of leadership are many and deep. There is a significant difference between commanding and leading. Given the authority, anyone can command. Leading, on the other hand, is a delicate art calling for people-oriented attributes many find elusive or difficult to develop; however, with determination and practical experience, people can acquire leadership attributes. Commanders depend upon noncommissioned officers (NCO) to lead subordinates to accomplish the mission. This chapter discusses the art of leadership and provides information to help evaluate a member's own leadership abilities. Furthermore, it provides tips on how to become an effective leader using Air Force standards as a starting point, discusses the interrelationship of leadership and management, and lists beneficial leadership qualities. In addition, it covers the concept of vision and provides an overview on empowerment and learning. Lastly, this chapter provides information on leadership flexibility and followership, dealing effectively with change, the critical relationship between leadership and core values, mentoring, and counseling.

Section 10B—Leadership

10.2. The Art of Leadership.

Leadership is the art of influencing and directing people to accomplish the mission. This definition highlights two fundamental elements: (1) the mission, goal, or task, and (2) the people who accomplish it. Leadership must support both elements. Accomplishing the mission is the primary task of every military organization; everything else must be subordinate. However, a successful leader recognizes that people perform the mission and that, without their support, the unit will fail.

> *Good leaders are people who have a passion to succeed....To become successful leaders, we must first learn that no matter how good the technology or how shiny the equipment, people-to-people relations get things done in our organizations. People are the assets that determine our success or failure. If you are to be a good leader, you have to cultivate your skills in the arena of personal relations.*
>
> General Ronald R. Fogleman
> Former Air Force Chief of Staff

10.2.1. **Involvement.**

Good leaders get involved in their subordinates' careers. People merely obey arbitrary commands and orders, but they respond quickly and usually give extra effort for leaders who genuinely care for them. An often neglected leadership principle in today's environment of technology and specialization is knowing the workers and showing sincere interest in their problems, career development, and welfare. Leadership is reflected in the degree of efficiency, productivity, morale, and motivation demonstrated by subordinates. Leadership involvement is the key ingredient to maximizing worker performance and hence the mission.

10.2.2. **Accountability.**

Leaders must be ready to hold themselves and their people accountable for their actions. They must be prepared to face difficult problems head-on and understand the mission, the people, and the standards.

> *Leaders lead by example and set the tone. Above all, they do not countenance selective enforcement of standards. I know of no more ruinous path...than selective enforcement of rules and standards....Excellent leaders have very high standards and they enforce them without fear or favors.*
>
> General W. L. Creech
> Former Commander, Tactical Air Command

10.2.3. **Setting the Example.**

Setting the example can sometimes be the toughest part of being a leader. However, to be successful, leaders must evaluate themselves and work on their shortcomings. Effective leaders lead rather than drive people. They make fair and firm decisions that are in the best interest of good order, discipline, and the successful accomplishment of the mission. A leader's responsibilities go further than just being responsible for accomplishing the mission. Effective leaders are not only expected to accomplish the mission, but to do so with the minimum cost in people, materiel, and money. While no one expects the leader to be perfect, a leader cannot demand the best from others if he or she cannot perform as expected.

10.3. Leadership Self-evaluation.

A leader must understand the scope of his or her responsibilities. The following questions give insight into what is expected of a leader and can help anyone aspiring to develop the necessary leadership skills. If you are truly honest with yourself, you will probably not answer "yes" to all of these questions. Your negative responses will provide you a direction upon which to focus your leadership improvement efforts.

10.3.1. Do I have the courage to make tough decisions and stand by them?

10.3.2. Am I flexible when dealing with changing situations?

10.3.3. Can I remain enthusiastic and cheerful when I am confronted with seemingly impossible tasks?

10.3.4. Am I willing to do my best with what seems to be inadequate means?

10.3.5. Can I inspire people to achieve outstanding results?

10.3.6. Am I willing to take reasonable risks to allow my subordinates to grow and become more productive?

10.3.7. Am I willing to let my subordinates be creative?

10.3.8. Does my manner invite communication?

10.3.9. Do I really listen? Can I withhold judgment until I have all the facts?

10.3.10. Am I willing to accept my subordinates' failures as my own yet immediately recognize their successes as theirs?

10.3.11. Am I able to do many things at one time? Can I manage a complex job?

10.3.12. Can I carry out orders, as well as give them?

10.4. Advice to Leaders.

There are no magic formulas when it comes to being a successful leader—leadership is an individual and personal thing. Every leader develops a unique style. The best advice may be to "be yourself." However, aspiring leaders can still benefit from the recorded experiences of others. In 1976, while he was Commander in Chief, Pacific Air Forces, General Louis L. Wilson, Jr., wrote the following timeless advice:

10.4.1. **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.

10.4.2. **Get Out from Behind Your Desk.**

See for yourself what is going on in your work center. Your subordinates will see that you're interested in their problems, work conditions, and welfare. Many of your people problems will go away if you practice this point.

10.4.3. **Search Out the Problems.**

If you think there are no problems in your organization, you may be ignorant to problems that are not obvious. The trick is to find them. Foster an environment that encourages people to bring problems to you.

10.4.4. **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"—don't spend your valuable time on inconsequential or trivial matters. Weigh in where it counts.

10.4.5. **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. Don't be afraid to empathize when necessary. Listen, listen, and listen!

10.4.6. **Do Not Take Things for Granted.**

> Do not assume things have been fixed—look for yourself. Furthermore, don't assume problems will stay fixed. The probability is high that "fixed" problems will recur, so regularly monitor your processes.

10.4.7. **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.

10.4.8. **Do Not Procrastinate.**

> Do not put off those hard decisions because you are not willing to make them today; it won't 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 what you believe is correct, get on with it. Do not block progress.

10.4.9. **Do Not Tolerate Incompetence.**

> Once people demonstrate laziness, disinterest, or an inability to get the job done, you must have the courage to terminate their assignments. You cannot afford to do less. On the other hand, when your people are doing good work, recognize it and encourage them. Certainly they will do even better.

10.4.10. **Be Honest.**

> Tell it like it is and insist that your people do likewise. They set their behavior patterns based upon your example. There is nothing more disastrous than garbled information, half-truths, and falsifications. Make sure your people know where you stand on this matter. Encourage them to come to you if they have questions about what is going on in the unit. You must create an atmosphere of trust and confidence. Finally, be honest with yourself—don't gimmick reports and figures to make things look good on paper. Advice from a successful leader can be a beneficial tool to the aspiring leader, but where the aspiring leader applies this tool will determine his or her success. The perfect place to start is Air Force standards.

10.5. Air Force Standards.

Air Force standards of conduct, discipline, and customs and courtesies reflect the Air Force's broad heritage and traditions. Air Force leaders must not only know these standards, but they must also enforce them. While current Department of Defense (DoD) and Air Force policies provide specific guidance on standards, leaders need to be familiar with the following areas:

10.5.1. **Mission.**

> The Air Force exists to fly, fight and win—to achieve strategic, operational and tactical objectives—unhindered by time, distance, and geography. The Air Force's mission is to "deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace." Thereby, jointly with our brothers and sisters in arms, we underwrite the national strategy of defending the Homeland and assuring allies, while dissuading, deterring, and defeating enemies.

> *History is replete with examples of militaries that failed due to their inability to transform organizations and culture, adopt new operational concepts, or leverage breakthrough technologies. But militaries do not fail by themselves. Failure occurs in the context of an overall, national debacle, caused by systemic problems that fall into three categories: failure to anticipate, failure to learn and failure to adapt. In contrast, victory comes to those who foresee, recognize, and act on changes in the strategic environment. To succeed—indeed, to avoid catastrophic failure—we must redefine the Air Force for the 21st Century.*

> > General T. Michael Moseley
> > Former Air Force Chief of Staff

10.5.2. **Oath.**

Upon entering the Air Force, each member voluntarily takes an oath. With continued service or reenlistment, each enlisted member reaffirms his or her belief and commitment to the following oath:

I, (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.

10.5.3. **A Way of Life.**

Air Force members are subject to duty 24 hours a day, 365 days a year. If so directed by a competent authority, they must report for duty at any hour, at any location, and must remain there as long as necessary to get the job done. The Air Force mission necessitates more restrictive rules and standards than are normally found in civilian life. Individuals unable to maintain these higher standards will not be retained in the Air Force.

10.5.4. **Chain of Command.**

The chain of command provides the control and communications necessary to accomplish the mission. Each level is responsible for a lower level and accountable to all higher levels. The chain cannot work without loyalty to every level. The key principle is to resolve problems and seek answers at the lowest possible level. With loyalty up and down the chain, a highly efficient and effective system is in place for getting things done.

10.5.5. **Conduct.**

The Air Force has a critical mission. Each member has specific responsibilities for accomplishing the mission. Each member must carry out orders, perform specific duty-related tasks, and live up to Air Force standards. Supervisors must make sure their subordinates meet these standards at all times. Standards of conduct apply both on and off duty, in personal behavior, and in the treatment of others in both military and civilian environments.

10.5.6. **Professional Relationships.**

To have an effective operation, the Air Force must have professional relationships among its members. In all supervisory situations, professional relationships must support the mission and operational effectiveness of the Air Force. Officers and NCOs must make sure their personal relationships with coworkers and subordinates do not give the appearance of favoritism or impropriety. Excessive socialization and undue familiarity, real or perceived, degrade leadership.

10.6. Leadership Versus Management.

Leaders are people who do the right thing. Managers are people who do things right.

Warren G. Bennis
Author

10.6.1. **Which Is More Important?**

Any discussion of leadership in today's Air Force must include the controversial issue of leadership versus management. Some observers insist that military success depends on effective management, while others insist charismatic leadership is the key to success. In reality, a combination of both is essential.

10.6.2. **Roles of Leadership and Management.**

To better explain the roles of leadership and management, we will examine them in terms of three elements: behavior, personal characteristics, and organizational situation.

10.6.2.1. **Behavior:**

10.6.2.1.1. Managerial behavior is based on building organizational relations that mesh together like the parts of a timepiece. Leadership behavior, on the other hand, concentrates on making the hands of the timepiece move so as to display the time of day. The behavioral focus of each is clearly important; but, while the

manager may be preoccupied with the precision of the process, the leader concentrates on the inertial forces that drive the process.

Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. The words of Field Marshal Sir William Slim, who led the British Fourteenth Army in the conquest of Burma in WWII, are worthy of note: "Leadership is of the spirit, compounded of personality and vision. Management is of the mind, more a matter of accurate calculation, statistics, methods, timetables, and routines."

Warren G. Bennis
Author

10.6.2.1.2. Managers use the management process to control people by pushing them in the right direction. Leaders motivate and inspire people to keep moving in the right direction by satisfying human needs. In order to achieve a vision, leaders tailor their behavior toward their followers' needs for achievement, sense of belonging, recognition, self-esteem, and control over their lives. Bennis offers an appropriate summary of this behavioral characteristics comparison in Figure 10.1.

Figure 10.1. Managers and Leaders: A Comparison.

BENNIS'S BEHAVIORAL CHARACTERISTICS COMPARISON	
Managers	**Leaders**
Administer	Motivate
Maintain	Develop
Control	Inspire
WHITE'S PERSONAL CHARACTERISTICS COMPARISON	
Managers	**Leaders**
Problem solvers	Analyze purposes and causes
Statistics driven	Values driven
Seek conflict avoidance	Accept and invite conflict
Thrive on predictability	Ambiguous
Ensure organizational objectives are achieved (even if they disagree with them)	Ensure their objectives and those of the organization become one and the same

10.6.2.2. **Personal Characteristics.** Figure 10.1 also illustrates a comparison of successful leaders and managers as researched by Professor Robert White of Indiana University. Neither type of behavior is exclusively positive or negative. Figure 10.1 suggests that leaders must have a grasp of management and leadership skills to be successful. Moreover, the two cannot and should not be separated. In other words, leadership is an art that includes management. The best managers tend to become good leaders because they develop leadership abilities and skills through practicing good management techniques. Similarly, seldom is there an effective leader who is not also a good manager. Successful leaders humanize their management skills with inspiration, empowerment, and vision through charisma.

10.6.2.3. **Organizational Situation:**

10.6.2.3.1. What are the organizational implications of management and leadership? Leaders launch and steer the organization toward the pursuit of goals and strategies, while managers ensure the resources needed to get there are available and used efficiently along the way. To achieve a plan, managers organize and staff jobs with qualified individuals, communicate the plan, delegate the responsibility for carrying out the plan, and devise systems to monitor implementation. Leaders, however, do not just simply organize people—they align

them. They understand the vision and are committed to it. (**Note:** The concept of vision is discussed in paragraph 10.8.) Additionally, they communicate the new direction to those who can create coalitions within and outside the organization.

10.6.2.3.2. To be successful, an organization needs both leadership and management. For an organization, strong leadership with weak management is no better, and sometimes worse, than the opposite. The challenge is to achieve a balance of strong leadership and strong management. While not the most effective approach, a peacetime military can survive with good administration and management up and down the hierarchy, coupled with good leadership concentrated at the top. On the other hand, a wartime force must have competent leadership at all levels. Good management brings a degree of order and consistency to key issues like readiness, availability, and sustainment. However, no one has yet figured out how to manage people into battle. They must be led.

10.7. Leadership Qualities:

10.7.1. **Positive Attitude.**

Leaders wear their attitude on their sleeve, and by doing so, this same attitude is reflected in their subordinates. Enthusiasm is contagious and can deliver energy to all aspects of organizational operations. Although encouragement is normally considered an action, encouragement is actually attitude related. The inclination to encourage subordinates, as well as oneself, is a powerful motivator and satisfies human needs. Effective leaders constantly embrace positive goals and display a positive attitude.

10.7.2. **Values.**

The degree to which trust, loyalty, and integrity are present in the leadership of an organization directly relates to the organization's effectiveness. Leadership is the capacity to generate and sustain trust, and trust is dependent upon reliability. Indicators of reliability such as punctual attendance at all meetings, prompt attention to correspondence, and meeting task deadlines, all translate into the level of trust people have in one another. Trust must also be balanced with a willingness to remove people who cannot be trusted and to make tough decisions when necessary. While the right decision is not always the easiest decision, your subordinates will respect you for doing the right thing in the long run. They will reward trust in leadership with their own trustworthiness and loyalty. Like trust, loyalty is a two-way street. Leaders cannot demand unswerving loyalty of their followers without being willing to return it. Integrity is a consistent and honest demonstration of personal commitment to the organization and its vision. Therefore, leaders should be ever mindful of the ramifications of their behavior and strive to epitomize the Air Force core value of *integrity first.*

10.7.3. **Character.**

The character traits of effective leaders include charisma, compassion, and courage. Effective leadership is a combination of competence and character. The lack of character, however, will most often prevent individuals from becoming great leaders.

But what if the leader, government-appointed or self-appointed, shouts, "Follow me!" and no one does? When do men sometimes follow him, and shout enthusiastically too? Something called "character" must be apparent in the leader. The followers must like him and want to be like him, or want him to like them. When it's over, they want him—private, sergeant, lieutenant, or even General Eisenhower—to clap them on the shoulder and say he's proud of them.

> Paul Fussel
> Author

10.7.3.1. **Charisma.** According to Webster, charisma is a special characteristic of leadership that inspires allegiance and devotion. Charisma can be effective, but not a cure-all for leadership needs. German sociologist Max Weber's research noted that charisma is often contrary to authority, and superiors consequently frown on it. Additionally, once it becomes "old hat" to subordinates, charisma's attraction and powers wane. Further, subordinates can easily spot disingenuous charisma, a characteristic that eventually erodes mission effectiveness.

10.7.3.2. **Compassion.** Coupled with understanding, compassion is an important leadership trait. Because the human psyche bruises easily, most subordinates withhold their true feelings, often to the point of distress.

Additionally, if subordinates do not share their feelings, NCOs will struggle to improve their subordinates' performance. Compassion provides the stimulus to open up and discuss one's inner feelings.

10.7.3.3. **Courage.** Courage can take many forms. Leaders must demonstrate courage not only in combat and high-risk situations, but they must also demonstrate moral courage to be sincere and honest in their day-to-day taskings. They need courage to tell the truth about their unit's performance level, to welcome new ideas, and to act and do the right thing. Their courage gives courage to their followers, helping them to maintain composure in stressful situations. Finally, it provides subordinates the motivation to endure hardships.

10.7.4. **Credibility.**

To be credible, leaders must have humility, commitment, and the ability to enhance the organization by drawing out the unique strengths of each member. They must also get their hands dirty from time to time. Only by being at the front will the leader be able to feel the pace and progress as well as the problems. Credibility is very fragile and takes years to earn through persistent, consistent, and patient leadership; yet credibility can be lost with one thoughtless remark, act, or broken agreement. In the present era in which jointness has become a reality, leaders are challenged to demonstrate their credibility even more. Successful leaders earn credibility through leading by example and taking responsibility.

10.7.4.1. **Leading by Example.** Leaders lead by example. Leaders are positive role models by doing and paying attention to what they believe is important. Through positive behavior, leaders show others that they live by their values. They reinforce their credibility when they do not dwell on the effort they have put forth. Plus, subordinates are impressed when leaders don't exhibit undue strain in difficult circumstances.

10.7.4.2. **Taking Responsibility.** A crucial element of a leader's credibility is taking responsibility not only for his or her individual actions, but also for those of the subordinates as well.

All this has been my fault. It is I who have lost this fight, and you must help me out of it the best way you can.

General Robert E. Lee
After the failure of Pickett's Charge at Gettysburg

10.8. Vision.

Air Force leaders must have a collective vision—vision that empowers, inspires, challenges, and motivates followers to the highest levels of commitment and continuous process improvement environment. Therefore, we must embrace and communicate the Air Force Smart Operations (AFSO) 21 Vision. The vision for AFSO21 is to establish a continuous process improvement environment whereby all Airmen are actively eliminating waste and continuously improving processes. These improvements must be centered around the core missions we as Airmen are responsible for conducting—specifically to maintain the asymmetric advantages and capabilities the Air Force delivers in air, space 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 see and attack problems and leverage opportunities for improvement and employ our greatest resource—innovative, dedicated Airmen.

10.8.1. **What Is Vision?**

10.8.1.1. Vision is helping people believe they can accomplish their goals and move toward a better future as a result of their own efforts. Inspiration is one way to convey vision. To better understand this concept, consider the following examples: President Franklin D. Roosevelt's announcement in May 1940 that the United States would produce 50,000 planes a year, and President John F. Kennedy's 1961 announcement to put a man on the moon within the decade. Both goals were breathtaking, perhaps impossible by most standards, and yet both were achieved. In each case, the dramatic announcement and the infectious inspiration it bred achieved the goal.

10.8.1.2. A unique feature of the human brain is its ability to form mental images of the future and to translate these images into reality through leadership and action. The leader should constantly anticipate the influences, trends, and demands that will affect the vision next month, next year, and the next decade. Unfortunately, a common leadership error is to become preoccupied with the present at the expense of the future. 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 vague enough to encourage initiative and demonstrate relevancy to a variety of conditions. Leaders without vision are doomed to perpetuate complacency. They fail to prosper because they continue doing things as they have always been done.

10.8.2. **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 tasks more appropriate to the challenges of the new age. To do this, the leaders must communicate the vision to the unit, shop, or work center. Leaders are responsible for bolstering their subordinates' courage and understanding. However, launching a vision cannot be a solo effort. Those who work for and with the leader are excellent sources of ideas. Leaders can prepare the organization for potential changes to come and disarm resistance to change by soliciting suggestions and promoting wide participation.

A great leader's courage to fulfill his vision comes from passion, not position.

John C. Maxwell
American author, speaker, and "leadership expert"

10.8.3. **The Downside.**

Even a clearly articulated and achievable vision may flounder if appropriate resource management and leadership practices do not accompany it. Sometimes the vision becomes an obsession and adversely affects the leader's and followers' judgments as a result. What is crucial about the vision is not its originality but how well it serves the mission requirements, strategic goals of the unit, and the Air Force as a whole.

10.8.4. **Maintaining the Vision.**

Every leader wants an enduring vision. At the time of implementation, the vision was appropriate in regard to the organization's needs. However, over time vision is not likely to remain fully applicable without some changes. There is no regular schedule on which a vision should be revised. However, a wise leader does not wait for the alert to be sounded before thinking of alternatives. Rather, the vision-forming process should be continual. Leaders should encourage personnel of all ranks, levels, and occupations to contribute to the vision's articulation. The experience they gain will prove invaluable as they are promoted into more responsible, higher-level leadership positions, and continue to build an effective path to the future. On the other hand, visions should not be arbitrarily modified if they are working and are consistent with environmental and technological developments; they should be affirmed and supported. As technology and our environment continue to evolve, our vision and leadership style must keep pace.

10.9. Empowerment:

10.9.1. **Empowerment Defined.**

Empowerment is a force that energizes people and provides responsibility, ownership, and control over the work they perform. Some individuals interpret empowerment as merely the delegation of authority. Delegation is not empowerment; however, effective empowerment does require good delegation. Assigning people tasks, along with the freedom and authority needed to creatively accomplish the tasks, is the essence of empowerment. Consequently, empowerment is often confused with participative leadership—emphasizing sensitivity to needs, involving people, and asking people for help. While empowerment includes these concepts, it goes much further. Empowerment allows workers to become stakeholders in the organization's vision. Once they are committed to this vision, organization members begin to participate in shaping and fashioning it into a shared vision. This synergistically developed vision motivates people to focus on the future and what it holds, not simply because they *must*, but because they *want* to. For this approach to be successful, leaders must always be open and receptive to ideas and suggestions that could improve or refine the organization's vision.

10.9.2. **Essence of Empowerment:**

10.9.2.1. The essence of empowerment requires both leaders and followers to identify with their respective share of the organization's goals. The military is traditionally an authoritarian organization. The need for rapid decisionmaking and responses in times of crisis 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.

10.9.2.2. Effective empowerment is not new. The 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 as well. While the responsibility for task completion may be on the leader's shoulders, the burden of getting the job done is shared by all. Therefore, the adage, "It's lonely at the top," is indicative of a leader who does not recognize the strengths of his or her people. Subordinates can supply the details, missing steps, and concerns that often confront the leader's visionary goals and contribute to mission accomplishment. When leaders solicit input, they discover the knowledge, interest, and parameters of support.

10.9.3. **Guidelines to Empowerment.**

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, the leader must be flexible and patient in introducing empowerment. By delegating decisions to those closest to the issues and by allowing subordinates flexibility in how they implement the vision, the leader successfully allows others to take ownership of the vision and experience pride in achieving it. Thus, the leader must maintain a firm grip on operational requirements and strategic planning. The leader must also realize that not everyone is willing or ready to accept the reins of empowerment. To realize their potential in fulfilling the vision, empowered followers need sufficient training on the task at hand; otherwise, they are doomed to fail. On the other hand, subordinates who have expert knowledge in a particular field should be encouraged to use this knowledge and improve the vision where and when possible. Recognition is a key factor in perpetuating improvements. Hence, an important facet of empowerment is the appropriate recognition of contributions subordinates make to maximize mission success.

10.9.4. **Potential Pitfalls.**

Empowerment is frequently misunderstood and applied inappropriately. Empowerment is often associated with a laissez-faire style of leadership (that is, abdicating responsibility for tasks to subordinates who are left to their own devices). This fire-and-forget approach to empowerment demonstrates a total absence of leadership. Conversely, empowerment is a leader-subordinate relationship that requires even more refined supervisory skills than traditional autocracy. People continually need direction, knowledge, resources, and support. Furthermore, empowerment and vision cannot be imposed. To do so would breed compliance rather than commitment. From an application standpoint, many leaders seek consensus as a means to empower their people. However, while consensus is assumed to be good because it represents what the group as a whole wants, consensus is usually safe and free from innovative ideas. Additionally, consensus can divert an organization from its true goal or vision. The adage that "a camel is a horse built by consensus" is not so farfetched. Leaders do not seek consensus—they build it.

10.10. Learning:

10.10.1. **The Leader's Responsibilities.**

Life in the military incorporates a perpetual requirement for continued training and education. Effective leaders must accept the responsibility of being both a master student and master teacher and should influence others by example. Training is used to communicate and implement the organization's vision and values at the supervisory and subordinate levels. Training is not only fundamental in focusing the organization's strategic vision, but also it aids in developing the capabilities of the workers that make the vision a reality. Both formal and informal training do more than augment a unit's level of technical expertise. By providing workers the skills they need to be successful, organizations realize increased levels of energy and motivation.

10.10.2. **Fostering Growth:**

10.10.2.1. Leaders foster professional growth by insisting their people focus attention on those aspects of a situation, mission, or project that the people control. This is not to say that tasks should be limited in scope or challenge. On the contrary, some adventure should be an integral part of every job. In order for people to be motivated to learn and excel, leaders should provide challenging and enlightening experiences. Consequently, some supervisors want to tell an employee what to do to improve. While this may impress the follower with the leader's knowledge, it creates an unnecessary dependence on the leader and critically limits the follower's value of the experience.

10.10.2.2. The role of the leader in fostering growth is to identify and analyze knowledge and improvement opportunities. This will ensure the advancements are permanent and pervasive, not temporary and specific. Leaders encourage the learning process by formally recognizing individual and unit successes, no matter how large or small. A more formal and direct way for the leader to encourage the subordinate to learn is by setting standards. Standards have the multiple effects of providing feedback to the leader on performance, ensuring

quality control of unit output, and giving subordinates a goal and inspiration for developing and performing to do their best.

People want to know what is expected of them. No one goes to work and says, "I am going to do a lousy job today." People work to succeed, and they need to know how you measure that success. Allow for a few mistakes because people must be given the latitude to learn.

> General H. Norman Schwarzkopf, Jr.
> Former Commander, US Central Command

10.10.3. Developing Subordinates:

10.10.3.1. To develop subordinates, a leader must:

10.10.3.1.1. Train replacements (the next generation).

10.10.3.1.2. Develop an understanding of roles and responsibilities.

10.10.3.1.3. Be an advisor and mentor.

10.10.3.1.4. Provide an opportunity for growth and promotion.

10.10.3.1.5. Clarify expectations.

10.10.3.1.6. Strengthen service identity.

10.10.3.1.7. Allow subordinates to make decisions and experience leadership.

10.10.3.1.8. Encourage and facilitate formal education.

10.10.3.2. An important milestone in any subordinate's development process is to experience a significant challenge early in his or her career. Developing people for leadership positions requires much work over long periods of time. Identifying people with leadership potential early in their careers and then determining the appropriate developmental challenges for them is the first step. The effective leaders of today had opportunities afforded to them early in their careers that required them to lead, take risks, and learn from both their triumphs and failures. In business, successful corporations do not wait for leaders to come along. Rather, they actively seek out people with leadership potential and expose them to career experiences designed to develop their skills. However, leaders must caution themselves against becoming preoccupied with finding and developing *young* leadership potential. Leaders must guard against overlooking the "late bloomer" whose leadership potential was not evident early on. A late bloomer's combination of maturity, experience, and untapped potential is a valuable asset to any organization.

10.10.4. Dealing with Setbacks:

10.10.4.1. To learn and improve, people need to be encouraged to try new things; sometimes their efforts may fail. A fundamental aspect of empowerment is acknowledging the right to fail. Obviously, some common sense is required. There can be no tolerance for violating regulations, jeopardizing safety, or failing due to a lack of effort. However, if the setback is the result of a failed attempt, applaud the initiative and dissect it so the subordinate can learn from what went wrong. Unfortunately, the fear of failure prevents many otherwise capable individuals from pursuing their creativity and innovation. A subordinate's dedication to improving his or her abilities is a most valuable asset to an organization. Followers must remain optimistic, even in times of adversity.

10.10.4.2. Some people believe the key to success is to avoid failure. Consequently, they stay with the things they know and do well rather than risk failure by trying something new. The surest way to stifle creativity and innovation is to allow fear to perpetuate complacency. Subordinates count on the experience and understanding of strong leaders in dealing with setbacks. There is no substitute for being able to say to a subordinate, "I know what you're feeling, I've experienced similar setbacks. Here is how I chose to deal with the situation, and these are what the consequences of my actions were. Reflecting back on the situation, here is what I would do now if I had the chance to do things over."

10.11. Dealing with Change:

10.11.1. Because leadership is charged with bringing new ideas, methods, or solutions into use, innovation is inextricably connected with the process of being an effective leader. Innovation means change, and change requires leadership. Leaders must be the chief transformation officers in their organizations and learn everything there is to

know about the change before it even takes place. Furthermore, they must learn how to deal with the emotions that result from the chaos and fear associated with change. Putting new processes in place is not enough—the people supporting these processes must be motivated to meet the challenge and support the change. To do this, leaders must maintain a balance between a clear understanding of the present and a clear focus on the future.

10.11.2. The leader's first act is to create an organizational climate conducive to change by explaining the limitations and shortfalls of the present process and the possibilities and benefits of the proposed change. The leader's second act should be to facilitate the change itself. Walk the subordinates through the change, explain the details and answer questions. Finally, the leader should reward those who comply with the change and refocus those who do not. Tough-minded optimism is the best quality a leader can demonstrate when coping with change. Leaders coping with change should:

> 10.11.2.1. Involve people in the change process.

> 10.11.2.2. Fully explain the reason for change.

> 10.11.2.3. View change positively.

> 10.11.2.4. Create enthusiasm for the change.

> 10.11.2.5. Facilitate change (avoid forcing it).

> 10.11.2.6. Be open-minded and experiment with alternatives.

> 10.11.2.7. Seek out and accept criticism.

> 10.11.2.8. Never get complacent.

10.12. The Air Force Core Values.

> *All Airmen are men and women of character. Our enduring Air Force Core Values provide a touchstone as we rise to meet current and future challenges, threats, and opportunities. As America's Airmen, it is imperative that we maintain the moral high ground—our nation depends on it.*

> Michael W. Wynne
> Secretary of the Air Force, 2005-2008

> *Core Values help those who join us to understand right from the outset what's expected of them. Equally important, they provide all of us, from Airman to four-star general, with a touchstone—a guide in our own conscience—to remind us of what we expect from ourselves. We have wonderful people in the Air Force. But we aren't perfect. Frequent reflection on the core values helps each of us refocus on the person we want to be and the example we want to set.*

> General Michael E. Ryan
> Former Air Force Chief of Staff

The Air Force core values are the bedrock of leadership in the Air Force. The core values are a statement of those institutional values and principles of conduct that provide the moral framework within which military activities take place. The professional Air Force ethic consists of three fundamental and enduring values of integrity, service, and excellence. This ethic is the set of values that guides the way Air Force members live and perform. Success hinges on the incorporation of these values into the character of every Airman. In today's time—compressed, dynamic, and dangerous operational environment—an Airman does not have the luxury of examining each issue at leisure. He or she must fully internalize these values so as to know how to automatically act in all situations—to maintain integrity, to serve others before self, to perform with excellence and to encourage others to do the same. The Air Force core values—Integrity First, Service Before Self, and Excellence In All We Do—are a commitment each Airman makes when joining the Air Force. These values provide a foundation for leadership, decisionmaking, and success, no matter the level of an Airman's assignment, the difficulty of the task at hand, or the dangers presented by the mission.

10.12.1. **Integrity First.**

> Integrity is the willingness to do what is right even when no one is looking. Integrity is the "moral compass," the inner voice, the voice of self-control, the basis for the trust imperative in today's Air Force. Integrity is the single most important part of character. Integrity makes Airmen who they are and what they stand for, and is

as much a part of their professional reputation as their ability to fly or fix jets, operate the computer network, repair the runway, or defend the airbase. Airmen must be professional, both in and out of uniform. Integrity is not a suit that can be taken off at night or on the weekend or worn only when important to look good. Instead, it is the time that we least expect to be tested when possessing integrity is critical. People are watching us, not to see us fail, but to see us live up to their expectations. Anything less risks putting the heritage and reputation of the Air Force in peril. Integrity is the ability to hold together and properly regulate all the elements of one's personality. A person of integrity acts on conviction, demonstrating impeccable self-control without acting rashly. Integrity encompasses many characteristics indispensable to Airmen:

10.12.1.1. **Courage.** A person of integrity possesses moral courage and does what is right even if the personal cost is high.

10.12.1.2. **Honesty.** In the Air Force, one's word is binding. Honesty is the foundation of trust and the hallmark of the profession of arms. An Airman will not lie and cannot justify any deviation from this honesty.

10.12.1.3. **Openness.** As professionals, Airmen encourage a free flow of information within the organization and seek feedback from superiors, peers, and subordinates. They never shy from criticism but actively seek constructive feedback. They value candor in their dealings with superiors as a mark of loyalty, even when offering dissenting opinions or bearing bad news.

10.12.1.4. **Responsibility.** Airmen acknowledge their duties and take responsibility for their own successes or failures. A person with integrity accepts the consequences of actions taken, never accepting or seeking undue credit for the accomplishments of others.

10.12.1.5. **Accountability.** Airmen hold each other accountable for their actions and uniformly enforce standards. No Airman with integrity tries to shift the blame to others or take credit for the work of others; "the buck stops here" says it well.

10.12.1.6. **Justice.** Airmen treat all people fairly with equal respect, regardless of sex, race, ethnicity, or religion. They always act with the certain knowledge that all people possess fundamental worth as human beings.

10.12.1.7. **Self-respect.** Airmen respect themselves as professionals and as human beings. Airmen with integrity always behave in a manner that brings credit upon themselves, their organization, and the profession of arms.

10.12.1.8. **Appropriate Actions or Desires.** Airmen are guided by a deeply held sense of honor, not one of personal comfort or uncontrolled selfish appetites. Alcohol abuse, illegal drug use, sexual impropriety, or other undisciplined behavior is incompatible with military service. It discredits the profession of arms and undermines the trust of the American people. All Airmen maintain proper professional relationships with subordinates, superiors, and peers.

10.12.1.9. **Humility**. Airmen comprehend and are sobered by the awesome task of defending the Constitution of the United States of America.

10.12.1.10. **Honor.** All Airmen function in their Service with the highest traditions of honoring the Air Force's responsibilities to the nation and the sacrifices of its predecessors. Honor is incumbent on Airmen to uphold these traditions, adhering to what is right, noble, and magnanimous.

10.12.2. **Service Before Self.**

As an Air Force core value, 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. The service before self value deals with accepting expeditionary deployments and assignments. Airmen have a duty to their families as strong as that to the Service. The difference is, there are times the Service and nation will require them to be away from home. Their responsibilities to their families include preparing and providing for them when deployed or when duty away requires it. The moral attributes stemming from this core value include:

10.12.2.1. **Tolerance.** Airmen understand an organization can achieve excellence when all members are encouraged to excel in a cooperative atmosphere free from fear, discrimination, sexual harassment, intimidation, or unfair treatment.

10.12.2.2. **Self-discipline.** Airmen are expected to act with self-control, confidence and determination in all they do in order to improve themselves and their contribution to the Air Force mission. They have a

fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism.

10.12.2.3. **Self-control.** Airmen and especially commanders at all echelons are expected to refrain from displays of anger that would bring discredit upon themselves and the Air Force. Leaders are expected to exercise control in the areas of anger, inappropriate actions or desires, and intolerance.

10.12.2.4. **Loyalty.** Airmen are loyal to their leaders, fellow Airmen, and the institution they serve. American military professionals demonstrate allegiance to the Constitution and loyalty to the military chain of command and to the President and Secretary of Defense, regardless of political affiliation.

10.12.3. **Excellence in All We Do.**

This core value demands Airmen constantly strive to perform at their best. They should always strive to exceed standards objectively based on mission needs. This demands a continuous search for new and innovative ways of accomplishing the mission without jeopardizing morale and loyalty. There are several aspects of excellence:

10.12.3.1. **Personal Excellence.** Airmen seek out and complete developmental education, stay in top physical, mental, and moral shape, and continue to refresh their professional competencies. Airmen must ensure their job skills, knowledge, and personal readiness are always at their peak.

10.12.3.2. **Organizational Excellence.** Organizational excellence is achieved when its members work together to successfully reach a common goal in an atmosphere that preserves individual self-worth. No Airman wins the fight alone—even the single-seat fighter pilot relies upon scores of maintenance and support personnel to accomplish every sortie. Airmen work to foster a culture that emphasizes a team mentality while maintaining high standards and accomplishing the mission.

10.12.3.3. **Resource Excellence.** Understanding that budgets are not limitless, Airmen aggressively protect and manage both human and material resources. The most precious resource is people, and an effective leader does everything to ensure all personnel are trained, fit, focused, and ready to accomplish their missions. Airmen effectively use their resources to perform assigned tasks and understand they should only obtain resources necessary to accomplish their missions.

10.12.3.4. **Operational Excellence.** Airmen understand that all efforts in developing and employing forces are directed at providing unmatched airpower to secure the national interests of the United States. Airmen should prepare for joint and multinational operations by learning the doctrine, capabilities, and procedures of other US Services and allied forces.

10.12.4. **Air Force Viewpoint.**

The Air Force recognizes these core values as universal and unchanging in the profession of arms. They provide the standards with which to evaluate the ethical climate of all Air Force organizations. Finally, when needed in the cauldron of war, they are the beacons vectoring the individual along the path of professional conduct and the highest ideals of integrity, service, and excellence.

Section 10C—Followership

10.13. Introduction.

Preoccupation with leadership often prevents us from considering the nature and importance of followership. At some point in time, everyone is a follower. Few leaders became successful without first having learned the skills of following. Therefore, leaders must recognize the importance of followership, the qualities of followership, the needs of followers, and ways of promoting followership.

10.14. Importance of Followership.

Today's leader has an almost impossible task of keeping up with changing technology, while at the same time coping with the demands of leadership. In many cases, the leader is no longer the most *technically* skilled person in the unit. He or she is now assigned personnel with advanced technological skills and capabilities. We often hear the expression, "People are our most valuable resource." The knowledge, skills, and abilities the subordinates of today possess offer limitless opportunities to maximize work center effectiveness. Therefore, leaders must tap into this resource by nurturing and developing their subordinates' capabilities and fostering their willingness to improve organizational effectiveness.

10.15. Qualities of Followership.

There are 10 points essential to good followership; however, the list is neither inflexible nor exhaustive:

10.15.1. **Organizational Understanding.**

Effective followers must be able to see how their work contributes to the organization's big picture.

10.15.2. **Decisionmaking.**

Followers must be able to make sound decisions using a team approach.

10.15.3. **Communication Skills.**

Followers must have effective communication skills. These skills are crucial when working in a team environment, especially when providing feedback to team members.

10.15.4. **Commitment.**

Being able to successfully contribute to the organization, while at the same time striving to achieve personal goals, requires a strong level of follower commitment.

10.15.5. **Problem Solving.**

A broader scope of responsibility to help identify and resolve work center problems requires followers to share their knowledge, skills, and experience.

10.15.6. **Integrity.**

Followers must demonstrate loyalty and a willingness to act according to accepted beliefs. Integrity requires one to identify and be true to values.

10.15.7. **Adaptability.**

Ever changing roles, missions, and systems require followers to be able to adapt to change without being paralyzed by the stress of not knowing all the answers.

10.15.8. **Self-employment.**

Followers must take responsibility for their own careers, actions, and development.

10.15.9. **Courage.**

Followers must have the confidence and guts to do and say the right things at the right times.

10.15.10. **Credibility.**

By demonstrating competency in their words and deeds, followers earn trust and an honorable reputation.

10.16. Needs of Followers.

To be successful, leaders must devote attention to what their subordinates want and expect from them. Otherwise, leaders may lose the opportunity to capitalize on their talents or, in the worst case, lose their subordinates' respect. Followers need to know they can count on their leaders when the going gets tough. Furthermore, respect is a two-way street, and followers also want to be respected. Followers, who are treated as if they are not important or perceive that they are not important, lose their willingness and desire to perform. Leaders demonstrate belief in their subordinates by (1) maintaining or enhancing their subordinates' self-esteem, (2) listening carefully to their subordinates and responding with empathy, and (3) asking for their subordinates' help and encouraging their involvement. A few moments of sincerity and thoughtfulness go a long way in satisfying subordinates' basic needs. Followers perform best when they want to be in a unit—not when they are trapped in it.

10.17. Ways of Promoting Followership.

Empowered followership like motivation requires a joint effort between leaders and the individuals they lead. This effort must be continuously promoted. Leaders must listen and respond to the ideas and needs of their followers, and followers are similarly required to listen and respond to the ideas and needs of their leaders. Mutual trust is the axis around which this synergistic relationship revolves, and the benefits reaped are plentiful. Team requirements are best served when the leader helps followers develop their own initiatives, encourages them to use their own judgment, and allows them to grow and become more effective communicators. As a result of promoting empowered followership, follower skills such as troubleshooting, problem solving, information gathering, conflict resolution, and change management will improve dramatically. Another way to promote empowered followership is by getting out among the

Airmen and sharing their interests. Subordinates respond to leaders who show sincere interest in them. The success of great leaders depends on their ability to establish a base of loyal, capable, and knowledgeable followers.

Section 10D—Mentoring

10.18. Mentor Defined.

A mentor is defined as "a trusted counselor or guide." Mentoring, therefore, is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally. The long-term health of the Air Force depends upon the experienced member developing the next in line.

10.19. Mentoring Scope:

10.19.1. Mentoring helps prepare people for the increased responsibilities they will assume as they progress in their careers. Mentoring is not a promotion enhancement program—mentoring is an ongoing process and not confined to formal feedback required by AFI 36-2406, *Officer and Enlisted Evaluation Systems.* Moreover, mentoring is a professional development program designed to help each individual reach his or her maximum potential. Professional development is not a new concept and occurs at every echelon and activity. AFI 36-2909, *Professional and Unprofessional Relationships,* states rules regarding professional relationships. In particular, mentoring is part of a professional relationship because it fosters communication by subordinates with supervisors concerning their careers, performance, duties, and missions. Finally, it enhances morale and discipline and improves the operational environment while maintaining respect for authority.

10.19.2. Air Force mentoring covers a wide range of areas, such as career guidance, technical and professional development, leadership, Air Force history and heritage, air and space power doctrine, strategic vision, and contributions to joint war fighting. Therefore, it includes knowledge of the military ethics and an understanding of the Air Force's core values of *integrity first, service before self, and excellence in all we do.*

10.19.3. Commanders and supervisors must encourage subordinates to read and comprehend air and space power literature, such as Air Force doctrine and operational warfighting publications and the books in the Chief of Staff of the Air Force (CSAF) Professional Reading Program.

10.20. Assignment of Mentors:

10.20.1. The immediate supervisor or rater is designated as the primary mentor (coach, counselor, guide, role model) for each of his or her subordinates. This designation in no way restricts the subordinate's desire to seek additional counseling and professional development advice from other sources or mentors. Supervisors and commanders must make themselves available to subordinates who seek career guidance and counsel.

10.20.2. Key to the mentoring process is the direct involvement of the commander and supervisor. Commanders and supervisors must continually challenge their subordinates to improve. They must provide clear performance feedback and guidance in setting realistic professional and personal development goals—near, mid-, and long-term.

10.20.3. Several programs exist to help the commander and supervisor focus attention on a subordinate's professional development. Among these are performance feedback, professional military education (PME) programs, academic education opportunities, assignment policies, recognition programs, and the individual's own personal development actions. Additionally, many organizations, programs, and associations are dedicated to the advancement and education of military professionals. The Air Force Sergeants Association and the NCO Association are two examples. Units may wish to contact program or association points of contact for speakers or use their resources to develop mentoring programs within the unit or on the base. They may also ensure that subordinates are aware of specific tools available to them such as the Enlisted Development Plan (https://rso.my.af.mil/afvecprod/myedp/Users/Home.aspx).

10.21. Mentoring Responsibilities.

Air Force leaders have an inherent responsibility to mentor future leaders. Supervisors must take an active role in the professional development of their subordinates. They must assist their people by providing realistic evaluations of both performance and potential. Supervisors must also be positive role models. As a minimum, mentoring consists of a discussion of performance, potential, and professional development plans during the performance feedback session. The feedback should include, as a minimum, promotion, PME, advanced degree work, physical fitness, personal goals and expectations, professional qualities, next assignment, and long-range plans. Mentors must distinguish between individual goals, career aspirations, and realistic expectations. Each individual defines a successful career differently—there are numerous paths to meet individual career and success goals. Foremost, however, individuals must focus on Air Force institutional needs. The Air Force must develop people skilled in the employment and

support of air and space power and how it meets the security needs of the Nation. While there is nothing wrong with lofty goals, mentors must ensure personnel realize what high but achievable goals are.

10.22. Professional Military Education and Academic Education.

PME and academic education enhance performance in each phase of professional development and build on the foundation of leadership abilities shown during the earlier stages of an individual's career. The role of PME in professional development is to prepare individuals to take on increased responsibilities appropriate to their grade and to enhance their contribution to the Air Force. Members should focus on developing skills needed to enhance professional competence and becoming superior leaders while expanding their operational employment of air, space, and cyberspace power. principles. Postsecondary degrees (associate, bachelor's, master's, or other advanced academic degrees) are important to professional development to the extent that they enhance the job and professional qualifications of the degree holder. A degree directly related to an individual's primary specialty area or occupational series is the most appropriate because it adds to his or her depth of knowledge. This is the reason why completion of Senior Noncommissioned Officer Academy (SNCOA) correspondence or in residence course and a Community College of the Air Force (CCAF) degree (any specialty) is required for SNCOs to receive a senior rater endorsement on their performance reports. (**Note:** This requirement is the minimum criteria for endorsement consideration and does not guarantee automatic endorsement.) A master's or advanced academic degree in management or more general studies enhances job performance for personnel reaching the highest grade levels where duties may require broader managerial skills; and, in some career fields, advanced formal education is a prerequisite for certain jobs.

10.23. Professional Associations.

Many 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 mentoring as well as broadening technical expertise.

10.24. Evaluation and Performance Feedback.

Air Force evaluation systems are designed to accurately appraise performance. Substantive, formal feedback is essential to the effectiveness of the evaluation systems. Performance evaluation systems are an integral part of mentoring and professional development. Performance feedback is designed to provide a realistic assessment of performance, career standing, future potential, and actions required to assist the ratee in reaching the next level of professional development.

10.25. Promotion Selection.

The Weighted Airman Promotion System (WAPS) outlines the requirements for promotion selection (staff sergeant through master sergeant [MSgt]) and provides feedback score sheets to enlisted members considered for promotion. These score sheets help the individual to determine professional development needs. Selection for promotion to senior master sergeant (SMSgt) and chief master sergeant is accomplished using an integrated weighted and central selection board system. In addition to the weighted score, the central selection board evaluates each individual using the "whole person concept." Board scores are determined by considering performance, leadership, breadth of experience, job responsibility, professional competence, specific achievements, and education. The board score is added to the weighted score to determine order of merit for promotion.

10.26. The Military Assignment System.

The mentor and the individual should both focus on obtaining an assignment that enhances professional development and meets Air Force needs without necessarily keying on a specific position or location. The individual is expected to do well in his or her current assignment. When an individual becomes eligible for reassignment, he or she should address assignment preferences with the supervisor. Assignments should complement the individual's professional development needs and be second only to mission requirements. Supervisors can use the Career Field Education and Training Plan to help develop career path guidance.

10.27. Recognition, Awards, and Decorations.

Military members are eligible for consideration for various decorations throughout their careers. However, supervisors should not submit recommendations just to "do something for their people." Supervisors should restrict recommendations to recognitions of meritorious service, outstanding achievement, etc., that clearly place the individual above his or her peers.

Section 10E—Developmental Counseling

10.28. Subordinate Development.

Subordinate leadership development is one of the most important responsibilities of every Air Force leader. Developing future leaders should be one of your highest priorities. Your legacy and the future of the Air Force rest on the shoulders of those you prepare for greater responsibility.

10.29. Purpose.

Developmental counseling is a shared effort. As a leader, you assist your subordinates in identifying strengths and weaknesses and creating plans of action. Then you support them throughout the plan implementation and assessment. However, to achieve success, your subordinates must be forthright in their commitment to improve and candid in their own assessment and goal setting.

10.30. Leader Responsibilities.

Leaders coach subordinates the same way athletic coaches improve their teams: by identifying weaknesses, setting goals, developing and implementing plans of action, and providing oversight and motivation throughout the process. Effective coaches or leaders must thoroughly understand the strengths, weaknesses, and professional goals of their subordinates. Air Force leaders conduct counseling to help subordinates become better members of the team, maintain or improve performance, and prepare for the future. To conduct effective counseling, you should develop a counseling style with the characteristics listed in Figure 10.2.

Figure 10.2. Characteristics of Effective Counseling.

Purpose:	Clearly define the purpose of the counseling.
Flexibility:	Fit the counseling style to the character of each subordinate and to the relationship desired.
Respect:	View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.
Communication:	Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.
Support:	Encourage subordinates through actions while guiding them through their problems.

10.31. The Leader as a Counselor.

Air Force leaders must demonstrate certain qualities to be effective counselors. These qualities include respect for subordinates, self-awareness, cultural awareness, empathy, and credibility.

10.31.1. **Respect for Subordinates.**

You show respect for subordinates when you allow them to take responsibility for their own ideas and actions. Respecting subordinates helps create mutual respect in the leader-subordinate relationship. Mutual respect improves the chances of changing or maintaining behavior and achieving goals.

10.31.2. **Self-awareness.**

You must be fully aware of your own values, needs, and biases prior to counseling subordinates. Self-aware leaders are less likely to project their biases onto subordinates. Also, aware leaders are more likely to act consistently with their own values and actions.

10.31.3. **Cultural Awareness.**

You 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. Do not let unfamiliarity with cultural backgrounds hinder you in addressing cultural issues, especially if they generate concerns within the organization or hinder team-building. Cultural awareness enhances your ability to display empathy.

10.31.4. **Empathy.**

Empathy is the action to be understanding of and sensitive to the feelings, thoughts, and experiences of another person to the point that you can almost feel or experience them yourself. Leaders with empathy can

put themselves in their subordinate's shoes; they can see a situation from the other person's perspective. By understanding the subordinate's position, you can help a subordinate develop a plan of action that fits the subordinate's personality and needs, one that works for the subordinate. If you do not fully comprehend a situation from your subordinate's point of view, you have less credibility and influence, and your subordinate is less likely to commit to the agreed-upon plan of action.

10.31.5. **Credibility**.

Leaders achieve credibility by being honest and consistent in their statements and actions. To be credible, use a straightforward style and behave in a manner that your subordinates respect and trust. You can earn credibility by repeatedly demonstrating your willingness to assist a subordinate and being consistent in what you say and do. If you lack credibility with your subordinates, you will find it difficult to influence them.

10.32. Leader Counseling Skills.

All leaders should seek to develop and improve their own counseling abilities. The techniques needed to provide effective counseling vary from person to person and session to session. However, general skills needed in almost every situation include active listening, responding, and questioning.

10.32.1. **Active Listening.**

During counseling, you must actively listen to your subordinate. When you are actively listening, you communicate verbally and nonverbally that you have received the subordinate's message. To learn more about active listening, refer to Chapter 14, *Communicating in Today's Air Force*.

10.32.2. **Responding.**

A leader responds to communicate understanding toward the subordinate, clarifies and confirms what has been said, and responds to subordinates both verbally and nonverbally. Verbal responses consist of summarizing, interpreting, and clarifying the subordinate's message. Nonverbal responses include eye contact and occasional gestures such as a head nod.

10.32.3. **Questioning.**

Although questioning is a necessary skill, you must use it with caution. Too many questions can aggravate the power differential between a leader and a subordinate and place the subordinate in a passive mode. The subordinate may also react to excessive questioning as an intrusion of privacy and become defensive. During a leadership development review, ask questions to obtain information or to get the subordinate to think about a particular situation. Generally, questions should be open-ended to evoke more than a "yes" or "no" answer. Well-posed questions may help to verify understanding, encourage further explanation, or help the subordinate move through the stages of the counseling session.

10.33. Types of Developmental Counseling.

Often, you can categorize developmental counseling based on the topic of the session. Event-oriented counseling and performance and professional growth counseling are the two major categories of counseling.

10.33.1. **Event-Oriented Counseling.**

Event-oriented counseling involves a specific event or situation. Furthermore, it may precede events such as going to a promotion board or attending a school. It may follow events such as a noteworthy duty performance, a problem with performance or mission accomplishment, or a personal problem. Event-oriented counseling includes, but is not limited to:

10.33.1.1. **Counseling for Specific Instances.** Sometimes counseling is tied to specific instances of superior or substandard duty performance. Tell your subordinate whether the performance met the standard and what he or she did right or wrong. The key to successful counseling for specific performance is to conduct the counseling as close to the event as possible. Many leaders focus counseling for specific instances on poor performance and miss, or at least fail to acknowledge, excellent performance. You should counsel subordinates for specific examples of superior as well as substandard duty performance.

10.33.1.2. **Crisis Counseling.** You may conduct crisis counseling to get a subordinate through the initial shock after receiving negative news, such as notification of the death of a loved one. You may assist the subordinate by listening and, as appropriate, providing assistance.

10.33.1.3. **Referral Counseling.** Referral counseling helps subordinates work through a personal situation and may or may not follow crisis counseling. Referral counseling may also act as preventive counseling

before the situation becomes a problem. Usually, the leader assists the subordinate in identifying the problem and refers the subordinate to the appropriate resource, such as legal services, a chaplain, or an alcohol and drug counselor.

10.33.2. **Performance and Professional Growth Counseling.**

During performance and professional growth counseling, you conduct a review of a subordinate's duty performance during a certain period and set standards for the next period. Rather than dwelling on the past, focus the session on the subordinate's strengths, areas needing improvement, and potential.

10.34. Approaches to Counseling.

An effective leader approaches each subordinate as an individual. Different people and different situations require different counseling approaches. Three approaches to counseling include nondirective, directive, and combined. These approaches differ in the techniques used, but they all fit the definition of counseling and contribute to its overall purpose. The major difference between the approaches is the degree to which the subordinate participates and interacts during a counseling session. Figure 10.3 summarizes the advantages and disadvantages of each approach.

10.34.1. **Nondirective.**

The nondirective approach is preferred for most counseling sessions. During the counseling session, listen rather than make decisions or give advice. Clarify what is said. Cause the subordinate to bring out important points to better understand the situation. When appropriate, summarize the discussion. Avoid providing solutions or rendering opinions; instead, maintain a focus on individual and organizational goals and objectives. Ensure the subordinate's plan of action supports those goals and objectives.

10.34.2. **Directive.**

The directive approach works best to correct simple problems, make on-the-spot corrections, and correct aspects of duty performance. The leader using the directive style does most of the talking and tells the subordinate what to do and when to do it. In contrast to the nondirective approach, the leader directs a course of action for the subordinate. Choose this approach when time is short, when you alone know what to do, or if a subordinate has limited problem-solving skills. Finally, directive is appropriate when a subordinate is immature, insecure, or needs guidance.

10.34.3. **Combined.**

In the combined approach, the leader uses techniques from both the directive and nondirective approaches, adjusting them to articulate what is best for the subordinate. The combined approach emphasizes the subordinate's planning and decisionmaking responsibilities. With your assistance, the subordinate develops a plan of action. Listen, suggest possible courses, and help analyze each possible solution to determine its good and bad points, then help the subordinate fully understand all aspects of the situation and encourage the subordinate to decide which solution is best.

Figure 10.3. Counseling Approach Summary Chart.

Approach	Advantages	Disadvantages
Nondirective	Encourages maturity Encourages open communication Develops personal responsibility	Is more time consuming Requires greatest counselor skill
Directive	Is the quickest method Is good for people who need clear, concise direction Allows counselors to actively use their experience	Doesn't encourage subordinates to be part of the solution Tends to treat symptoms, not problems Tends to discourage subordinates from talking freely The counselor provides the solution, not the subordinate
Combined	Is moderately quick Encourages maturity Encourages open communication Allows counselors to actively use their experience	May take too much time for some situations

10.35. The Counseling Process.

The four stages of the counseling process are: identify the need for counseling, prepare for counseling, conduct the counseling session, and followup.

10.35.1. **Identify the Need for Counseling.**

Conduct developmental counseling whenever the need arises for focused, two-way communication aimed at subordinate development. Developing subordinates consists of observing the subordinate's performance, comparing it to the standard, and then providing feedback to the subordinate in the form of counseling.

10.35.2. **Prepare for Counseling.**

Successful counseling requires preparation. To prepare for counseling:

10.35.2.1. **Select a Suitable Place.** When scheduling counseling, consider an environment with minimal interruptions and free from distractions.

10.35.2.2. **Schedule the Time**. The length of time required for counseling depends on the complexity of the issue. Generally, a counseling session should last less than 1 hour. If you need more time, schedule a second session.

10.35.2.3. **Notify the Subordinate Well in Advance.** The subordinate should know why, where, and when the counseling session will take place. Counseling following a specific event should happen as close to the event as possible.

10.35.2.4. **Organize the Pertinent Information.** Solid preparation is essential to effective counseling. Review all pertinent information including the purpose of the counseling, facts and observations about the subordinate, identification of possible problems, main points of discussion, and the development of a plan of action. Focus on specific and objective behaviors that the subordinate must maintain or improve as well as a plan of action with clear, obtainable goals.

10.35.2.5. **Plan the Counseling Approach.** As many approaches to counseling exist as there are leaders. The directive, nondirective, and combined approaches to counseling were addressed earlier. Use a strategy that suits your subordinate and the situation.

10.35.2.6. **Establish the Right Atmosphere.** The right atmosphere promotes two-way communication between a leader and subordinate. To establish a relaxed atmosphere, offer the subordinate a seat or cup of coffee. Sit in a chair facing the subordinate since a desk can act as a barrier. Some situations make an informal atmosphere inappropriate. A more formal atmosphere is normally used to give specific guidance and reinforces the leader's rank, position, and authority.

10.35.3. **Conduct the Counseling Session.**

Be flexible when conducting a counseling session. Often, counseling for a specific incident occurs spontaneously as leaders encounter subordinates in their daily activities. Good leaders take advantage of naturally occurring events to provide subordinates with feedback. Even when you have not prepared for formal counseling, you should address the four basic components of a counseling session:

10.35.3.1. **Open the Counseling Session**. The best way to open a counseling session is to clearly state its purpose. Establish the preferred setting early in the session by inviting the subordinate to speak.

10.35.3.2. **Discuss the Issues.** You and the subordinate should attempt to develop a mutual understanding of the issues. You can best develop this by letting the subordinate do most of the talking. Use active listening; respond and question without dominating the conversation. Aim to help the subordinate to better understand the subject of the counseling, for example, duty performance, a problem situation and its impact, or potential areas for growth. Both you and the subordinate should provide examples or cite specific observations to reduce the perception that is unnecessarily biased or judgmental. However, when the issue is substandard performance, you should make clear how the performance did not meet the standard and then develop a plan of action.

10.35.3.3. **Develop a Plan of Action**. A plan of action identifies a method for achieving a desired result and specifies what the subordinate must do to reach the goals set during the counseling session. The plan of action must be specific: it should show the subordinate how to modify or maintain his or her behavior.

10.35.3.4. **Record and Close the Session.** Documentation serves as a reference to the agreed-upon plan of action and the subordinate's accomplishments, improvements, personal preferences, or problems. To close the session, summarize key points and ask if the subordinate understands the plan of action. Invite the

subordinate to review the plan of action and what is expected of you, the leader. With the subordinate, establish any followup measures necessary to support the successful implementation of the plan of action. These may include providing the subordinate with resources and time, periodically assessing the plan, and following through on referrals. Schedule any future meetings, at least tentatively, before dismissing the subordinate.

10.35.4. **Followup.**

The counseling process does not end with the counseling session. Followup continues through implementation of the plan of action and evaluation of results. After counseling, you must support subordinates as they implement their plans of action. Support may include teaching, coaching, or providing time and resources. You must observe and assess this process and possibly modify the plan to meet its goals. Appropriate measures after counseling include followup counseling, making referrals, informing the chain of command, and taking corrective measures.

10.36. Leveraging Diversity.

Our work environment today is more diverse than ever. The Air Force team is comprised of military, civilians, and contractors. As a leader you can find yourself dealing with a workforce ranging from 18-year-olds to those with 18 or more years of experience. The challenge is to incorporate everyone's specific talents into a cohesive and optimal workforce. It is essential we recognize people are vital to an organization's success. Consequently, we need to understand the motivations and interests of this diverse workforce.

10.36.1. People are motivated for their reasons and not yours. What sparks interest and passion in one person doesn't necessarily ignite the next person. Smart leaders take time to recognize what excites others and how to leverage that talent to the organization. We need to create a work culture that recognizes and appreciates differing perspectives and approaches to solving problems. Consider this…the Air Force attracts people from every aspect of society, culture, and social status. When, where, and how you were raised impacts your value system. As a supervisor, none of these variables are under your direct control. Basically, you cannot change the gender, age, or ethnicity of your Airmen. However, one thing you can change is your approach to leading the people on your team. Foremost, we must create a hospitable climate that promotes respect and inclusion. This will reduce dysfunctional tension and increase team productivity. Specifically, how can we achieve this?

10.36.2. The first tool essential to lead/value diversity is to form common ground or a shared set of assumptions within which we 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 end points. Your team must have a clear sense of direction. The alternative is mass confusion with everyone going in different directions.

10.36.3. After forming a common ground, we must expel stereotypes. "Younger employees are wet behind the ears, know nothing, have no respect or loyalty, lack experience, therefore have no credibility and can't be trusted with much responsibility. Older employees are less motivated to work hard, they are nothing but deadwood, resistant to change, can't learn new methods/technology, they reach a plateau after 40, should be fired after 50, and are 'fire proof.'" We must increase awareness and expel stereotypes. Stereotypes ignore differences among the individuals in a group. There is no room in the workplace for stereotypes; we must acknowledge the richness in our diversity.

10.36.4. People are different, and there is no way to make them fit into a single mold, nor is there any reason to. We don't live in a world of carbon-copy people. In order to effectively manage a diverse workforce, we must acknowledge differences. We should, however, focus more on the things we have in common.

10.36.5. We should use everyone's experiences and background as a resource. Diversity of experience and background ensures diverse ways of looking at problems. Managing our workforce diversity can result in higher productivity, improved performance, more creativity, more innovations, and reduced stress. Giving emphasis to diversity without threatening our unity is the proper way to strengthen the ties that bind the team together. Sensitivity, mutual respect, and common trust coupled with communication are the prime ingredients to integrating our Airmen.

10.36.6. Former CSAF, General John P. Jumper stated, "Air Force diversity is a critical warfighting and readiness issue. Maximizing the benefits of diversity is a mission imperative. We expect Air Force leaders to challenge any policy, practice, or process that limits the growth and development of potential leaders from all groups." Industry studies have consistently revealed that heterogeneous or diverse groups are more innovative than homogeneous groups because they view improvement opportunities from multiple perspectives. Managing diversity is determining which differences make a difference in enriching your product or service. Productivity is an outcome of respect and inclusion. Former CSAF, General Ronald Fogelman said, "People are the assets that determine our success or failure. If you are to be a good leader, you have to cultivate your skills in the arena of personal relations." The skilled leader deals effectively with all races, nationalities, cultures, disabilities, ages, and gender.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 10F—Mentorship

10.37. Mentorship—Essential Principles:

10.37.1. Mentoring is both an obligation and responsibility of those in senior leadership positions. Through mentoring, the wisdom and experience of the senior are passed on to the junior. This includes passing on and discussing principles, traditions, shared values, quality, and lessons learned. Mentoring provides a framework to bring about a cultural change in the way we view the professional development of competent future leaders. The road to the top in most organizations today is an uphill and bumpy ride; you simply can't float to the top. Mentoring is a key way to help us get to our destination.

10.37.2. Mentoring is perhaps the most powerful method by which we can shape the future. A mentor is a trusted advisor, teacher, counselor, friend, or parent, older and more senior than the person he or she helps. A mentor is there when you need him or her. Mentoring is an ongoing process. In organizations, it can apply to all leaders and supervisors who are responsible for getting their work done through other people. The individual who is assisted by a mentor is usually called a protégé, in essence, a student or pupil who learns from the mentor. Understanding the principles is essential to mentoring which leads to practical implementation.

10.38. The Mentoring Process.

You may find it useful to treat the term "mentoring" as if it were an acronym. This mnemonic and analytical device should help you remember the different aspects of effective mentoring. The various aspects of effective mentoring, expressed as verbs, correspond to the letters in the word as shown in Figure 10.4. The following paragraphs discuss each of the components of what it means to be a mentor.

Figure 10.4. Mentoring Model.

Model
Empathize
Nurture
Teach
Organize
Respond
Inspire
Network
Goal-set

10.38.1. **Model.**

An effective leader must lead by example. When the mentor serves as a real-world role model for the protégé, the cliché that "actions speak louder than words" comes to life. Mentoring requires significant amounts of time for mentor and protégé to be in close proximity. The protégé is always observing and learning from the mentor. The opportunity to see how the mentor actually deals with a variety of situations is an important part of the process. The mentor must show the protégé how a mature professional deals with various challenges and opportunities. In turn, protégés must be willing to learn, actively seek help, and apply what they have learned.

10.38.2. **Empathize.**

Mentoring involves something more than teaching. This extra ingredient is empathy, a measure of interpersonal involvement and caring. In fact, empathy is in many respects the Golden Rule in practice—we treat others as we would like them to treat us in similar circumstances. Mentors who remembers when they were new and inexperienced will be far more effective in assisting others in this position. Empathy helps form a bond between mentor and protégé, fostering the kind of mutual commitment that characterizes mentoring at its best.

10.38.3. **Nurture.**

Nurturing encompasses a caring attitude, emphasis on development, and an understanding of the "law of harvest." The mentor nurtures the protégé as a farmer tends the wheat providing seeds, nourishment, protection, and the room to grow, each in its turn, in the proper amount, and in its own due time. No farmer can reap before sowing nor expect a rich harvest without a sizable prior investment of time, talent, and labor. These seem to be obvious points, but they are often missed by people who are "too busy" to do more than go through the motions of mentoring. We cannot reasonably expect a harvest of expert-level performance from someone who has not had the appropriate training or the time to apply and internalize that training through actual trial and error. Finally, the person who is placed in such an unfair situation is frustrated.

10.38.4. **Teach.**

Many people, no matter how knowledgeable and experienced, are uncomfortable with teaching others, but there are some time-tested methods that provide a solid benchmark for instruction: (1) organize the material into logical, step-by-step building-block units of manageable size; (2) correct students' errors immediately; (3) frequently review all previously covered material and relate it to the current lesson; (4) include generous

amounts of practical exercises on which students can flex their developing intellectual muscles; and (5) test students' comprehension often, formally and informally, and give them detailed feedback on their progress.

10.38.5. **Organize.**

A mentor must be organized to be of much help to the protégé and must also help the protégé become organized. The systematic, methodical approach is essential. An organized mentor knows at the outset what he or she wants to achieve and focuses every aspect of the program toward this goal. By developing a desired end state before beginning the mentoring process, a mentor gains the ability to gear every effort in this direction. The time and effort spent organizing thoughts and materials into a logical, building-block sequential plan of lessons aimed at a definite precisely defined target of what needs to be learned pays big dividends in the form of improved learning and the quicker, better performance that follows.

10.38.6. **Respond.**

Mentoring is a communicative process not a method for shooting information at a person who writes down every word. Mentors truly listen to questions from their protégés and respond to them fully. The protégé may be reluctant to ask too many questions. An effective mentor must be alert for nonverbal indications and cues. Do not confuse responding with being reactive or sitting back waiting to ask questions. A responsive mentor is proactive. Mentors must anticipate needs, problems and concerns, and try to take care of them in advance. The mentor must respond to the protégé's needs if the mentoring process is to succeed.

10.38.7. **Inspire.**

The mentor should be more than a good role model, teacher, and helpful acquaintance. True mentoring encompasses something extra—an element of inspiration. The mentor who can inspire has a profound, deeply rooted effect on that person for perhaps an entire lifetime. When inspired, a person is powerfully motivated to transform into something better than before. Inspiration is one way in which leaders differ from managers and the best mentors are typically good leaders because similar qualities are required of both.

10.38.8. **Network.**

A good mentor introduces the protégé to other people who can also provide support, information, and resources. Networking is vital to effective functioning in the real world, and the mentor should give the protégé a headstart on establishing those key contacts. It normally takes years to cultivate and build a network of friends and associates of sufficient breadth and depth to be useful in a wide range of situations.

10.38.9. **Goal-set.**

Many young and inexperienced people fail to understand the importance of setting proper goals and objectives, or they lack the expertise to make their goals realistic and attainable. Mentors set goals, teach the need for goal setting, and help their protégé master the process of establishing and effectively pursuing goals.

Section 10G—Conflict Management

10.39. Introduction.

Conflict is inevitable in every organization and oftentimes necessary to ensure high performance. Dr. Kenneth Thomas, author of an article entitled "Conflict and Conflict Management," published in the *Handbook of Industrial and Organization Psychology, First Edition* defines conflict as the process that results when one person (or a group) perceives that another person or group is frustrating, or about to frustrate, an important concern. Conflict involves incompatible differences between parties that result in interference or opposition. Such differences can serve as a motivator for positive change or cause decreases in productivity. Conflict, therefore, can be constructive or destructive. Conflict is destructive when it produces barriers to cooperation, destroys morale, and diverts energy from important tasks and issues. Conflict management is constructive when it leads to a solution of a problem or a higher level of understanding and communication between individuals or groups. So then we can say that conflict is both constructive and destructive—it just depends on how you manage it. In the past, managers were trained to avoid conflict because of the negative repercussions that sometimes resulted. Today, however, many management trainers are advocating that since there are some benefits derived from having conflict in an organization, conflict should be looked at as a concept for inclusion in an organization. Thus, the challenge for managers is not avoiding conflict but managing it in such a way that the outcomes benefit the organization in terms of reduced chaos and stimulated work activity. To help successfully manage conflict, you need to understand some of the sources of conflict.

10.39.1. **Sources and Facts About Conflict.**

There are many factors that result in conflict or increase the probability of cultivating conflict within an organization. In fact, such factors manifest themselves in combination with other factors, making it difficult to identify the specific source of the conflict. Most researchers, however, agree that conflicting activities have their origin in one or more of the following factors.

10.39.1.1. **Communication Factors.** We often hear that the main problem is a failure to communicate or a lack of communication. However, on closer examination, this usually accounts for a very small part of the communication problem. The real crux of the problem is miscommunication, i.e., when communication is misinterpreted, inaccurate, or incomplete. If our people are to perform at their best, they need constructive, accurate information—anything less causes frustration. And remember our definition of conflict: frustration of an important concern, whether real or perceived. You can perhaps think of several examples in your own organization where conflict erupted because of poor communication. Think of what happens when the communication process fails. The result is usually disagreement that can lead to conflict.

10.39.1.2. **Structural Factors:**

10.39.1.2.1. **Size.** Some research shows that organizational size has an effect on people. The larger the organization, the more people seem to exhibit conflict. Just think about it. The more people you have, the more opinions there are and the more points of view. Larger organizations can have less goal clarity, greater formality, increased specialization, more supervisory levels, and increased opportunities for information to become distorted as it passes through more levels.

10.39.1.2.2. **Participation.** One might think that the more people who participate in an organization, the less conflict there would be, but research shows the opposite to be true. As more people interact, differences between individuals become more noticeable—this leads to conflict. Also, as in the bid-for-power level of group participation, just because someone attempted to participate does not mean his or her ideas were listened to or accepted. Thus, such a rejection can cause frustration and lead to conflict.

10.39.1.2.2.1. Nevertheless, this situation may also lead to increased productivity if workers become more creative or competitive and search for better ways to enhance the overall performance of the unit. This is productive conflict versus destructive conflict.

10.39.1.2.2.2. In today's environment, we desire our people to challenge the status quo, to seek better ways, and to continually improve our processes. This can guide us toward *excellence in all we do.* Also, here is where *service before self* comes in. There are times when we must be willing to set aside the old ways "just because we've always done it that way" and listen to the ideas of the new Airman. We need to be willing to change. We need to put our own self-interests aside and do what's right for the organization.

10.39.2.3. **Line-Staff Distinctions.** The roles and backgrounds of workers often create conflict. This is very noticeable in the line and staff functions because their roles are different. Overall, line personnel are concerned with production and are usually more loyal to the company. Staff functions usually involve creativity; hence, staff personnel are usually more critical of the organization. Moreover, since there are usually different requirements for staff and line functions, there are different types of backgrounds for each. These differences in values, training, background, etc., can lead to conflict. In addition, organizational planning goals are usually looked at from different perspectives. Line personnel normally are more concerned with the immediate or short-range goals, whereas staff personnel are more concerned with long range or strategic goals. These differences in background and viewpoints often lead to conflict.

10.39.2.4. **Rewards.** Gaining rewards at the expense of others can sometimes lead to conflict. Individuals or groups often compete for rewards. Normally, this presents no problem for managers; however, if the individual or group perceives that the reward is "blocked" because of others, conflict can result. In addition, conflict can arise if one person or department receives a reward that others feel they should have gotten.

10.39.2.5. **Resource Interdependence.** Most likely, we've all had to compete for resources in our organization at one time or another. Whenever individuals or groups compete for scarce resources and each party feels they need the resource more than the other, conflict may arise.

10.39.2. **Personal Behavior Factors.**

Conflict can arise because of the differences between individuals—differences such as goals and objectives, perceptions, values, personalities, etc. All of these factors have a potential to facilitate behaviors that cause conflict in an organization, but let us examine three of them: values, perceptions, and personality.

10.39.2.1. **Values.** Values are very important to people and will determine their behavior. When people's values are questioned, criticized, or opposed, conflict can result. Major values such as religion and politics seem to bring out the biggest arguments and can lead to fights. But even less-important values can cause conflict. For example, what people value as rewards can cause conflict when the organization gives rewards that are not sought after or considered valuable to the employee. For instance, consider a case where the worker values quality of work and the organization emphasizes quantity, not quality. This can cause conflict within the individual and even within the organization.

10.39.2.2. **Perception.** Values also affect people's perception of situations and other people. After all, values are the biggest filters we look through to observe or judge situations or people. If a person perceives others as being lazy and incompetent (Theory X management) then his or her assessment and response to other people can cause problems. A person's perception of what constitutes fairness, quality of work, or constructive techniques can lead to conflict if these perceptions differ significantly from others or what the organization has defined for those factors.

10.39.2.3. **Personality.** We have all heard the saying, "They can't get along; they have a personality conflict." There is more truth to this statement than first meets the eye. Put certain personalities together, and you are asking for conflict. Two personality types that are especially conflict-prone are the highly authoritarian individual and the low self-esteem individual. The highly authoritarian personality will antagonize their coworkers by escalating otherwise trivial differences. The low self-esteem personality will more readily feel threatened by others and therefore overreact. The antagonistic behavior of the highly authoritarian personality and the overreactive behavior of the low self-esteem personality can create interpersonal conflict within an organization.

10.40. Five Styles of Conflict Management.

Now that we have an idea of what conflict is, when it is useful, and when it is detrimental to our organization, let's look at some ways to handle conflict. Dr. Kenneth Thomas, author of an article entitled "Conflict and Negotiation Processes in Organizations," published in the *Handbook of Industrial and Organizational Psychology, Second Edition, Volume 3,* has suggested that there are five major styles or modes available to managers when dealing with conflict: competing (sometimes called forcing), collaborating, accommodating, avoiding, and compromising. Dr. Thomas uses a two-dimensional framework for comparing them. One dimension identifies the degree of cooperation a manager exhibits—this dimension measures from uncooperative to cooperative. The second dimension measures assertiveness on a scale from nonassertive (passive) to assertive (active). Being cooperative refers to how willing a person or group is to satisfy the other person's or group's needs. For example, if Person A gives in and gives Person B what he or she wants, Person A is seen as cooperative. On the other hand, if Person A says, "No, it's my way or the highway!," Person A is seen as uncooperative.

10.40.1. Being assertive refers to how strongly a person seeks to satisfy his or her own needs. When Person A says, "My way or the highway," he or she is being very assertive. If Person A were passive, he or she would not fight for his or her own interests.

10.40.2. From these two dimensions, we can devise a way to manage conflict based on the situation. Just as situational leadership is based on task and relationship behavior, conflict management is situational and is based on assertive and cooperative behavior. With this in mind, let's look at the five styles used to manage conflict.

10.40.2.1. **Competing or Forcing.** This style attempts to overwhelm an opponent with formal authority, threats, or the use of power. Its underlying features are being highly assertive and uncooperative.

10.40.2.2. **Collaborating.** The collaborating style involves an attempt to satisfy the concerns of both sides through honest discussion. Creative approaches to conflict reduction—for example, the sharing of resources—may actually lead to both parties being materially better off. For this style to be successful, trust and openness are required of all participants. This style is high in assertive behavior and high in cooperation. It seeks a win position for both groups.

10.40.2.3. **Accommodating.** The accommodating style combines low assertiveness and high cooperation. At its simplest level, this style may merely involve giving in to another person's wishes.

10.40.2.4. **Avoiding.** The combination of low assertiveness and low cooperation leads to an avoiding style. The person implies that he or she will appear to be neutral. In some cases, it may not be possible to adopt a truly neutral position, but a manager may nonetheless prefer to avoid the situation. Although a manager who avoids difficult issues is likely to be resented by his or her subordinates, this strategy may be effective under certain circumstances. For example, a manager may initially stay out of a disagreement to avoid escalating the

conflict during a particular phase of its development. Later, when he or she judges the time is right, the manager may take a more active role in finding a productive solution.

10.40.2.4.1. Experienced managers also recognize that action is not always necessary because some problems dissipate over time or are resolved by other organizational processes. For example, an intense conflict between two subordinates may seem to require intervention by their manager.

10.40.2.4.2. If the manager knows that one of the individuals will soon be transferred to another department or promoted to another position, it may be advisable to ignore the situation and let the impending changes resolve the difficulty.

10.40.2.5. **Compromising.** The fifth style, compromising, involves intermediate amounts of assertiveness and cooperation and strives for partial satisfaction of both parties' desires by seeking a middle ground. To succeed at compromising, both parties must be willing to give up something. Compromising occurs a lot in labor and management disputes.

10.41. Applying Conflict Management Style:

10.41.1. In deciding which style of conflict management to use, you need to consider a few additional factors. The first consideration is who you're dealing with. If it's a supervisor or a peer, you may not be able to use the competing style of conflict management. It's doubtful any of us could force our commander in a conflict situation. On the other hand, competing may work for a subordinate. You have the legitimate power to enforce a policy. So the *who* is important in deciding which style you can use.

10.41.2. Another factor is how critical the issue is, also known as the *stakes*. If the issue is very critical, you may wish to use avoiding at first to carefully consider the options or gather more data. However, on a critical issue, you can't avoid it for long. Sooner or later, you'll have to end the conflict. Also, if it's critical and you know you're right, you may need to use competing to force the issue. Conversely, if the issue is trivial, you could avoid it or even accommodate the other party. So, always consider the *stakes* in the issue.

10.41.3. The final factor is the *situation* itself. In an emergency, competing might be needed because there would not be time for collaboration or compromise. You also can't avoid an emergency. However, if time is not an issue and the parties are willing to discuss the matter, collaboration may be the best way to deal with the conflict because it's a "win" for everyone.

10.41.4. Although people may be tempted to consider some styles of conflict management more effective than others (for example, collaborating versus avoiding), there is good reason to believe that all of the conflict management styles are effective in certain situations.

10.41.5. Through the use of these five styles, managers should be able to successfully manage conflict to reduce disorder and chaos and facilitate creativity and innovative problem solving. C*onflict management specialist* is just one of your many jobs as a manager!

10.42. Conclusion.

Webster defines the word *lead* as "to act as a guide" or "to guide," and *leader* as "a person who leads, directs, commands, or guides a group or activity." Both definitions are stated simply, but the underlying implications of leadership are many and deep. Given the authority, anyone can command. Leading, on the other hand, is a delicate art calling for people-oriented attributes that many find elusive or difficult to develop; however, with determination and practical experience, people can acquire leadership attributes. Commanders depend upon NCOs to lead subordinates to accomplish the mission. This chapter discusses the art of leadership, effective leadership, interrelationship of leadership and management, leadership qualities, the concept of vision, and provides an overview on empowerment and learning. Lastly, it provides information on leadership flexibility and followership, dealing effectively with change, the critical relationship between leadership and core values, mentoring, and counseling. These concepts are fundamental to the mission of the Air Force, as well as the careers and futures of the enlisted force structure.

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Chapter 11

THE ENLISTED EVALUATION SYSTEM (EES)

Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.

General Colin Powell
Former Chairman, Joint Chiefs of Staff

Section 11A—Overview

11.1. Introduction:

11.1.1. The EES deals directly with the Air Force's most precious resource—people. Supervisors must help their subordinates understand their strengths, their weaknesses, and how their efforts contribute to the mission. Supervisors employ the EES in everyday situations to help develop their subordinates. This chapter addresses the importance of correctly using the EES, identifies responsibilities, discusses the performance feedback process, and provides information on the enlisted performance report (EPR).

11.1.2. The EES provides:

11.1.2.1. Meaningful feedback to individuals pertaining to what is expected of them, advice on how well they are meeting expectations, and advice on how to better meet these expectations.

11.1.2.2. A reliable, long-term, cumulative record of performance and potential based on performance.

11.1.2.3. Sound information pertaining to senior noncommissioned officer (SNCO) evaluation boards, the weighted airman promotion system (WAPS), and other personnel managers to assist in identifying the best qualified enlisted personnel for advancement and increased responsibility.

Section 11B—Individual Responsibilities

11.2. Ratee.

The ratee must know when feedback sessions are due; request a feedback session, if needed; and notify the rater and other evaluators in the chain, if necessary, when a required or requested feedback session does not take place.

11.3. Rater.

The rater has responsibilities both during the performance feedback process and during the performance reporting, as follows:

11.3.1. **Performance Feedback Process.**

The rater must prepare for, schedule, and conduct feedback sessions and provide realistic feedback to help the ratee improve performance. Realistic feedback includes discussing performance with the ratee and writing comments on AF Form 931, *Performance Feedback Worksheet (AB thru TSgt)***,** or AF Form 932, *Performance Feedback Worksheet (MSgt thru CMSgt).*

11.3.2. **Performance Reporting.**

The rater ensures the ratee is aware of who is in his or her rating chain. (**Note:** A good time to do this is during the feedback session.) The rater must review any adverse information in the ratee's personnel information file (PIF) and any unfavorable information file (UIF) before preparing the performance report. The rater must assess and document the ratee's performance, how well he or she performed it, and the potential based on this performance. The rater must obtain meaningful information from the ratee and as many sources as possible, especially when he or she cannot observe the ratee personally. The ratee should not write or draft any portion of his or her own performance report; however, the ratee is encouraged to provide the rater input on specific accomplishments. The rater must consider the significance and frequency of incidents (including isolated instances of poor or outstanding performance) when assessing the total performance. The rater must record the ratee's performance, ensuring all data on the EPR matches the data on the EPR notice, and make a valid and realistic recommendation for promotion, if appropriate. Finally, the rater must differentiate between ratees with similar performance records, especially when making promotion recommendations.

11.4. Additional Rater.

The additional rater reviews the PIF and UIF and returns performance reports to the rater for reconsideration, if necessary, to ensure an accurate, unbiased, and uninflated report. The additional rater completes Section VI of the EPR by concurring or nonconcurring with the rater and making comments. The additional rater must be the rater's rater unless deviation from the normal rating chain is required to meet grade requirements or to accommodate unique organizational structures.

11.5. Reviewer/Senior Rater/Final Evaluator.

This individual reviews the PIF and UIF and returns performance reports to previous evaluators for reconsideration, if necessary, and obtains additional information, if necessary, from competent sources. When appropriate, this individual concurs or nonconcurs with previous evaluators and makes comments. The senior rater may complete Section VII of EPRs for SNCOs to differentiate between individuals with similar performance records, to meet minimum grade requirements, when the ratee is a chief master sergeant (CMSgt) or CMSgt-selectee, or when the ratee is time in grade (TIG) eligible. Refer to AFI 36-2406, *Officer and Enlisted Evaluation Systems*, for exceptions.

11.6. Unit Commander.

The unit commander manages the performance report program for the organization. He or she ensures performance reports accurately describe performance and make realistic recommendations for advancement. The commander determines the rating chain for assigned personnel based on Air Force and management-level policy, and ensures first-time supervisors receive specific, mandatory training. He or she ensures supervisors conduct performance feedback sessions as required, ensures the first sergeant conducts a quality force review on all EPRs, and conducts the commander's review. The commander or squadron section commander may perform many or all of these activities.

11.7. First Sergeants.

First sergeants review all EPRs before the commander and advise the commander of quality force indicators.

Section 11C—Performance Feedback

11.8. What Is Performance Feedback?

Performance feedback is a private, formal communication tool a rater uses to tell a ratee what is expected regarding duty performance and how well the ratee is meeting expectations. Feedback should explain to ratees their duty performance requirements and responsibilities and if they are performing as expected. As with all other types of communication, to be effective, duty performance feedback must be clearly stated and received. Providing feedback helps an individual contribute to positive communication, improve performance, and grow professionally.

11.9. Who Provides Feedback?

The rater provides performance feedback. The rater (usually the ratee's immediate supervisor) is in most cases responsible for the total job effort and is in the best position to observe daily duty performance. Also, the rater normally has the knowledge and experience necessary to discuss the Air Force's expectations regarding general military characteristics and opportunities available within the Air Force specialty (AFS). A rater may be an officer or noncommissioned officer (NCO) of a US or foreign military service in a grade equal to or higher than the ratee, or a civilian (GS-5 or a comparable grade or higher) in a supervisory position higher than the ratee in the ratee's rating chain. Active duty members in the grade of Senior Airman (SrA) may serve as raters if they have completed Airman Leadership School. Performance feedback sessions are mandatory for all enlisted personnel.

11.10. When Is Feedback Given?

Initial feedback sessions are held within 60 days of when a rater initially begins supervision. This is the ratee's only "initial" feedback session until there is a change of reporting official (CRO). During the feedback session, the rater clearly defines the expectations for the upcoming rating period. The following paragraphs explain timing on performance feedback for circumstances that occur most often. However, this list is not all inclusive, and there are exceptions for special circumstances. For additional information, refer to AFI 36-2406 or contact the local military personnel element (MPE).

11.10.1. For Airmen basic (AB) through senior master sergeants (SMSgt) who receive EPRs, a "midterm" feedback session is held midway between the date supervision began and the projected EPR closeout date to focus on how well the ratee meets expectations. A "midterm" feedback is not required for CMSgts.

11.10.2. For Airmen who do not receive EPRs, a "midterm" session is due approximately 180 days after the initial session. This cycle should continue until there is a CRO or the Airman begins to receive EPRs.

11.10.3. Raters conduct a feedback session for AB through technical sergeant (TSgt) when an evaluation report is written without a subsequent change of rater. The rater conducts the session in conjunction with issuing an EPR and uses the session to discuss performance recorded on the EPR, as well as provide direction and expectations for the new rating period.

11.10.4. Sessions are also held if the rater determines there is a need for one, or within 30 days of a request from a ratee, provided that at least 60 days have passed since the last feedback session. If a CRO is expected or the projected EPR closeout date limits the period of supervision to less than 150 days, a feedback session should take place approximately 60 days before the EPR closeout.

11.11. Performance Feedback Worksheets (PFW).

Performance feedback is a private formal communication a rater uses to tell a ratee what is expected regarding duty performance and how well the ratee is meeting those expectations. Raters document the PFW and use the PFW format as a guide for conducting feedback sessions where they discuss objectives, standards, behavior, and performance with the ratee. Comments are typed or handwritten. AF Form 931 and AF Form 932 are designed to ensure that private face-to-face feedback sessions are of benefit to all enlisted personnel. Generally, Airmen and NCOs perform better when raters explain requirements, point out areas that need improvement, and keep them updated on their progress. The rater gives the completed PFW to the ratee at the conclusion of the feedback session and keeps a copy for personal reference. The PFW form cannot be used in any personnel action unless the ratee first introduces it. The rater's rater is authorized access to the completed PFW for AB through TSgt; the commander is authorized access for all grades.

11.12. AF Form 931.

See Figure 11.1 for a sample of this form. Paragraph 11.12.1 through paragraph 11.12.5 provide noninclusive guidance for completing AF Form 931.

11.12.1. **Section I, Personal Information.**

Enter the ratee's name, grade, and unit assigned.

11.12.2. **Section II, Types of Feedback.**

Place an "X" in the appropriate block to indicate the type of feedback being conducted (that is, initial, midterm, ratee requested, or rater directed).

11.12.3. **Section III, Primary Duties.**

List the major job-specific duties for which the ratee is responsible. The space provided is adequate in most instances. If additional space is needed, continue in Section V, Strengths, Suggested Goals, and Additional Comments.

11.12.4. **Section IV, Performance Feedback.**

Section IV incorporates both primary duty factors and general military factors into one major category. Primary duty factors relate to AFS. The rater's feedback is generally based on what occurs in the work environment. General military factors focus on characteristics considered essential to military order, image, and tradition. Performance feedback encompasses both of these factors to emphasize how ratees perform their particular jobs and how they uphold and support the long-established military traditions, customs, standards, and institutional values. Primary duty and general military factors are essential considerations in determining overall duty performance. Also, the rater has space to add additional factors. Usually, these factors are unique to special duties and locations or may not be adequately covered in the primary duty or general military factors. Each subheading lists some behaviors that must be evaluated and scored by placing an "X" in the block that most accurately identifies the ratee's performance. The areas marked "Does Not Meet" or "Meets" indicate the ratee needs to work extra hard. The areas marked "Above Average" or "Clearly Exceeds" indicate the member is performing quite well and needs to either maintain or slightly improve. Any area marked requires discussion to explain its exact meaning to the ratee. When the behavior listed does not apply, the rater will mark N/A (denotes "not applicable"). N/A may also be used during an initial feedback session. Remember, AF Form 931 or 932 is a tool to help guide the session between the rater and the ratee. The most important objective is for the ratee to clearly understand the rater's position regarding performance and directions to take. Space is also provided to explain ideas and to give examples of behaviors noted. Provided in paragraphs 11.12.4 through 11.12.5 are examples of the areas the rater should consider when providing feedback to the ratee.

11.12.4.1. **Primary/Additional Duties.** This item focuses on the ratee's AFS.

11.12.4.1.1. **Quality of Work.** Quality of work is the degree of job excellence. Each job normally has minimum quality standards established. The rater must measure the ratee's typical performance results against these standards. Jobs have different degrees of quality standards, and raters have different quality thresholds. Nonetheless, quality of work is very important. Everyone is encouraged to strive for excellence regardless of the job to which they are assigned.

11.12.4.1.2. **Timeliness of Work.** Timeliness of work is the final aspect of productivity. The ratee's awareness of and responses to the time constraints associated with the job are the focus of this factor. Each job has its own demand on time. Some jobs are planned far in advance, while others require immediate attention. Quality and quantity may be acceptable, but, if the job is not completed on time, the mission could suffer.

11.12.4.1.3. **Communication Skills.** Good communication skills enable the Airman to listen, organize, and express ideas verbally and in writing.

11.12.4.1.4. **Supervision/Leadership.** Supervision and leadership go hand-in-hand in the process of managing people and resources. Supervisors must be responsible for their subordinates' actions and must evaluate them accordingly. On the other hand, a leader demonstrates leadership by example to include the display of integrity, honesty, fairness, and concern for the health and welfare of subordinates.

11.12.4.1.5. **Technical Ability.** Technical ability is the specialized knowledge and skills obtained through experience and training.

11.12.4.2. **Standards, Conduct, Character and Military Bearing:**

11.12.4.2.1. **Dress and Appearance.** Dress and appearance is a distinction of military service. Everyone's duty is to ensure Airmen reflect pride in self, unit, and the Air Force by abiding with and, hopefully, exceeding these requirements.

11.12.4.2.2. **Personal/Professional Conduct On/Off Duty.** Several of the following topics concerning conduct and behavior relate to the adaptability of people to life in the military. Clearly, every Air Force member should behave in a manner that supports good order and discipline. This is not a substitute for official counseling related to significant misconduct but a good opportunity to share general impressions and reinforce expectations. Since military members are on duty 24 hours a day every day, off-duty behavior simply refers to behavior that occurs away from the normal workplace. The conduct of an Air Force member should be displayed in a way that reflects a professional image. Again, this area affords a pleasant opportunity to reinforce expectations and allows for comments on areas not specifically covered in other parts of the form.

11.12.4.2.3. **Enforcement of Standards.** Problems occur every day in every unit. The manner and speed in which a supervisor solves problems become a measure of unit effectiveness. Being able to logically evaluate the pros and cons of each situation contributes to good problem-solving. Specific examples, whether positive or negative, are valuable when explaining expectations versus actual performance.

11.12.4.2.4. **Customs and Courtesies.** Involves the ability to create esprit de corps, morale, discipline, and an atmosphere where respectful behaviors signal readiness and willingness to serve. The rater should discuss trends and standards.

11.12.4.3. **Fitness:**

11.12.4.3.1. **Maintains Air Force Physical Fitness Standards.** Being physically fit ensures mission readiness, an improved quality of life, and allows each Air Force member to present a proper military image. Furthermore, it is an excellent method of increasing mental alertness and reducing anxiety or tension.

Figure 11.1. AF Form 931, *Performance Feedback Worksheet (AB thru TSgt).*

PERFORMANCE FEEDBACK WORKSHEET *(AB thru TSgt)*

I. PERSONAL INFORMATION

NAME	GRADE	UNIT
Terry, John L.	SSgt	AFOMS/PD

II. TYPES OF FEEDBACK: ☒ INITIAL   ☐ MID-TERM   ☐ RATEE REQUESTED   ☐ RATER DIRECTED

III. PRIMARY DUTIES

- Outline specific duties completed to meet mission requirements
- The entries should include the most important duties and correspond to the job reflected in the EPR

IV. PERFORMANCE FEEDBACK

1. PRIMARY/ADDITIONAL DUTIES. Consider Adapting, Learning, Quality, Timeliness, Professional Growth, Communication Skills. (For SSgt/TSgt also consider Supervisory, Leadership and Technical Ability.)

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) display an ability to learn rapidly and adapt quickly to changing situations; (2) demonstrate accuracy, thoroughness, and orderliness in performing work assignments; (3) use systematic methods to accomplish more in less time; (4) actively support professional organizations; and (5) effectively communicate management decisions to achieve understanding and acceptance?

2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING. Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty. (For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies.)

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) meet or exceed AF standards for dress and appearance; (2) project a positive military image according to AFI 36-2903; (3) achieve success when confronted with limited resources; (4) effectively overcome personal and organizational blocks to achieve results; and (5) support organizational, base and (or) community activities (duty or off-duty hours)?

3. FITNESS. Maintains Air Force Physical Fitness Standards.

☐ Does Not Meet   ☒ Meets   ☐ Exempt

Does the ratee participate in the AF physical training program and meet standards?

4. TRAINING REQUIREMENTS. Consider Upgrade, Ancillary, OJT, & Readiness. (For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, and Upgrade Training.)

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) complete training in the minimum time allowed; (2) accomplish readiness requirements in a timely manner; (3) have required PME for current grade completed; (4) translate innovative or better ways to do "things" into a plan of action; and (5) display a high level of technical competence?

5. TEAMWORK/FOLLOWERSHIP. Consider Team Building, Support of Team & Followership. (For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others.)

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Is the ratee easy to work with? Does the ratee have a positive attitude? Does the ratee complain or foster team work to accomplish the task? Do the other unit, flight, or section personnel enjoy working with the ratee? Does the ratee display leadership traits appropriate to the situation? Does the ratee display the ability to simulate others?

6. OTHER COMMENTS. Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations.

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

Consider future assignments that help the ratee achieve breadth of experience within their career field. Identify educational requirements needed to complete CCAF or higher degree. Ensure ratee exhibits safety and security practices daily to accomplish the mission. Also determine if the ratee works harmoniously and effectively with others.

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V. STRENGTHS, SUGGESTED GOALS, AND ADDITIONAL COMMENTS (Enlisted Professional Development: EES, Assignments, PME, Mentoring, Career Advice, etc.)

The comments within this section should help explain the rater's thoughts and use of the performance assessment blocks and serve as a vehicle for the ratee to remember those areas of strength and those needing improvement.

1. When providing performance feedback, consider the following types of feedback to ensure the effective development of your ratee: Encourage and advice.

    a. Encouragement is intended to motivate people by letting them know what they've done well and recognizing or rewarding them for it. Its purpose is to encourage the person to continue or even increase the performance.
    b. Advice lets people know what to improve and how to make the improvement. Its purpose is to advise people about how to perform better the next time.

2. Properly given, encouragement and advice can be very powerful tools for maintaining and strengthening performance. Separation or "splitting" these two forms of feedback can be very important:

    a. If you give only encouragement immediately following performance, you help people gain confidence to feel good about their job or role.
    b. If you then provide advice separately, before the next performance opportunity, you help them do better the next time, increasing competence.

3. Giving both encouragement and advice at the same time sends a mixed message, with often less-than-effective results. People react in unpredictable ways to mixed feedback (also known as the "good job, but..." technique).

    a. They may:
       (1) Respond to both the encouragement and the advice.
       (2) Hear only the encouragement, discounting the advice as "less important."
       (3) Hear only the advice, missing the confidence-building or motivational value of the encouragement.
    b. Separating the two kinds of feedback gives you greater confidence that both messages are getting through.

RATEE SIGNATURE	RATER SIGNATURE	DATE
		1 Jul 2009

11.12.4.4. **Training Requirements:**

11.12.4.4.1. **Upgrade, Ancillary, On-the-Job Training (OJT), and Readiness.** Proper training takes a lot of time and effort and directly determines whether an individual is successful. Raters should provide the best training available. An individual's training is rated in four categories: (1) upgrade training, (2) professional military education (PME), (3) proficiency and qualification training, and (4) contingency, mobility, and other training. Upgrade training has two components: OJT and career development courses (CDC). CDCs are correspondence courses written to provide information about a particular AFS. OJT is hands-on application of the knowledge gained through the CDCs and special instructions by the trainer. If the Airman is in upgrade training, feedback should focus on the Airman's efforts to complete the CDCs and master the hands-on application. Normally, training under these categories is not related to primary duties. Usually, this type of training is identified as training away from the job. However, raters must still present these requirements to the ratee with the same enthusiasm demonstrated for daily duties. Raters must also know how their people are doing, even when they are working under the direction of someone else.

11.12.4.4.2. **Professional Military Education.** Raters must know the various PME courses available. This responsibility includes ensuring ratees enroll in and successfully complete any and all PME courses necessary for their overall improvement.

11.12.4.5. **Teamwork/Followership:**

11.12.4.5.1. Building support of team, and followership is the ability to create a working environment that ensures trust, teamwork, and pride in accomplishing the mission. The art of stimulating the willingness of subordinates to share their expertise with each other to become a cohesive team in achieving goals and expectations will have a positive impact on mission effectiveness.

11.12.4.5.2. One of the many ways a military organization can build a close-knit, cohesive unit is by its members participating in a variety of activities both inside and outside the unit. The tone of this area is intended to be motivational.

11.12.5. **Section V, Strengths, Suggested Goals, and Additional Comments.**

This section is intended for typed or written comments. The comments should help explain the rater's thoughts and the performance assessment blocks should serve as a vehicle for the ratee's use in remembering those areas of strength and those needing improvement. The rater can use Section V to continue comments on performance factors, discuss other areas of interest, pinpoint strong characteristics, or outline the goals to work on until the next feedback session. The form itself is just a tool. The rater's main goal should not be just to accomplish the form but to develop the ratee.

11.13. AF Form 932.

Several factors are common to both AF Forms 931 and 932. Explanations similar to those provided for the AF Form 931 are included in this section for those who provide feedback to SNCOs only. See Figure 11.2 for an example of AF Form 932. Paragraphs 11.13.1 through 11.13.2.7 provide noninclusive guidance for completing AF Form 932. The purpose of AF Form 932 is to encourage the rater to provide candid comments about the SNCO's duty performance and an uninflated assessment of applicable performance factors.

11.13.1. **Section I, Personal Information; Section II, Types of Feedback; Section III, Primary Duties; Section IV, Performance Feedback; and Section V, Strengths, Suggested Goals, and Additional Comments.**

These sections have similar requirements to AF Form 931. The difference between the two forms is located within Section IV.

11.13.2. **Section IV, Performance Feedback.**

The requirements for this section resemble those in Section IV of AF Form 931. Differences include the subheadings, which identify requirements for SNCO performance.

11.13.2.1. **Primary Duties.** This item focuses on the ratee's AFS. Raters will place an "X" in the block that most accurately identifies the ratee's performance. The areas marked "Does Not Meet" or "Meets" indicate the ratee needs to work extra hard. The areas marked "Above Average" or "Clearly Exceeds" indicate the member is performing quite well and needs to either maintain or slightly improve. Any area marked requires discussion to explain its exact meaning to the ratee. "N/A" (not applicable) is used during an initial feedback session. In many cases, raters are required to establish work standards (expectations) for the unit. Usually, these standards are based on what needs to be accomplished, how it needs to be done, and when it needs to be

completed. To accomplish the objectives of the unit, SNCOs are assigned specific duties. How the SNCOs accomplish these tasks should form the basis of the raters' evaluations. These factors are interrelated and sometimes difficult to separate. However, SNCOs must understand what it takes to achieve total job effectiveness—how they actually perform and meet expectations. The raters' thoughts on these matters form the basis of the feedback sessions.

11.13.2.1.1. **Quality of Work.** The degree or grade of job excellence determines the quality of work. Normally, each job has minimum quality standards established. Raters should measure the SNCO's typical performance results against this standard. Obviously, some jobs have more stringent quality standards than others, and raters have varying tolerance in what they can accept. Quality of work is very important. The Air Force encourages everyone to strive for excellence regardless of the job to which they are assigned.

11.13.2.1.2. **Quantity of Work.** The amount of work done is another aspect of productivity.

11.13.2.1.3. **Timeliness of Work.** The final aspect of productivity is timeliness. The SNCO's awareness of and response to the time constraints associated with the job are the focus of this factor. Each job has its own demand on time. Some jobs are planned far in advance while others require immediate attention. While quality and quantity may be acceptable, the mission could suffer if the job is not completed on time.

11.13.2.1.4. **Technical Knowledge.** The specialized knowledge and skills obtained through experience and training are called technical knowledge.

11.13.2.1.5. **Leadership.** Leadership is the art of influencing and directing people to accomplish the mission. It involves displaying a strong desire to achieve, persistence, task competence, good interpersonal skills, self-confidence, decisiveness, a tolerance for stress, and a high degree of flexibility.

11.13.2.2. **Standards: Enforcement and Personal Adherence, Conduct, Military Bearing, Customs and Courtesies:**

11.13.2.2.1. **Dress and Appearance.** Dress and appearance is a distinction of military service. Everyone's duty is to ensure Airmen reflect pride in self, unit, and the Air Force by abiding with and, hopefully, exceeding these requirements.

11.13.2.2.2. **Personal/Professional Conduct On/Off Duty.** Several of the following topics concerning conduct and behavior relate to the adaptability of people to life in the military. Clearly, every Air Force member should behave in a manner that supports good order and discipline. This is not a substitute for official counseling related to significant misconduct, but a good opportunity to share general impressions and reinforce expectations. Since military members are on duty 24 hours a day every day, off-duty behavior simply refers to behavior that occurs away from the normal workplace. The conduct of an Air Force member should be displayed in a way that reflects a professional image. Again, this area affords a pleasant opportunity to reinforce expectations and allows for comments on areas not specifically covered in other parts of the form.

11.13.2.3. **Fitness—Maintains Air Force Physical Fitness Standards.** Being physically fit ensures mission readiness, an improved quality of life, and allows each Air Force member to present a proper military image. Furthermore, it is an excellent method of increasing mental alertness and reducing anxiety or tension.

11.13.2.4. **Resource Management and Decisionmaking:**

11.13.2.4.1. **Resources.** The most common resources an SNCO will be involved with are people, equipment, and money. The ability to effectively manage these resources is critical to the success of any mission. Planning timelines, programming, and projecting these resources must be done as accurately as possible.

11.13.2.4.2. **Judgment.** SNCOs must be able to resolve problems in a professional manner while considering all factors.

11.13.2.5. **Training, Education, Off-Duty Education, PME, Professional Enhancement and Communication.** SNCOs must know the various PME courses available. This responsibility includes ensuring enrollment and successful completion of any and all PME courses necessary for their overall improvement. SNCOs must exhibit high-quality communication skills in order to perform effectively. These skills include the ability to listen, write, and speak well.

Figure 11.2. AF Form 932, *Performance Feedback Worksheet (MSgt thru CMSgt).*

PERFORMANCE FEEDBACK WORKSHEET *(MSgt thru CMSgt)*

I. PERSONAL INFORMATION

NAME	GRADE	UNIT
Denter, Kevin L.	CMSgt	AFOMS/PD

II. TYPES OF FEEDBACK: ☒ INITIAL   ☐ MID-TERM   ☐ RATEE REQUESTED   ☐ RATER DIRECTED

III. PRIMARY DUTIES
- Outline specific duties completed to meet mission requirements.
- The entries should include the most important duties and correspond to the job reflected in the EPR.

IV. PERFORMANCE FEEDBACK

1. PRIMARY DUTIES. Consider Quality, Quantity, Timeliness, Technical Knowledge, Leading, Managing & Supervising

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) show professional concern for quality work; (2) constantly produce more than expected; (3) identify and eliminate timewasters; (4) possess the knowledge to handle work of the most complex nature; (5) inspire the cooperation and confidence of others; (6) stimulate management efficiency and effectiveness; (7) recognize the important relationship between rewards, reinforcement & results?

2. STANDARDS: ENFORCEMENT AND PERSONAL ADHERENCE, CONDUCT, CHARACTER, MILITARY BEARING, CUSTOMS AND COURTESIES.
Consider Dress & Appearance and Personal/Professional Conduct On/Off Duty

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) respond positively on inconsequential issues; (2) exceed and enforce a positive military image IAW AFI 36-2903; (3) achieve success when confronted with limited resources; (4) effectively overcome personal and organizational blocks to achieve results; and (5) support organizational, base and/or community activities (duty or off-duty hours)?

3. FITNESS. Maintains Air Force Physical Fitness Standards.

☐ Does Not Meet   ☒ Meets   ☐ Exempt

Does the ratee participate in the AF physical training program and meet standards?

4. RESOURCE MANAGEMENT AND DECISION MAKING Consider Efficiency, Judgment, Setting and Meeting Goals

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) achieve consistent effectiveness; (2) display a practical approach to solving problems; (3) display excellent intuitive judgment; (4) set goals that are compatible with those of the organization; and (5) establish methods for attainment of goals?

5. TRAINING, EDUCATION, OFF-DUTY EDUCATION, PME, PROFESSIONAL ENHANCEMENT AND COMMUNICATION Consider Providing, Supporting and Personal Growth

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee: (1) assist subordinates in reaching new levels of skills, knowledge and attitudes; (2) encourage subordinates to improve abilities for greater responsibility; (3) develop a climate providing motivation, participation and opportunities for subordinate initiative; (4) have required PME for current grade completed?

6. LEADERSHIP/TEAM BUILDING/FOLLOWERSHIP. Consider Team Accomplishments, Leveraging Personal Experiences, Community Support and Recognition/Reward for Others

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

The following are some examples. Does the ratee have a positive attitude? Does the ratee complain or foster team work to accomplish the task? Do the other unit, flight, or section personnel enjoy working with the ratee. Does the ratee display leadership traits appropriate to the situation? Does the ratee display the ability to stimulate others? Does the ratee use the award programs to recognize subordinate's outstanding accomplishments?

7. OTHER COMMENTS. Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations.

☒ N/A Initial Feedback   ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

Consider future assignments that help the ratee achieve breadth of experience within their career field. Identify educational requirements needed to complete CCAF or higher degree. Ensure ratee exhibits safety and security practices daily to accomplish the mission. Also determine if the ratee works harmoniously and effectively with others.

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V. STRENGTHS, SUGGESTED GOALS, AND ADDITIONAL COMMENTS *(Enlisted Professional Development: EES, Assignments, PME, Mentoring, Career Advice, etc.)*

The comments within this section should help explain the rater's thoughts and use of the performance assessment blocks and serve as a vehicle for the ratee to use in remembering those areas of strength and those needing improvement.

1. When providing performance feedback, consider the following types of feedback to ensure the effective development of your ratee: Encouragement and advice.

   a. Encouragement is intended to motivate people by letting them know what they've done well and recognizing or rewarding them for it. Its purpose is to encourage people to continue or even increase their performance.
   b. Advice lets people know what to improve and how to make the improvement. Its purpose is to advise the people how to perform better the next time.

2. Properly given, encouragement and advice can be very powerful tools for maintaining and strengthening performance. Separation or "splitting" these two forms of feedback can be very important:

   a. If you give only encouragement immediately following performance, you help people gain confidence to feel good about their job or role.
   b. If you then provide advice separately, before the next performance opportunity, you help them do better the next time, increasing competence.

3. Giving both encouragement and advice at the same time sends a mixed message, with often less-than-effective results. People react in unpredictable ways to mixed feedback (also known as the "good job, but..." technique).
   a. They may:
      (1) Respond to both the encouragement and the advice.
      (2) Hear only the encouragement, discounting the advice as "less important."
      (3) Hear only the advice, missing the confidence-building or motivational value of the encouragement.
   b. Separating the two kinds of feedback gives you greater confidence that both messages are getting through.

RATEE SIGNATURE	RATER SIGNATURE	DATE
		1 Jul 2009

11.13.2.6. **Leadership/Team Building/Followership.** The ability to create a working environment that ensures trust, teamwork, and pride in accomplishing the mission is an important part of an SNCO's performance. The art of stimulating the willingness of subordinates to share their expertise with each other to become a cohesive team in achieving goals and expectations will have a positive impact on mission effectiveness. One of the many ways a military organization can build a close-knit, cohesive unit is by its members participating in a variety of activities both inside and outside the unit. The tone of this area is intended to be motivational.

11.13.2.7. **Other Comments.** Future duty assignments and promotion advancement can be discussed in this area. This section may also be used to spell out uncommon acronyms.

11.14. Helpful Hints for Effective Feedback Sessions.

The primary purpose of feedback is to improve performance and professionally develop personnel to their highest potential. To enhance the effectiveness of feedback sessions:

11.14.1. **Observe Performance and Keep Notes.**

The most important aspect to consider when preparing for a feedback session is to routinely observe the performance of the ratee. No one can expect to comment on strong and weak areas, trends, and any degree of improvement without routinely observing performance. A rater must be actively involved in the process to make feedback work. There is no need to follow an "official" plan or create a "fancy" note-taking device. However, the rater must routinely make notes about behavior and the impact of this behavior, collect examples of work or letters of appreciation, talk to others who are knowledgeable about duty performance, and actively interact with ratees. This information is collected over time and in a variety of circumstances to foster a solid evaluation. Whether the rater chooses to use a notebook or a daily calendar, reviewing performance without bias and keeping good notes allow for meaningful insight and help in preparing for the feedback session.

11.14.2. **Schedule the Time and Place.**

Schedule the feedback session far enough in advance so the rater and the ratee have sufficient time to prepare. Set aside time for the session to cover everything on the agenda without the appearance of being rushed. For both parties to relax and talk comfortably, select a room that allows for privacy and face-to-face discussions, proper lighting and ventilation, and prevents any outside distractions or interruptions.

11.14.3. **Set the Agenda.**

The agenda should consist of a basic outline of topics and the sequence for discussion. Include the ratee's duty description and responsibilities, expectations, and target areas to meet expectations, a brief synopsis of the mission, and status of the unit. These essential items lay the groundwork for an effective, productive working relationship by motivating the ratee to achieve the highest possible level of (future) performance. Another important step in establishing an agenda for followup sessions is to review all notes of observed actions and results, the file of work samples, etc. Four basic questions to ask during a feedback session are:

11.14.3.1. What has happened in response to the discussion during the last feedback session?

11.14.3.2. What has been done well?

11.14.3.3. What could be done better?

11.14.3.4. What new areas are there to discuss?

11.14.4. **Choose the Best Approach.**

The rater can use numerous approaches to give feedback. However, regardless of the approach chosen, it must not be an artificial technique applied mechanically. Any one of the following approaches works well depending on the situation and the rater's judgment, but remember, one of the fundamental rules of feedback calls for the rater to be him or herself:

11.14.4.1. **Directive.** With the directive approach, analyze the situation, develop a solution or a plan for improvement, and tell the Airman or NCO what to do. Several common methods of this approach include giving advice, forbidding, threatening, explaining, and reassuring.

11.14.4.2. **Nondirective.** In a nondirective approach, the rater can encourage the ratee to talk about trends by asking questions and drawing the Airman or NCO into the process of developing a solution. This approach is extremely useful with individuals who usually have a positive attitude. However, nondirective requires the rater to have excellent listening and questioning skills.

11.14.4.3. **Combined.** This approach draws on both directive and nondirective techniques. The combined approach relies on both the rater and ratee to develop solutions and offers the greatest flexibility.

11.14.5. **Avoid Pitfalls:**

11.14.5.1. Problems that can arise in the course of the feedback process are as varied as the people who are involved in the process. Problems vary in degree but can happen at any time. Pitfalls include personal bias, stereotyping, loss of emotional control, inflexible methods, reluctance to provide feedback, and inadequate planning. Another example is focusing on the person instead of the behavior; for example, drawing or jumping to conclusions based on limited observations or poor recall, rating performance as outstanding when it is not, telling the individual he or she is the "best" when the individual is not, and giving favorable ratings to an individual who is well liked or unfavorable ratings to an individual who is not. The key is pitfalls always lead to a discussion of general impressions versus specific aspects of performance.

11.14.5.2. Avoiding pitfalls is not easy, but two general guidelines may help. First, the rater should exhibit the proper attitude. The rater's role during feedback is not as a critic or a superior with no faults but more of a coach or helper. The feedback process should be positive. The rater can avoid potential pitfalls by approaching the feedback session with a positive attitude. Second, raters can avoid many other pitfalls by practicing good observation skills that:

11.14.5.2.1. Gather supporting notes over a period of time.

11.14.5.2.2. Discriminate between relevant and irrelevant information.

11.14.5.2.3. Focus on specific behaviors and outcomes.

11.14.5.2.4. Decide what aspects of the job are really measurable and important.

11.14.5.2.5. Sample selectively when direct observation is infrequent.

11.14.5.2.6. Communicate with ratees.

11.15. The Feedback Session:

11.15.1. **Open the Feedback Session.**

Creating a relaxed atmosphere is conducive to having an open discussion. Therefore, it is extremely important to place the ratee at ease. Seating arrangements should foster communication (across the corner of a desk or table or a chair-facing-chair arrangement works well). During this stage, focus on a neutral topic or event, recap the last feedback session, or thank the person for his or her efforts during the observation period. Any opening conversation should be brief. Being friendly and sincere is essential.

11.15.2. **Identify the Purpose and Discuss Topics:**

11.15.2.1. The rater must take time to fully explain the purpose of the feedback session. The rater should seek input from the individual at this initial stage. The ratee's ideas or opinions of what has been done so far and what can be done better are important aspects of developing goals and objectives for improvement. The rater should focus on the ratee's strengths and accomplishments as well as the recommended improvement areas. The rater should be specific about the actual behavior that caused the accomplishment or deficiencies and describe the effects of this behavior on others.

11.15.2.2. Raters must give the feedback session their full attention, mentally and physically. They must be sincerely interested in their personnel; otherwise, the Airmen or NCOs will recognize the insincerity and not share the personal information needed in order to help. An important aspect of giving an individual full attention is listening to what is being communicated—not just the words and symbols used. For example, eye contact, posture, head nods, facial expressions, and verbal behavior are important indications of the ratee's inner emotions and attitudes. At the same time raters are concerned about their own behavior; they must also be sensitive to the same cues from the ratees and adjust accordingly.

11.15.3. **Develop and Implement a Course of Action.**

Using one of the feedback approaches, the rater and ratee should develop a plan to achieve success. This plan should include objectives and priorities that specify the quantity, quality, timeliness, and manner of actions desired. In order to use the plan to its fullest extent, all key points must be written on the PFW and given to the ratee. This acts not only as a summary for the ratee but also as a "memory jogger" of the discussion for later use.

11.16. Tips for Better Feedback:

11.16.1. Ratees must first accept the rater before they can willingly accept feedback. The successful rater does not rely on grade or position. To be successful, raters must develop ratee confidence in their competence, sincerity, and fairness before the feedback session.

11.16.2. Perceptions and opinions should be presented as such and not as facts.

11.16.3. Feedback should be in terms of specific relevant behavior and not on generalities, the rater's attitude, or personal feelings toward the individual.

11.16.4. Feedback should be concerned with those areas over which a person can exercise some control.

11.16.5. When feedback is mainly evaluative versus purely descriptive, it should be in terms of established criteria, probable outcomes, and means of improvement. While feedback is intended to disclose expectations, it should be based on accepted standards and needs of the Air Force versus mainly personal opinions, likes, dislikes, and biases.

11.16.6. Feedback is pointless unless a ratee benefits from it. Praise for the sake of praise has no value. Feedback should motivate, build self-confidence, or reinforce top performance. Negative feedback that does not aid in improved performance or a higher level of performance should not be given.

11.16.7. Listen carefully. Paraphrase what is heard to check perceptions. Ask questions for clarification.

11.16.8. Give positive feedback in a manner that communicates acceptance of the ratee as a worthwhile person.

11.16.9. Feedback should avoid "loaded" terms that produce emotional reactions and heightened defenses.

11.16.10. Remember that feedback stops when communication stops.

11.17. Close the Feedback Session:

11.17.1. **Summarize.**

Before the session ends, the rater should take a few minutes to review and summarize the key items discussed and reinforce the goals for the next observation period. A good method of summarizing the session is to ask the ratee for comments to make sure he or she understands the results of the session. Most importantly, end the session on a positive, encouraging, and forward-looking note.

11.17.2. **Follow Up and Monitor the Subordinate's Performance.**

The rater should plan for the next observation period as soon as the session is completed. The existing notes help the rater to monitor the individual's performance progress and provide a starting point for the next feedback session. Again, formal sessions are not the only times to provide feedback—a rater should never wait to give feedback. Informal feedback on a regular basis helps keep the ratee on the road to improvement, increase motivation, and prevent new problems from developing. The goal of the feedback process is to improve individual duty performance. Through the rater's efforts, the individual benefits professionally; the rater benefits from a more productive worker; and the Air Force benefits from increased mission accomplishment.

Section 11D—Enlisted Performance Reports

11.18. When To Submit an Enlisted Performance Report.

A basic listing of situations in which EPRs may be required is provided in paragraphs 11.18.1 through 11.18.4. The list is not all-inclusive; there are many exceptions and special rules involved in EPR submission requirements. If in doubt, refer to AFI 36-2406 or contact the MPE for assistance. Raters submit an EPR:

11.18.1. When the ratee is an airman first class (A1C) or below, has 20 months or more of total active federal military service (TAFMS), has not yet had a report, and 120 calendar days of supervision have elapsed. The reason for the report is "Initial."

11.18.2. When the ratee is a SrA or above, has not had a report for at least a year, and 120 calendar days of supervision have elapsed. The reason for the report is "Annual."

11.18.3. When a member is placed on or removed from the control roster according to AFI 36-2907, *Unfavorable Information File (UIF) Program,* and 60 calendar days of supervision have elapsed. The reason for the report is "Directed by Commander."

11.18.4. To document unsatisfactory or marginal performance or a significant improvement in duty performance, and 120 calendar days of supervision have elapsed. The reason for the report is "Directed by Commander."

11.19. When Not To Submit an Enlisted Performance Report.

Just as there are times when the rater must submit an EPR, there are other times when EPRs are not required. A basic listing of situations in which EPRs may not be required is included in paragraphs 11.19.1 through 11.19.5. The list is not all-inclusive and does not contain all the criteria pertinent to each rule. Refer to AFI 36-2406 for more information. Raters do not submit EPRs:

11.19.1. When an A1C or below has less than 20 months of TAFMS.

11.19.2. When individuals are in prisoner status, on appellate leave, or absent without leave (AWOL).

11.19.3. If the individual died on active duty. However, if a report was already being processed at the time death occurred, it becomes optional.

11.19.4. When personnel with an approved retirement date meet *all* the following criteria: (**Note:** The rater *may* decide to write the report even though the criteria are met.)

11.19.4.1. The retirement date is within 1 year of the projected *annual* closeout date of the report *and* the retirement application was approved before the projected annual closeout date.

11.19.4.2. The enlisted member will not be considered for promotion before the retirement date.

11.19.4.3. Retirement is not withdrawn. (**Note:** A report is due if the member's retirement is withdrawn.)

11.19.5. If personnel have an approved separation date, provided the date of separation is within 1 year of the projected annual closeout date, and the separation was approved before the projected annual closeout date. (**Note:** The rater may decide to write the report even though the criteria are met.)

11.20. Processing Performance Reports:

11.20.1. The rater receives an EPR notice and any supporting material. The rater reviews the EPR notice and contacts the MPE if he or she has questions. The rater may provide one copy of the EPR notice to the ratee for review. If the EPR notice indicates that the ratee has a UIF, the rater must review the contents of this file before preparing the EPR.

11.20.2. The rater and ratee review the information on the EPR notice such as social security number, name, grade, and duty title, and contact the MPE to resolve any errors. In addition to reviewing the EPR notice, the rater must review the ratee's PIF. The completed EPR is due to the MPE no later than 30 days after closeout.

11.20.3. The rating chain completes the EPR and forwards it to the MPE.

11.20.4. After the rating chain completes the EPR, the rater and ratee conduct feedback and finalize the EPR.

11.20.5. Personnel in the MPE update the EPR rating into the Military Personnel Data System (MilPDS) and upload the digitally signed form into the Case Management System (CMS). CMS transfers the evaluation to the Air Force Personnel Center (AFPC) for inclusion into the ratee's Automated Records Management System (ARMS) record. **Exception:** If the EPR contains "wet" signatures, the original will be mailed to HQ AFPC for inclusion in ARMS and promotion records.

11.21. Who Submits Enlisted Performance Reports.

The rater (normally the immediate supervisor) prepares the report unless the rater dies, is missing in action, is captured or interned, becomes incapacitated, or is relieved of evaluator responsibility during the period of the report. If any of these conditions exist, the rater's rater assumes the rating duties. The "new" rater must have sufficient knowledge of the ratee's duty performance and the required number of days of supervision (within the rating chain). (For additional information, see AFI 36-2406.) If the rater's rater has insufficient knowledge to prepare the report for the required period of supervision, he or she must gather knowledge of the ratee's duty performance from all available sources (first sergeant, former supervisors, etc.). If unusual circumstances dictate sufficient knowledge cannot be obtained, HQ AFPC authorizes filing an AF IMT 77, *Letter of Evaluation*, in the ratee's record stating why a report could not be prepared for the period.

11.22. AF Form 910, *Enlisted Performance Report (AB thru TSgt),* **and AF Form 911,** *Senior Enlisted Performance Report (MSgt thru CMSgt).*

Paragraph 11.22.1 through paragraph 11.22.14 and Figure 11.3 and Figure 11.4 provide noninclusive guidance for completing AF Forms 910 and 911. This guidance is not meant to provide detailed information on completing the forms but rather to provide relevant information in certain areas of particular interest.

11.22.1. **Section I, Ratee Identification Data.**

See the EPR notice for this data. If any data is incorrect, notify the MPE for computer correction. **Note:** Abbreviations may be expanded for clarity.

11.22.1.1. **Name.** Enter last name, first name, middle initial, and Jr., Sr., etc. If there is no middle initial, use of "NMI" is optional. The name may be all uppercase letters or a combination of uppercase and lowercase letters.

11.22.1.2. **Social Security Number (SSN).** Enter the SSN.

11.22.1.3. **Grade.** Enter the appropriate grade held on the closeout date of the EPR.

11.22.1.4. **Duty Air Force Specialty Code (DAFSC).** Enter the DAFSC held as of the closeout date of the EPR, to include prefix and suffix (if applicable).

11.22.1.5. **Organization, Command, and Location.** Enter information as of the closeout date of the EPR. Nomenclature does not necessarily duplicate what is on the EPR notice. The goal is an accurate description of where and to whom a member belongs on the EPR closeout date.

11.22.1.6. **Personnel Accounting Symbol (PAS) Code and Senior Rater Identification (SRID).** Enter the PAS code and SRID for the ratee's unit of assignment as of the closeout date.

11.22.1.7. **Period of Report.** Enter the day following the ratee's last EPR closeout date for the "From" date. For the "Thru" date, enter the date on the EPR notice or see AFI 36-2406 to determine this date.

11.22.1.8. **Number of Days Supervision.** Enter the number of days the rater supervised the ratee for the reporting period. Deduct all periods of 30 or more consecutive calendar days during which the ratee did not perform normal duties under the rater's supervision because either the rater or ratee was on temporary duty, in patient status, leave, AWOL, or in confinement.

11.22.1.9. **Reason for Report.** Enter the reason for the report from the EPR notice (for example, Annual, CRO, etc.).

11.22.2. **Section II, Job Description.**

Section II provides information regarding the position the ratee holds in the unit and the nature or level of job responsibilities. The rater prepares the information for this section.

11.22.2.1. **Duty Title.** Enter the approved duty title as of the closeout date. If the duty title on the EPR notice is abbreviated and entries are not clear, spell them out. If wrong, enter the correct duty title and take appropriate action to change MilPDS. (**Note:** This action is initiated upon receipt of the EPR notice.) Ensure the duty title is commensurate with the ratee's grade, Air Force specialty code (AFSC), and level of responsibility.

11.22.2.2. **Significant Additional Duties.** Enter any significant additional duties the ratee may hold.

11.22.2.3. **Key Duties, Tasks, and Responsibilities.** Enter a clear description of the ratee's duties. Avoid jargon and acronyms. Describe tasks performed, how selective the ratee's assignment is, and the scope or level of responsibility. Include the dollar value of projects managed and the number of people supervised. Earlier duties or additional duties held during the reporting period may be included if they influence ratings and comments.

11.22.3. **Section III, Performance Assessment.**

For each item in Section III, the rater places an "X" in the block that accurately describes the ratee's performance. Additional evaluators review reports to ensure the ratings accurately describe the ratee's performance, and comments are compatible with or support the ratings. Evaluators must return reports with unsupported statements for additional information or reconsideration of ratings. Additional evaluators can

show disagreement with the rating by marking "non-concur" and making specific comments regarding the exact standard(s) and or comment(s) with which there is a disagreement.

11.22.4. **Section IV, Rater Information.**

Enter rater identification as of the closeout date. The forms have digital signature and auto date capability. In the rare instance where digital signatures cannot be used, sign in reproducible black or blue ink. Do not sign before the closeout date (only on or after). Rater assessment and feedback block will be locked and additional rater signature capability will be unlocked with rater's digital signature.

11.22.5. **Section V, Overall Performance Assessment.**

Consider the ratee's readiness for increased rank and responsibility and how he or she compares to others in the same grade and AFSC. The rater places an "X" in the block that best describes the ratee's promotion potential. Raters must not rate people with strong performance records and potential the same as they rate average or weak performers.

11.22.6. **Feedback Certification.**

Raters certify performance feedback in this area by entering the date when the most recent feedback was provided. Enter date as DD MMM YYYY. If feedback was not accomplished, state the reason why. If feedback was not required, enter "N/A." Complete prior to rater digitally signing the form. Do not use the date feedback was provided in conjunction with completion of the evaluation.

11.22.7. **Section VI, Additional Rater's Comments.**

Use this section to support rating decision and allow evaluators to comment on the ratee's overall performance and performance-based potential as compared to others in the same grade known by the evaluators. When agreeing with the report, mark the "concur" block. Use bullet format to provide comments that add meaning and are compatible with the rating in Section VI. Do not repeat comments provided in the previous section. Additional rater must be the rater's rater unless additional rater does not meet grade requirements. The rater and additional rater should discuss disagreements, if any, when preparing reports. Prior evaluators are first given an opportunity to change the evaluation; however, they will not change their evaluation just to satisfy the evaluator who disagrees. If, after discussion, the disagreement remains, the disagreeing evaluator marks the "non-concur" block, and comments on each item in disagreement.

11.22.8. **Additional Rater Identification.**

Additional raters may be assigned after the closeout date. For evaluators assigned on or before the closeout date, enter identification data as of the closeout; for evaluators subsequently assigned, enter identification data as of the signature date. The forms have digital signature and auto date capability. In the rare instance where digital signatures cannot be used, sign in reproducible black or blue ink. Do not sign before the closeout date (only on or after). Additional rater assessment block will be locked with additional rater signature. On the AF Form 911, the reviewer's block will also be unlocked with the additional rater's digital signature.

11.22.9. **AF Form 910, Section VII, and AF Form 911, Section X, Functional Examiner/Air Force Advisor.**

When the final evaluator on an EPR is not an Air Force officer or Department of the Air Force official, an Air Force advisor will be designated to advise raters on matters pertaining to Air Force performance reports. For EPRs on TSgt and below, the Air Force advisor will be serving in the grade of MSgt or above. For EPRs on MSgt thru CMSgt, the Air Force advisor will be serving in the grade of Major or above. The Air Force advisor will not change any statement or rating on the performance report. The advisor may provide clarification regarding the ratee's duty performance on an AF IMT 77 according to AFI 36-2406, and attach it to the performance report. An Air Force advisor will have, or be able to obtain, knowledge of the ratee, be higher in grade than the ratee, and when feasible, be equal to or higher in grade than the final evaluator

Figure 11.3. Sample AF Form 910, *Enlisted Performance Report (AB thru TSgt).*

ENLISTED PERFORMANCE REPORT *(AB thru TSgt)*				
I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*				
1. NAME *(Last, First, Middle Initial)* JACKSON, ANDRE R.	2. SSN 123-45-6789	3. GRADE SrA		4. DAFSC 3A051
5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT AF Occupational Measurement Sq (AFOMS), HQ Air Education and Training Command (AETC), Randolph AFB TX (AD)			6. PAS CODE RJOJFBDR	7. SRID OJIKF
8. PERIOD OF REPORT From: 31 Jan 2008 Thru: 30 Jan 2009		9. NO. DAYS SUPERVISION 365	10. REASON FOR REPORT Annual	

II. JOB DESCRIPTION
1. DUTY TITLE <td colspan="1">2. SIGNIFICANT ADDITIONAL DUTY(S) Enter any significant addional duties the ratee may hold. If none, then enter "N/A."</td>

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES   *(Limit text to 4 lines)*
Enter clear description of ratee's duties. Avoid jargon or acronyms. Describe tasks performed, how selective ratee's assignment is, and scope or level of responsibility. Include dollar value of projects managed and number of people supervised. You may include earlier duties or additional duties held during reporting period if they influence ratings and comments.

III. PERFORMANCE ASSESSMENT
1. PRIMARY/ADDITIONAL DUTIES *(For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities)*
Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills   *(Limit text to 4 lines)* ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds - Place an "X" in block that accurately describes ratee's performance - Use bullet statements that describe the action, impact, and result of the performance within this criteria
2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING *(For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)*
Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty *(Limit text to 2 lines)* ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds - Place an "X" in block that accurately describes ratee's performance - Use bullet statements that describe the action, impact, and result of the performance within this criteria
3. FITNESS *(Maintains Air Force Physical Fitness Standards)* *(For referrals, limit text to 1 line)*
☐ Does Not Meet   ☐ Meets   ☐ Exempt   - Place an "X" in block that accurately describes ratee's fitness
4. TRAINING REQUIREMENTS *(For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training)*
Consider Upgrade, Ancillary, OJT and Readiness *(Limit text to 2 lines)* ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds - Place an "X" in block that accurately describes ratee's performance - Use bullet statements that describe the action, impact, and result of the performance within this criteria
5. TEAMWORK/FOLLOWERSHIP *(For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others)*
Consider Team Building, Support of Team, Followership *(Limit text to 2 lines)* ☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds - Place an "X" in block that accurately describes ratee's performance - Use bullet statements that describe the action, impact, and result of the performance within this criteria
6. OTHER COMMENTS
Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations   *(Limit text to 2 lines)* - Place an "X" in block that accurately describes ratee's performance - Use bullet statements that describe the action, impact, and result of the performance within this criteria

IV. RATER INFORMATION		
NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION MICHELE V. HEROUX, MSgt, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	DUTY TITLE Training Manager, Prof Development Flight SSN 9876 SIGNATURE	DATE

AF FORM 910, 20080618	PREVIOUS EDITIONS ARE OBSOLETE	PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

V. OVERALL PERFORMANCE ASSESSMENT				RATEE NAME:	JACKSON, ANDRE R.	
Overall Performance During Reporting Period						
ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)		TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT	☐	☐	☐	☐		☐
ADDITIONAL RATER'S ASSESSMENT	☐	☐	☐	☐		☐

Last feedback was performed on: 30 Jul 2008   If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

If feedback was not accomplished, list the reason why in this area.

VI. ADDITIONAL RATER'S COMMENTS *(Limit text to 3 lines)*   ☐ CONCUR   ☐ NON-CONCUR

- Use this section to support rating decisions and allow evaluators to comment on the ratee's overall performance
- Additional rater must be the rater's rater unless additional rater does not meet grade requirements
- Use bullet statements that describe the action, impact and result of the ratee's performance

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
KEVIN L. DENTER, CMSgt, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	Superintendent, AFOMS		
	SSN 1234	SIGNATURE	

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR
(Indicate applicable review by marking the appropriate box.)   ☐ FUNCTIONAL EXAMINER   ☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
See AFI 36-2406 for applicability.			
	SSN	SIGNATURE	

VIII. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER   ☐ CONCUR   ☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
CHERYL L. HUGULEY, Lt Col, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	Commander, AFOMS		
	SSN 5678	SIGNATURE	

IX. RATEE'S ACKNOWLEDGEMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.   ☐ Yes   ☐ No

SIGNATURE	DATE

INSTRUCTIONS

Complete this report IAW AFI 36-2406. Reports written by Colonels or civilians (GS-15 or higher, or Supervisory Pay Band 3), do not require an additional rater; however, endorsement by the rater's rater is permitted unless the report is written by a senior rater or the Chief Master Sergeant of the Air Force. When the rater's rater is not at least a MSgt or civilian (GS-07 or higher, or Supervisory Pay Band 1), the additional rater is the next official in the rating chain meeting grade requirements. An overall rating of 2 or negative comments require the EPR to be referred IAW AFI 36-2406. Rationale for any additional evaluator nonconcurring with an overall rating must be included. Section VIII Reviewer nonconcurrence must be included on an AF Form 77, Letter of Evaluation. If ratee is deployed, provide copy and feedback via e-mail/telecon.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

AF FORM 910, 20080618   PREVIOUS EDITIONS ARE OBSOLETE   PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

Figure 11.4. Sample AF Form 911, *Senior Enlisted Performance Report (MSgt thru CMSgt).*

ENLISTED PERFORMANCE REPORT *(MSgt thru CMSgt)*				
I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*				

I. RATEE IDENTIFICATION DATA *(Refer to AFI 36-2406 for instructions on completing this form)*

1. NAME *(Last, First, Middle Initial)*	2. SSN	3. GRADE	4. DAFSC
SMITH, DAMON	123-45-6789	MSgt	3S271

5. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	6. PAS CODE	7. SRID
AF Occupational Measurement Sq (AFOMS), HQ Air Education and Training Command (AETC), Randolph AFB TX (AD)	RJOJFBDR	OJIKF

8. PERIOD OF REPORT	9. NO. DAYS SUPERVISION	10. REASON FOR REPORT
From: 31 Jan 2008 Thru: 30 Jan 2009	365	Annual

II. JOB DESCRIPTION

1. DUTY TITLE	2. SIGNIFICANT ADDITIONAL DUTY(S)
Professional Development Guide Manager	Enter any significant addional duties the ratee may hold. If none, then enter "N/A."

3. KEY DUTIES, TASKS, AND RESPONSIBILITIES   *(Limit text to 4 lines)*

Enter clear description of ratee's duties. Avoid jargon or acronyms. Describe tasks performed, how selective ratee's assignment is, and scope or level of responsibility. Include dollar value of projects managed and number of people supervised. You may include earlier duties or additional duties held during reporting period if they influence ratings and comments.

III. PERFORMANCE ASSESSMENT

1. PRIMARY DUTIES

Consider Quality, Quantity, Timeliness, Technical Knowledge, Leading, Managing and Supervising   *(Limit text to 4 lines)*

☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

2. STANDARDS: ENFORCEMENT AND PERSONAL ADHERENCE, CONDUCT, CHARACTER, MILITARY BEARING & CUSTOMS AND COURTESIES

Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty   *(Limit text to 2 lines)*

☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

3. FITNESS (Maintains Air Force Physical Fitness Standards)   *(For referrals, limit text to 1 line)*

☐ Does Not Meet   ☐ Meets   ☐ Exempt

4. RESOURCE MANAGEMENT AND DECISION MAKING

Consider Efficiency, Judgment, Setting and Meeting Goals   *(Limit text to 2 lines)*

☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

5. TRAINING, EDUCATION, OFF-DUTY EDUCATION, PME, PROFESSIONAL ENHANCEMENT AND COMMUNICATION

Consider Providing, Supporting and Personal Growth   *(Limit text to 2 lines)*

☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

6. LEADERSHIP/TEAM BUILDING/FOLLOWERSHIP/MENTORSHIP

Consider Team Accomplishments, Leveraging Personal Experiences and Community Support, Recognition/Reward for Others   *(Limit text to 2 lines)*

☐ Does Not Meet   ☐ Meets   ☐ Above Average   ☐ Clearly Exceeds

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

7. OTHER COMMENTS   (Consider Promotion, Future Duty/Assignment/Education Recommendations, Safety, Security & Human Relations)   *(Limit text to 2 lines)*

- Place an "X" in block that accurately describes ratee's performance
- Use bullet statements that describe the action, impact, and result of the performance within this criteria

IV. RATER INFORMATION

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
KEVIN L. DENTER, CMSgt, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	Chief, Professional Development Flight		
	SSN	SIGNATURE	
	1234		

AF FORM 911, 20070625   PREVIOUS EDITIONS ARE OBSOLETE   PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

V. OVERALL PERFORMANCE ASSESSMENT Overall Performance During Reporting Period			RATEE NAME: SMITH, DAMON		
ASSESSMENT	POOR (1)	NEEDS IMPROVEMENT (2)	AVERAGE (3)	ABOVE AVERAGE (4)	TRULY AMONG THE BEST (5)
RATER'S ASSESSMENT	☐	☐	☐	☐	☐
ADDITIONAL RATER'S ASSESSMENT	☐	☐	☐	☐	☐

Last feedback was performed on: 30 Jul 2008   If feedback was not accomplished in accordance with AFI 36-2406, state the reason.

If feedback was not accomplished, list reason why in this area.

VI. ADDITIONAL RATER'S COMMENTS (Limit text to 3 lines)	☐ CONCUR	☐ NON-CONCUR

- Use this section to concur/nonconcur and allow additional rater to comment on the ratee's overall performance
- Additional rater must be the rater's rater unless additional rater does not meet grade requirements
- Use bullet statements that describe the action, impact, and result of the ratee's performance

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
CHERYL L. HUGULEY, Lt Col, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	Commander		
	SSN 5678	SIGNATURE	

VII. REVIEWER'S COMMENTS (Limit text to 3 lines)	☐ CONCUR	☐ NON-CONCUR

- Use this section to concur/nonconcur & allow reviewer to comment on the ratee's overall performance
- Reviewer must be the rater's rater unless reviewer does not meet grade requirements
- Use bullet statements that describe the action, impact, and result of the ratee's performance

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
RICHARD T. DEVEREAUX, Brig Gen, USAF HQ Air Education and Trng Command (AETC) Randolph AFB, TX	Director of Intel & Air, Space, and Info Ops		
	SSN 9999	SIGNATURE	

VIII. FINAL EVALUATORS POSITION	IX. TIME-IN-GRADE ELIGIBLE
☒ SENIOR RATER ☐ SENIOR RATER'S DEPUTY ☐ INTERMEDIATE LEVEL ☐ LOWER LEVEL	N/A for CMSgt or CMSgt Selectee ☐ N/A ☒ YES ☐ NO

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	☐ FUNCTIONAL EXAMINER	☐ AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
See AFI 36-2406 for applicability.	SSN	SIGNATURE	

XI. UNIT COMMANDER/CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER	☐ CONCUR	☐ NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND AND LOCATION	DUTY TITLE		DATE
CHERYL L. HUGULEY, Lt Col, USAF AF Occupational Measurement Squadron (AETC) Randolph AFB, TX	Commander, AFOMS		
	SSN 5678	SIGNATURE	

XII. RATEE'S ACKNOWLEDGEMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.   ☐ Yes ☐ No

SIGNATURE	DATE

PRIVACY ACT STATEMENT
AUTHORITY: Title 10, United States Code, Section 8013 and Executive Order 9397, 22 November 1943.
PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of the rating.
ROUTINE USES: None. RATIONALE: This information will not be disclosed outside DoD channels.
DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

AF FORM 911, 20070625   PREVIOUS EDITIONS ARE OBSOLETE   PRIVACY ACT INFORMATION: The information in this form is
FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

11.22.10. **AF Form 911, Section VII, Reviewer's Comments.**

Do not use Section VII if Section VI is not completed. If the additional rater is the final evaluator, enter "This section not used." If used, this section must contain comments in bullet format. The reviewer will mark the "concur" or "non-concur" block, and make appropriate comments (if applicable). Senior raters may endorse EPRs:

11.22.10.1. To differentiate between individuals with similar performance records as both ratings and endorsement levels influence those using the AF Form 911 to make personnel decisions.

11.22.10.2. To meet the minimum grade requirement to close out the report.

11.22.10.3. When the ratee meets the TIG requirements for promotion.

11.22.10.4. When the ratee is a CMSgt or a CMSgt-selectee.

11.22.11. **AF Form 910, Section VIII, and AF Form 911, Section XI, Commander's Review.**

In the commander's review (Section VIII, AF Form 910, and Section XI, AF Form 911), the unit or squadron section commander influences report quality, removes exaggerations, identifies inflated ratings, and provides information to evaluators for finalizing reports. If the commander agrees with the report, he or she marks the "concur" block and digitally signs in the space provided. Do not provide comments unless the commander disagrees with a previous evaluator, refers the report, or is named as the evaluator in the referral memorandum. If the commander disagrees with the report, he or she provides reasons for disagreement on AF IMT 77. Commanders who are part of the rating chain will fill out and sign both the commander's review section and the appropriate evaluator's section, meaning they will sign the report twice. The two signatures serve separate purposes, one as an evaluator regarding duty performance, and one as a commander regarding quality review. Enlisted personnel authorized to perform the commander's review must include the words "Commander," "Commandant," or "Detachment/Flight Chief" in the signature block.

11.22.12. **AF Form 911, Section VIII, Final Evaluators Position.**

The final evaluator completes Section VIII by placing an "X" in the appropriate block for the level of endorsement.

11.22.13. **AF Form 911, Section IX, Time-in-Grade (TIG) Eligible.**

Section IX pertains to TIG eligibility for senior rater endorsement—not the ratee's actual promotion eligibility as of the closeout date. Using information extracted from the EPR notice, the rater completes Section IX before forwarding the EPR for additional endorsement. TIG does not apply to CMSgts, CMSgt-selectees, or reservists. SMSgt-selectees are not eligible for senior rater endorsement because they are not TIG eligible for the next promotion cycle. AFI 36-2406 explains TIG eligibility.

11.22.14. **AF Form 910, Section IX, and AF Form 911, Section XII, Ratee's Acknowledgement.**

The rater is required to conduct face-to-face feedback in conjunction with issuing the evaluation. The EPR serves as the feedback form. Do not use a PFW.

11.23. Inappropriate Evaluator Considerations and Comments.

Certain items are inappropriate for consideration in the performance evaluation process and may not be commented upon on any EES document. These include:

11.23.1. Duty history or performance outside the current reporting period.

11.23.2. Previous reports or ratings, except in conjunction with performance feedback sessions.

11.23.3. Performance feedback. Evaluators do not refer to performance feedback sessions in any area of the performance report except in the performance feedback certification block (Section V).

11.23.4. Events that occur after the closeout date. If an incident or event occurs between the time an annual report closes and the time it becomes a matter of record that is of such serious significance that inclusion in this report is warranted, an extension of the closeout date must be requested. This includes completion of an investigation that began before the closeout date or confirmation of behavior that was only alleged as of the closeout date. The authority to extend a closeout date is retained by HQ AFPC. HQ AFPC grants extensions to cover only the time necessary to complete actions, not to exceed 59 days; a commander-directed report may be prepared with 60 days of supervision. Requests for extension are sent through the servicing MPE to HQ AFPC for approval. Include the member's information, reason for the report, original closeout date, requested closeout date, specific justification for the request, and all pertinent information such as dates of investigations, etc.

11.23.5. Prior events. Do not include comments regarding events that occurred in a previous reporting period unless the events add significantly to the performance report, were not known to other evaluators, and (or) were not previously included in a performance report. For example, an event, positive or negative, that came to light after a report became a matter of record but occurred during the period of that report could be mentioned in the ratee's next report because the incident was not previously reported. In rare cases, serious offenses such as those punishable by court-martial, may not come to light or be substantiated for several years. In these cases, including this information may be appropriate even though the incident or behavior occurred before the last reporting period. Additionally, negative incidents from previous reporting periods involving the character, conduct, or integrity of the ratee that continue to influence the performance or utilization of the ratee may be commented upon in this context only. Commanders and senior raters make the determination of what constitutes a significant addition.

11.23.6. Conduct based on unreliable information. Raters must ensure information relied upon to document performance, especially derogatory information relating to unsatisfactory behavior or misconduct, is reliable and supported by substantial evidence. The rater should consult with the servicing staff judge advocate (SJA) if there is a question of whether the standard has been met. Be particularly cautious about referring to charges preferred, investigations, boards of inquiry such as accident investigation boards, or using information obtained from these sources, or any similar actions related to a member that are *not complete* as of the closeout date of the report. When it is determined that such conduct is appropriate for comment, make reference to the underlying performance, behavior, or misconduct itself—not merely to the fact that the conduct may have resulted in a punitive or administrative action taken against the member such as a letter of reprimand, Article 15, court-martial conviction, etc. Refer to AFI 36-2406 if an extension of the closeout date is warranted to determine if reliable information of unsatisfactory performance or misconduct has been established.

11.23.7. Any action against an individual that resulted in acquittal or failure to successfully implement an intended personnel action. For example, do not say SSgt Johnson was acquitted of assault charges or that involuntary separation action was unsuccessful. This does not mean, however, that the underlying conduct that formed the basis for the action cannot be mentioned. A determination as to the appropriateness of doing so should be made only after consulting with the servicing SJA. The decision to include such information should be made only when evaluators can establish that the information is reliable and supported by substantial evidence.

11.23.8. Confidential statements, testimony, or data obtained by or presented to boards under AFI 91-204, *Safety Investigations and Reports.*

11.23.9. Actions taken by an individual outside the normal chain of command that represent guaranteed rights of appeal; for example, Inspector General, Air Force Board for Correction of Military Records, equal opportunity and treatment complaints, and congressional inquiry.

11.23.10. A recommendation for decoration. The rater may only include those decorations actually approved or presented during the reporting period. The term "decorations," as used here, applies to those for which a medal is awarded and worn on the Air Force uniform, such as an Air Force achievement medal. The rater may mention other awards or nominations for honors and awards such as "outstanding maintainer" or "12 Outstanding Airmen of the Year."

11.23.11. Race, ethnic origin, gender, age, or religion of the ratee. Do not refer to these items in such a way that others could interpret the comments as reflecting favorably or unfavorably on the person. This is not meant to prohibit evaluators from commenting on involvement in cultural or church activities but to caution against the use of specific religious denominations, etc. For example, "TSgt Scott is the first female ever selected for training...." is an inappropriate reference to gender. The rater may, however, use pronouns to reflect gender (such as he, she, him, her, his, and hers).

11.23.12. Disqualification under DoDR 5210.42/AFMAN 10-1902, *Nuclear Weapons Personnel Reliability Program.* However, the behavior of the ratee that resulted in the action may be referenced.

11.23.13. Drug or alcohol abuse rehabilitation programs. Focus on the behavior, conduct, or performance resulting from alcohol or drug use versus the actual consumption of alcohol or drugs or participation in a rehabilitation program. Only competent medical authorities may diagnose alcoholism or drug addiction.

11.23.14. Score data on the WAPS score notice or SNCO promotion score notice, board scores, test scores, etc.

11.23.15. Family activities or marital status. Do not consider or include information (either positive or negative) regarding the member's marital status or the employment, education, or volunteer service activities (on or off the military installation) of the member's family.

11.23.16. Broad statements outside the scope of the evaluator's responsibility or knowledge. A broad statement is one that implies knowledge of Air Force members not assigned within the evaluator's realm of knowledge. For example, a group commander may not state the ratee is "the best civil engineer in the business" because he or she does not have knowledge of all civil engineers. Similarly, phrases such as "top 5 percent Airman" or "clearly a top 1 percent SNCO" are inappropriate because the evaluator does not have firsthand knowledge of all Air Force Airmen or SNCOs. Broad statements such as these clearly lack credibility.

11.23.17. Physical fitness and (or) body composition scores. If the ratee does not meet Air Force fitness standards, then the wording should not focus on the overall numerical fitness scores but rather the reasons and (or) behavior that resulted in the poor physical assessment.

11.24. Referral Reports:

11.24.1. A referral report is an EPR that contains a "Does Not Meet Standards" in any block in Section III or if the ratee receives a "Poor" (overall rating "1") or "Needs Improvement" (overall rating "2") in Section V, the report is a referral EPR and must be referred. Also, an EPR that contains comments that are derogatory in nature or imply or refer to behavior not meeting minimum acceptable standards of personal conduct, character, or integrity must be referred. The rater should ensure consistency among performance factors, ratings, and comments.

11.24.2. An evaluator whose ratings or comments cause a report to become a referral report must give the ratee a chance to comment on the report. Although a report may be referred several times during processing; normally, an evaluator will not refer the report more than once. This, however, does not include reports referred again to allow the ratee the opportunity to rebut a report that, after initial referral, was corrected or changed before becoming a matter of record. Additionally, a report will be referred more than once when a subsequent evaluator gives additional referral ratings or comments. Referral procedures are established to allow the ratee to respond to items that make a report referral before it becomes a matter of record.

11.25. Letter of Evaluation (LOE).

LOEs cover periods of ratee performance too short to require a performance report, or periods of time when the ratee is under someone other than the designated rater. The evaluator uses LOEs to prepare the ratee's next performance report but does not attach the LOEs to the report. Evaluators may paraphrase or quote information provided in LOEs (except for stratifications). Additionally, LOEs are optional, except for active duty airman first class and below (with less than 20 months of TAFMS) when the reporting official changes due to the permanent change of station or permanent change of assignment of the ratee or rater. In this case, the rater must have at least 60 days of supervision.

11.26. Conclusion.

This chapter covers the EES, identifies responsibilities, and discusses the performance feedback process and EPRs. Anytime questions arise on the process of the EES, members should refer to AFI 36-2406 or contact the MPE for specific guidance on Air Force procedures and local requirements. The EES deals directly with the Air Force's most precious resource—people. Only by working with and assisting subordinates can supervisors understand their strengths, weaknesses, and contributions and accomplish the mission.

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Chapter 12

TRAINING AND EDUCATION

Section 12A—Overview

12.1. Introduction.

On-the-job training (OJT), under many names, has been around since the beginning of history and has been used by both public and private industries in this country for many years. Today, most progressive companies have effective OJT programs because OJT is a system that works. Well-trained workers mean higher production, good morale, greater profits, and higher wages. Throughout the Air Force, training costs millions of dollars and for good reason. To get the mission done: planes in the air, reports prepared for higher headquarters, vehicles on the road, whatever the job—you need to train your people. The other areas involved within training management include upgrade training, skill levels, retraining program, training responsibilities, training forms, and documentation. Finally, each installation base education office provides service members with educational opportunities in which they may voluntarily participate during their off-duty time or at such other times as authorized by military services policies. The Base Education Office can also provide information on financial assistance and commissioning programs.

Section 12B—Training Management

12.2. Education and Training (E&T) Purpose.

Skilled and trained personnel are critical to the Air Force in providing a strong national defense capability. The Air Force OJT program provides training and education for Airmen to attain knowledge and skill qualifications required to perform duties in their specialty. We must continue to prepare our Airmen for a future fraught with challenges, fostering their intellectual curiosity and ability to learn.

12.3. Strategy.

The Air Force's strategy is to develop, manage, and execute training programs providing realistic and flexible training to produce a highly skilled, motivated force capable of carrying out all tasks and functions in support of the Air Force mission: to deliver sovereign options for the defense of the United States of America and its global interest—to fly, fight, and win in air, space, and cyberspace. Force development provides the foundation for Air Force readiness.

12.4. Training and Mission Accomplishment.

Training is an integral part of the unit's mission. An effective training program requires commander and supervisory involvement at all levels. To this end, commanders and supervisors must ensure innovation, flexibility, and integration are woven into all fabrics of training and education.

12.5. Training and Airman Career Program.

Supervisors must explain to trainees the relationship of training to career progression. While the supervisor's primary responsibility is to plan a program that outlines specific short-term, mission-related goals for the trainee, overall success depends on the supervisor's ability to advise and assist Airmen to reach long-range career objectives. Supervisors must take an active role in the trainee's career progression.

12.6. Training Components.

The Air Force OJT program consists of three components. These components allow Airmen to gain career knowledge, general task, and deployment and unit type code (UTC) task knowledge within their Air Force specialty code (AFSC), through a planned program of study involving career development courses (CDC) or technical references listed in the applicable Career Field Education and Training Plan (CFETP) and hands-on training.

12.6.1. The first component, job knowledge, is satisfied through CDCs designed to provide basic knowledge across a wide spectrum of subjects pertaining to a career field. When CDCs are not available, trainees study the applicable technical references identified by the supervisor and/or CFETP.

12.6.2. The second component is job proficiency. This is the hands-on training provided on the job, allowing the trainee to gain proficiency in tasks performed in the work center.

12.6.3. The third component is job experience, gained during and after upgrade training, to build confidence and competence.

12.7. Upgrade Training (UGT).

UGT is the key to the Total Force training program because it leads to award of the higher skill level and is designed to increase knowledge, skills, and abilities. AFSC UGT requirements are outlined in AFI 36-2201, *Air Force Training Program*, Volume 1 through Volume 6; AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted),* and the applicable CFETP for award of the 3-, 5-, 7-, and 9-skill levels. The following are minimum requirements for award of these skill levels:

12.7.1. **Apprentice.**

Airmen must complete an initial training course for award of the 3-skill level. AFI 36-2201, Volume 2, *Air Force Training Program—Training Management*, provides information on retraining into an AFSC or shred via OJT alone only when specified in the retraining instructions and as approved by the Air Force career field manager (AFCFM) or the Air Reserve component (ARC) career field functional manager. Award the 3-skill level via OJT only when the following conditions are met: complete knowledge training on all tasks taught in the initial skills course, applicable core tasks, and all other mandatory requirements identified by the AFCFM.

12.7.2. **Journeyman.**

Airmen must complete mandatory CDCs, if available, applicable core tasks identified in the CFETP, and all other mandatory requirements identified by the AFCFM. Award of the 5-skill level also requires completion of a minimum of 15 months in UGT and all mandatory requirements listed in Air Force Enlisted Classification Directory, CFETP, recommendation and approval by their supervisor and commander respectively. Individuals in retraining status are subject to the same training requirements and must complete a minimum of 9 months in UGT.

12.7.3. **Craftsman.**

Airmen must attain the rank of staff sergeant (SSgt); complete mandatory CDCs, if available; complete applicable core tasks identified in the CFETP and 7-skill level craftsman course (if required); meet mandatory requirements listed in the Enlisted Classification Directory; complete a minimum of 12 months in UGT; and recommendation by their supervisor and approved by their commander for award of the 7-skill level. Individuals in retraining status are subject to the same training requirements and a minimum 6 months in UGT. Members eligible for the 7-skill level craftsman course are prioritized by the date they entered training, their date of rank, and then by the total active federal military service date.

12.7.4. **Superintendent.**

The superintendent must hold the rank of senior master sergeant, meet mandatory requirements listed in the Enlisted Classification Directory, and recommendation by their supervisor and approved by their commander for award of the 9-skill level.

12.8. Retraining Program.

The retraining program is a personnel program designed to balance the numbers of personnel in specific grades and year groups of the Air Force specialty (AFS). UGT begins upon approval of retraining and the Airman's assignment to the new specialty. With minor exceptions, training requirements for retrainees are the same as those for non-retrainees in upgrade training.

12.9. Training Responsibilities:

12.9.1. **Unit Training Manager (UTM).**

The UTM is the commander's key staff member responsible for overall management of the training program. He or she serves as a training consultant to all unit members and determines if a quality training program is in effect within all sections. UTMs:

12.9.1.1. Develop, manage, and conduct training in support of mission requirements and advise and assist commanders and unit personnel in executing their training responsibilities. They conduct a staff assistance visit (SAV) of the unit's training program every 24 months.

12.9.1.2. Interview newly assigned personnel within 30 days to determine training status, CDC progression, initiate AF Form 623, *Individual Training Record Folder,* (or approved electronic equivalent), for all trainees entering UGT for the first time, and provide the form to the supervisor. They must also conduct a comprehensive trainee orientation for trainees initially entering UGT within 60 days of assignment. UTMs must also manage the unit CDC program and conduct a training progress review with the supervisor and trainee at the 24th month of UGT to evaluate status.

12.9.1.3. Assist work centers in developing a master training plan (MTP) to plan, manage, and execute training.

12.9.1.4. Assist in processing 7-skill level craftsman course formal training requests.

12.9.2. **Supervisor.**

The supervisor has the greatest single impact on mission accomplishment. He or she must share his or her experience and expertise to meet mission requirements and provide a quality training program to the trainee. A supervisor must plan, conduct, and evaluate training. The supervisor:

12.9.2.1. Uses CFETPs (or approved electronic equivalent) to manage work center and individual training and develops an MTP to ensure 100 percent task coverage. The supervisor must also integrate training with day-to-day work center operations and consider trainer and equipment availability, training opportunities, and schedules.

12.9.2.2. Conducts and documents work center training orientation within 60 days of the assignment of a new person. The supervisor must also conduct and document an initial evaluation of newly assigned personnel within 60 days of assignment on the duty position, including core tasks, knowledge, and skills, and annotate the CFETP or Air Force job qualification standard (AFJQS) to reflect qualifications and training requirements.

12.9.2.3. Selects trainers and certifiers as required by the AFCFM based on skill qualifications and with the assistance of the UTM.

12.9.2.4. Administers the CDC program for assigned trainees.

12.9.2.5. Maintains AF Form 623 (or other approved training records) for Airmen in the grades of Airman Basic through technical sergeant (TSgt) and senior noncommissioned officers in retraining status, or as directed by the AFCFM. Before submitting the member for upgrade, the supervisor ensures the trainee, as a minimum, meets all mandatory requirements as defined in Air Force Enlisted Classification Directory, the CFETP, the AFJQS, and other mandatory requirements identified by the AFCFM.

12.9.3. **Trainer.**

Usually the trainer and supervisor are the same. If necessary, the supervisor may assign someone else to provide the training. Trainers are selected based on their experience and ability to provide instruction to the trainees. Additionally, they require qualification on tasks being trained and completion of the Air Force Training Course. Trainer responsibilities include planning, conducting, and documenting training; preparing and using teaching outlines or task breakdowns, as necessary; developing evaluation tools, and briefing the trainee and supervisor on the training evaluation results.

12.9.4. **Task Certifier.**

The task certifiers provide third-party certification and evaluation on tasks identified by the AFCFM. Certifiers conduct additional evaluations and certify qualification on those designated tasks. Certifiers must attain the grade of SSgt with a 5-skill level or civilian equivalent, attend the Air Force Training Course, and be capable of evaluating the task being certified. Certifiers will develop evaluation tools or use established training evaluation tools and methods to determine the trainee's ability, training program effectiveness, and will brief the trainee, supervisor, and trainer on the training evaluation results.

12.9.5. **Trainee.**

The trainee is the focal point of the Air Force training program. Trainees must make every effort to become qualified to perform in their AFS. The success and quality of training greatly depend on the relationship between the supervisor, trainer, and trainee. Trainees must:

12.9.5.1. Actively participate in all opportunities for upgrade and qualification training.

12.9.5.2. Comprehend the applicable CFETP requirements and career path.

12.9.5.3. Obtain and maintain the knowledge, qualifications, and appropriate skill level within the assigned specialty.

12.9.5.4. Budget on- and off-duty time to complete assigned training tasks, particularly CDC and self-study training requirements, within established time limits.

12.9.5.5. When necessary, request assistance from the supervisor, trainer, and UTM when having difficulty with any part of training.

12.9.5.6. Acknowledge and document task qualification upon completion of training.

12.10. Training Forms and Documents.

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

12.10.1. **AF Form 623.**

The AF Form 623 is the standard folder used as a training record. The form reflects past and current qualifications and determines training requirements. Supervisors maintain the form for all assigned personnel according to AFI 36-2201. The form is available to all personnel in the chain of command, to include the UTM upon request. Return the form to the member upon separation, retirement, commissioning, or promotion to master sergeant, unless otherwise directed by the AFCFM. **Exception:** Do not return forms containing classified information.

12.10.2. **Career Field Education and Training Program.**

The CFETP is a comprehensive core document that identifies life-cycle E&T requirements, training support resources, core, and deployment and UTC task requirements for a specialty. Supervisors use the CFETP to plan, prioritize, manage, and execute training within the career field. Additionally, they use CFETPs to identify and certify all past and current qualifications. Keep at least one copy of the entire CFETP, Parts I and II, in the work center for general access and MTP development. Unless otherwise directed by the AFCFM, file only Part II of the CFETP in the AF Form 623. If the CFETP is divided into distinct sections by aircraft, duty position, or mission, then file only the sections applicable to the member.

12.10.2.1. **CFETP Part I.** The CFETP Part I provides information necessary for overall management of the specialty and is maintained as part of the work center MTP.

12.10.2.2. **CFETP Part II.** The CFETP Part II contains the specialty training standard identifying the duties, tasks, and technical references to support training, AETC-conducted training, core and deployment and UTC tasks, and correspondence course requirements.

12.10.3. **Air Force Job Qualification Standard.**

The AFCFM approves the AFJQS for a particular job type or duty position within an AFS.

12.10.4. **AF IMT 623A,** *On-the-Job Training Record Continuation Sheet.*

AF IMT 623A is for documenting a member's training progression. This IMT reflects status, counseling, and breaks in training. Both the supervisor and trainee must sign and date all entries.

12.10.5. **AF IMT 797,** *Job Qualification Standard Continuation/Command JQS.*

AF IMT 797 is a continuation of the CFETP, Part II, or AFJQS. This form defines locally assigned duty position requirements not included in the CFETP.

12.10.6. **AF IMT 803,** *Report of Task Evaluations.*

Evaluators use AF IMT 803 to conduct and document completion of task evaluations during training SAV, when directed by the commander, or when a task certification requires validation. File completed evaluations in AF Form 623 until upgraded or no longer applicable to the current duty position.

12.10.7. **AF IMT 1098,** *Special Task Certification and Recurring Training.*

Supervisors use AF IMT 1098 to document selected tasks that require recurring training or evaluation. Air Force and major command directives may identify tasks contained in the CFETP that require special certification, recurring training, or evaluation.

12.10.8. **Master Training Plan.**

The MTP identifies the process for accomplishing mission requirements for the entire work center, all special work requirements, and any additional duties. The MTP defines qualification requirements for assigned personnel, contingency plans, wartime requirements, special operating instructions, or the publications governing the duties. MTPs divide and assign work center tasks to individual positions to ensure 100 percent task coverage.

12.11. Career Development Course Program Management:

12.11.1. **Purpose and Scope:**

12.11.1.1. Published to provide the information necessary to satisfy the career knowledge component of OJT. Developed from references identified in the CFETP that correlate with mandatory knowledge items listed in the Air Force Enlisted Classification Directory. CDCs must contain information on basic principles, techniques, and procedures common to an AFSC. They do not contain information on specific equipment or tasks unless the specific equipment or task best illustrates a procedure or technique having utility to the entire AFSC.

12.11.1.2. The Air Force Institute for Advanced Distributed Learning (AFIADL) has recently changed to HQ AU/A4L and electronically publishes an "AFSC listing of CDC requirements, identifying all mandatory CDCs for skill-level upgrade." The list is available on the HQ AU/A4L (previously AFIADL) Web site at http://www.maxwell.af.mil/au/afiadl/.

12.11.2. **CDC Administration:**

12.11.2.1. If available, supervisors will use CDCs to satisfy career knowledge requirements for UGT.

12.11.2.2. Members do not have to take CDCs that become available after they enter UGT, unless specified by the AFCFM.

12.11.2.3. The UTM will ensure trainees are enrolled and receive required CDC material within 45 days of inprocessing.

12.11.2.4. The UTM issues CDC material to the supervisor and trainee and briefs them on its proper use.

12.11.2.5. Supervisors determine CDC volume sequence of study and set the overall course completion schedule. Trainees must complete each volume within 30 days, but the UTM may grant an extension due to mission requirements. If not completed as scheduled, the supervisor determines the reason for slow progress, counsels the trainee, and documents the counseling on AF IMT 623A.

12.11.2.6. The trainee answers the unit review exercise (URE) "open book" questions, and the supervisor scores the URE and conducts review training. The supervisor conducts a comprehensive review of the entire CDC with the trainee in preparation for the course examination and documents the review on AF IMT 623A.

12.11.2.7. The UTM orders the course examination, and the supervisor ensures the trainee is ready to test.

12.11.2.8. If the trainee receives a satisfactory result, the supervisor conducts and documents review training on any areas missed and places the course examination scorecard in the trainee's AF Form 623 until the trainee completes UGT or duty position training.

12.11.2.9. If the trainee receives an unsatisfactory result, the unit commander (with the assistance of the UTM or base training manager) interviews the supervisor and trainee within 30 days from initial notification to determine the reason for failure and corrective action. Document the interview on AF IMT 623A and place the trainee in supervised review training.

12.11.2.10. If the trainee receives a second unsatisfactory course examination result, the unit commander, with assistance from the UTM or base training manager, interviews the supervisor and trainee within 30 days to determine the reason for failure. After reviewing the facts, the commander takes one of the following courses of action: decides to evaluate for a possible CDC waiver; withdraw the Airman for failing to progress and pursue separation; withdraw the Airman for failing to progress, request AFSC withdrawal, and recommend retraining or return to a previously awarded AFSC; or withdraw the Airman for failing to progress, place the Airman into training status code "T," and reevaluate 90 days later for possible reentry into training.

Section 12C—Community College of the Air Force (CCAF)

12.12. Community College of the Air Force:

12.12.1. The college was activated in 1972 to gain academic recognition for technical training conducted by Air Force schools. CCAF awards the Associate of Applied Science (AAS) degree to enlisted members of the active duty Air Force, Air National Guard, and Air Force Reserve Command. Degree programs are designed to help students meet future technological and leadership challenges of the Air Force by combining Air Force technical training with general education course work from civilian accredited colleges. Since military personnel are constantly relocating in performance of their duties, CCAF provides a means for them to complete degree requirements.

12.12.2. CCAF is the largest community college in the world and is the only community college in the Department of Defense. The administrative center is located at Maxwell AFB AL. More than 5,700 instructors in affiliated schools teach degree-applicable courses. Each year in excess of 1.6 million semester hours are earned in CCAF classrooms. To date, the college has awarded more than 317,000 graduates with AAS degrees.

12.12.3. CCAF offers 67 degree programs in five general areas: (1) Logistics and Resources, (2) Public and Support Services, (3) Allied Health, (4) Electronics and Telecommunications, and (5) Aircraft and Missile Maintenance. Individuals may only participate in degree programs designed for their Air Force occupation. CCAF also develops programs and other academic credentials that offer professional certification and recognition opportunities.

12.12.4. Enlisted personnel are automatically registered in a degree program designed for their AFSC during Basic Military Training. Each degree program consists of 64 semester hours and combines Air Force E&T with a core of general education requirements obtained from civilian education courses or through examination credit. Along with the 64 semester hours, students must hold a journeyman (five) level at the time of program completion and have a minimum of 16 semester hours of residency applied to their degree program. Residency is defined as credit earned in a CCAF-affiliated school. Table 12.1 identifies the requirements for the typical CCAF degree, how many semester hours are required for each area, and general information on the courses that fulfill those requirements.

Table 12.1. CCAF Degree Program Structure.

ITEM	A **Degree Requirements**	B **Semester Hours Needed**
1	Physical Education	4
2	Technical Education	24
3	Leadership, Management, and Military Studies (LMMS)	6
4	Program Electives	15
	General Education Requirements	
5	Oral Communication	3
6	Written Communication	3
7	Math	3
8	Social Science	3
9	Humanities	3
		Total: 64

12.13. Professional Credentials and Credentialing Programs:

12.13.1. **Collegiate Credit.** CCAF researches and awards technical credit for degree-relevant governmental and (or) professional certifications, licensures, and registries.

12.13.2. **Credentialing Programs.** CCAF offers nationally recognized credentialing programs that assist enlisted personnel in broadening their professional development. These programs directly support the mission of CCAF in that credentialing of Air Force enlisted personnel enhances combat readiness, contributes to recruiting and retention, and supports career transitions.

12.13.2.1. **CCAF Occupational Instructor Certification (OIC) Program.** CCAF offers the OIC Program for qualified instructors who teach CCAF collegiate-level courses in CCAF-affiliated schools. The OIC validates completion of faculty development training, the qualifications required to teach a CCAF course, and practical teaching experience.

12.13.2.2. **CCAF Instructional Systems Development (ISD) Certification Program.** CCAF offers the ISD Certification Program for qualified individuals who develop CCAF courses and curriculum in CCAF-affiliated schools. ISD certification validates the training and education required to develop and manage CCAF collegiate courses and the practical experience gained in planning, developing, implementing, and managing instructional systems.

12.13.2.3. **Air Force Airframe and Powerplant (A&P) Certification Program.** CCAF offers the Air Force A&P Certification Program to aircraft maintenance technicians in specific occupational specialties. The program is designed to bridge gaps between Air Force education, training and experience, and Federal Aviation Administration eligibility requirements per Title 14, Code of Federal Regulations, *Aeronautics and Space*, *Part* 65.77. The program benefits the Air Force by broadening the skill sets and professional development of Air Force technicians, producing a better rounded and diverse aircraft maintenance professional.

12.13.3. **CCAF Credentialing and Education Research Tool (CERT).**

CERT is a research tool designed to increase an Airman's awareness of professional development opportunities available for various Air Force occupational specialties. CERT provides information on civilian occupational equivalencies, CCAF degree programs, national professional credentials, credentialing agencies, credentialing exams offered by the Defense Activity for Nontraditional Education Support (DANTES), and professional organizations.

12.13.4. **Defense Activity for Nontraditional Education Support.**

DANTES has approximately 80 agreements with nationally recognized certification and licensure associations. These agreements allow DANTES test sites to administer the majority of their certification and licensure exams, providing convenience and accessibility to service members.

12.14. Air Force Virtual Education Center (AFVEC).

The AFVEC is the Air Force's premier Web site for providing information about education benefits. The purpose of this site is to provide students one-stop shopping for all higher education needs. Students may log on to the AFVEC to create their own account and gain access to on-line customer service tools. These services include the CCAF transcript request, CCAF degree progress report, and access to the Civilian Course Conversion table. Students can also log on and view their personal education records, which include courses taken, tuition caps, and degree plans. This is the site for Airmen to apply on line for military tuition assistance for college courses.

Section 12D—Air University Associate-to-Baccalaureate Cooperative Program (AU-ABC)

12.15. Vision.

The vision of Air Force leaders is to provide distance learning and bachelor's degree opportunities for Airmen. The AU-ABC aligns with this Air Force vision and meets the AU near-term goal of providing enhanced educational opportunities for our enlisted force. The AU-ABC initiative establishes partnerships between the Air Force and accredited civilian higher education institutions to offer baccalaureate degree opportunities via distance learning. AU-ABC links Airmen who have completed associate degrees to "military friendly" baccalaureate programs. AU-ABC applies CCAF associate degree credit towards baccalaureate degrees and requires participants to complete no more than 60 semester hours after having earned an AAS degree. AU-ABC degree programs are linked to one or more Air Force-relevant degree programs currently offered by CCAF. To participate, registrants must be serving in the active duty Air Force, Air Force Reserves, or Air National Guard. Degree requirements may be completed after a student retires or separates from the Air Force.

12.16 Program Plans.

AU-ABC programs are classified in the three following categories:

12.16.1. **AU-ABC Category I Program.**

Program is designed for Airmen that have completed an AAS degree with the CCAF. These students are unconditionally guaranteed that no more than 60 semester hours of credit will be required to complete a baccalaureate degree.

12.16.2. **AU-ABC Category II Program.**

This option is designed primarily for Airmen who are currently enrolled in and pursuing a CCAF AAS degree program. Students should complete the CCAF requirements in General Education and Program Elective areas with specifically identified prerequisite course work listed in the partnering institution's baccalaureate degree plan. Upon completion of their CCAF degree, students are guaranteed that no more than 60 semester hours of credit will be required to complete a baccalaureate degree, if they follow the posted AU-ABC degree plan.

12.16.3. **AU-ABC Category III Program.**

This option includes baccalaureate degree programs that require CCAF AAS graduates to complete more than 60 semester hours of credit beyond the AAS but meet all other AU-ABC specifications. (**Note:** The degrees in this category must still link to one or more CCAF AAS programs and have exceptional value for the Air Force.) Go to https://rso.my.af.mil/afvecprod/afvec/SelfService/MyAFVEC.aspx for more information on AU-ABC.

Section 12E—Education

12.17. Educational Financial Assistance.

The Educational Services 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:

12.17.1. **Military Tuition Assistance (TA).**

To assist individuals in furthering their education, the Air Force provides a TA program (with some restrictions) to all eligible Air Force members. As of 1 October 2002, the Air Force pays 100 percent of the cost of tuition and instructional fees at approved institutions not to exceed $250 per semester hour, with an annual cap of $4,500. These funds are not taxed thus lowering the tax deduction in an Airman's paycheck. What looks like a contribution of $1,200 truly ends up to be a little over $900 because no taxes are paid on the $1,200. Air Force members cannot use TA to purchase textbooks. Students using military TA whose tuition exceeds the semester hour cap may use the Top-Up benefit in their Montgomery GI Bill (MGIB) to cover the remaining portion.

12.17.2. **Montgomery GI Bill.**

Eligible individuals who entered the service for the first time on or after 1 July 1985 are enrolled in the MGIB. Members who participate have their pay reduced by $100 a month for the first 12 months. Participants may also elect the $600 additional contribution which adds a maximum of $5400 to the total benefit package. In-service use of the MGIB is permitted after 2 years of continuous active duty. Benefits expire 10 years after separation or retirement. **Note:** The amount of the total benefit is adjusted each year in relation to the cost of living index.

12.18. College Credit by Examination.

Military members may earn college credits through examination. By doing well on the examinations, individuals may earn up to 60 semester hours of college credit at no financial cost to the individual. However, the amount of semester hours accepted by an academic institution is dependent on the policies of the accepting institution. The two major types of examinations available to military personnel are as follows:

12.18.1. **DANTES.**

The DANTES subject standardized tests (DSST) offer a series of tests for obtaining academic credit for college-level knowledge. The DSSTs are essentially course achievement tests. Each DSST is based on several textbooks commonly used for a course of the same or similar title. Some of the DSSTs include law enforcement, business, natural science, social science and history, and mathematics.

12.18.2. **The College-Level Examination Program (CLEP).**

The CLEP tests show college-level competency. The general CLEP tests measure college-level achievement in five basic areas: English composition, humanities, mathematics, natural science, and social science and history. These tests usually cover the first 30 semester hours of college (3 to 12 semester hours per test depending on the college). In addition to these five general CLEP areas, CLEP tests are also available in subject areas that include business, English, humanities, social sciences, mathematics, natural sciences, and foreign language.

12.19. Enlisted-to-Air Force Institute of Technology (AFIT) Program:

12.19.1. The Enlisted-to-AFIT program is a unique element of enlisted force development that enhances the future total force. In conjunction with other professional training and education programs, AFIT science, engineering, and management graduate degrees further develop a noncommissioned officer's (NCO) technical and managerial skills. The program's purpose is to enhance combat capability through career field core competency augmentation to provide the Air Force highly proficient NCOs technically experienced in their career field and highly educated through AFIT graduate degree programs. Enlisted-to-AFIT degree programs 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 AFB, OH.

12.19.2. To be nominated for this program, the member must be an active duty TSgt or above with a minimum of 8 years of total active federal service. The nominee must have completed a 7 skill-level (craftsman) upgrade, resident NCO academy, a CCAF degree, and a bachelor's degree from a regionally accredited institution. Additionally, he or she must have no adverse quality force actions within the last 36 months, have a minimum of 24 months time on station, and must be able to obtain 3 years of retainability from the projected AFIT graduation date. For more information regarding degree programs, eligibility criteria, and nomination procedures, visit http://www.afit.edu/EN/ADMISSIONS/Default.cfm?l=enl.

12.20. Air Force Educational Leave of Absence (AFELA) Program.

The AFELA program is authorized by Title 10, *Armed Forces*, Section 708, for career Air Force military personnel only. This program is only used when an individual has completed as much as possible of a program through the off-duty education program, and the completion of the program is not possible during the current assignment or with an education deferment or to accelerate academic requirements for application to an AFIT degree or Air Force commissioning program. Members cannot use Air Force appropriated funds to pay for tuition, fees, books, or other supplies in connection with AFELA. In some cases, therefore, the use of leave is more advantageous for the individual than AFELA wherein TA could be made available. However, to defray tuition costs, members may use in-service Veterans Administration or VEAP education benefits. AFELA participants have 2 months of additional obligated service for each month of the leave of absence. Under AFELA, the new commitment is in addition to any other period of obligated service or active duty commitment to which the member is already committed. While participating in AFELA, an Air Force member is in educational leave status and entitled to basic pay only.

12.21. Commissioning Programs.

Enlisted members can obtain a commission while on active duty through one of various commissioning programs. A few of the most common programs include:

12.21.1. **Airman Education and Commissioning Program (AECP).**

The AECP allows active duty Airmen to earn a bachelor's degree to meet Air Force needs. Airmen selected for the AECP attend a civilian educational institution full time and remain on active duty. Depending upon the academic discipline, the Air Force allows up to 36 months to complete the work in a full-time course of study at a civilian educational institution. Upon graduation, members attend Officer Training School (OTS) for commissioning.

12.21.2. **Officer Training School.**

Eligibility for a commission through the OTS program requires military members to possess a baccalaureate or higher degree from an accredited college or university. AFI 36-2013, *Officer Training School (OTS) and Enlisted Commissioning Programs* (ECP), contains specific guidance. Additionally, the base education services office has information and can provide assistance.

12.21.3. **United States Air Force Academy (USAFA).**

The USAFA offers a world-class education and a guaranteed career right out of college with no financial cost. However, upon graduation, individuals will incur an active duty service commitment. To be eligible, an individual must be a citizen of the United States, unmarried with no dependents, of good moral character, and at least 17, but less than 22 years of age by July 1 of the year he or she would enter. Applicants who are not accepted to USAFA may receive an appointment to the preparatory school where skills in mathematics, English, and general sciences are emphasized. Successful completion of the preparatory school improves chances for appointments as a USAFA cadet but does not guarantee it.

12.21.4. **Scholarships for Outstanding Airmen to ROTC (SOAR) Program.**

SOAR offers active duty enlisted personnel the opportunity to earn a commission while completing their bachelor's degree as an Air Force Reserve Officer Training Corps (AFROTC) cadet. Those selected separate from the active duty Air Force, join an AFROTC detachment, and become full-time college students. The Air Force provides them with a tuition and fees scholarship of up to $15,000 per year, an annual textbook allowance, and a monthly nontaxable stipend. Award of this scholarship is for 2 to 4 years, depending on how many years remain in the student's bachelor's degree program. Airmen with some or no college credit may apply for the program. A limited number of SOAR selects are offered a scholarship with no tuition cap. This program is open to students in any major. Upon graduation and completion of the program, students are commissioned as second lieutenant and returned to active duty (typically within 60 days of commissioning) for at least 4 years.

12.21.5. **AFROTC Airman Scholarship and Commissioning Program (ASCP).**

This program allows military members to receive an AFROTC scholarship to attend a college or university of their choice, provided the college or university offers an AFROTC program. If selected for this program, members are discharged from active duty and enlisted into the Air Force Inactive Obligated Reserve. Upon completion of the degree and the AFROTC requirements, the members receive an Air Force commission.

12.22. Conclusion.

Supervisors at all levels are responsible for ensuring Airmen accomplish their training requirements within established minimum timeframes for applicable skill levels. Some of the areas to success mentioned within this chapter provided some highlights on key training responsibilities, forms, and documentation. Another area supervisors must ensure their Airmen are kept abreast of is educational benefits. The key educational programs identified are CCAF, AFVEC, financial assistance, college credit by examination, AFELA, and commissioning programs.

Chapter 13

RESOURCE MANAGEMENTAND SENIOR NONCOMMISSIONED OFFICER (SNCO) RESOURCE MANAGEMENT

Section 13A—Overview

13.1. Introduction.

One of the primary roles of the noncommissioned officer (NCO) is that of a manager. With the constant emphasis on efficiency, the Air Force must get the greatest return from every investment. The Air Force invests in people and other resources such as supplies and facilities. One of the most important resources managed is personnel, and this chapter provides some information to consider when managing your personnel. Also, everyone has a responsibility to safeguard Air Force property and protect it from fraud, waste, and abuse (FWA). Resource management requires sensitivity to environmental issues. This chapter provides an overview of resource management and identifies the Air Force programs to prevent pollution and control toxic material that could pollute the environment.

Section 13B—Managing Organizational Change

13.2. Introduction.

The British created a civil service job in 1803 calling for a man to stand on the cliffs of Dover with a spyglass. He was supposed to ring a bell if he saw Napoleon coming. Despite Napoleon's defeat in 1813, the job was abolished in 1945.

13.2.1. What's wrong with this picture? The scenario illustrates a "chance to excel" that was ignored for over a hundred years—a chance to change something that needed to be changed. We know change is inevitable. We know changes are taking place every day, all around us. We know how easy it is to change, right? Wrong! As the scenario above shows, change is not automatic. It doesn't just "happen."

13.2.2. Change is a complicated, often painful process. Senior enlisted leaders in the armed services are in key positions to manage change. They have the authority and responsibility to lead and manage organizations, possess many years of experience, and have developed technical proficiency. However, leaders must also achieve proficiency in managing organizational change.

13.2.3. The following information explores the change process using the model proposed by Kurt Lewin. Lewin, a famous psychologist, recommended leaders view any change effort as a three-stage process: unfreezing, changing, and refreezing. The following discussion illustrates the key roles SNCOs play as change agents in managing organizational change and provides a strategy to effectively manage change. The first stage of the process is *unfreezing*.

13.3. Stage 1: Unfreezing.

Leaders begin unfreezing by creating a felt need for change. Let us begin with a definition of organizational change: the adoption of a new idea or behavior by an organization. In other words, the norms that currently exist in the organization must be changed. These norms can be in many areas of the organization, but we will place them into four main categories. They are technology, tasks, structure, or people norms: (1) technology—computers, test equipment, weapons systems, etc.; (2) tasks—general procedures, job steps, checklists, etc.; (3) structure—administrative procedures, evaluation systems, etc., and (4) people—technical or leadership training, new jobs, etc.

13.3.1. No matter what aspect of our Air Force organization needs changing, the first step is to recognize the need for change. As the scenario in the introduction indicates, this is not as easy as it seems. Change is appropriate when there is a perceived gap in what the norms are and what they should be. This perception provides the platform for the first stage of the change process: unfreezing.

13.3.2. Unfreezing is a deliberate management activity preparing people for change. Here, leaders create a felt need for change. This is often the most neglected yet essential part of unfreezing. A key factor in unfreezing involves making people knowledgeable about the importance of a change and how the change will impact their jobs. We must first generate a need in the people who will feel the greatest effect of the change. We do this by pointing out the problems or challenges with current operations. In many cases, people will want to stick with the old norms; witness the standard response when a change is proposed, "Why do we need to change this? It works just fine the way it is!" As that well-known philosopher Anonymous put it: "Most people hate any change that doesn't jingle in their pockets."

13.3.3. This points out the first reaction to change: *resistance*. Just as change is inevitable, so too is resistance to change. One of the most essential elements of a successful change is a good plan. Planning enables the change agent to anticipate problems, develop courses of action, and deal with resistance to change. Resistance can take many forms. Four of the most common are:

13.3.3.1. **Uncertainty.** When faced with an impending change, people often experience a fear of the unknown, or see the change as a threat to their security (Can I do the new job? Can I operate the new equipment? Will I still have a job?).

13.3.3.2. **Self-interests.** People often consider the power or role they have in the existing environment and the possible loss of that power after the change is implemented.

13.3.3.3. **Different Perceptions or No Felt Need to Change.** Even if you think people recognize the need for change, they may have different ideas about the situation. Outwardly, they may support the change, but inwardly, they resist it.

13.3.3.4. **Over-determination.** Ironically, the structure of the organization may be a barrier to change. For example, a mechanistic structure, which relies on strict procedure and lines of authority, may be so rigid as to inhibit needed change.

13.3.4. There are many sources of resistance to change. Success comes from managing and reducing resistance. Here is where the need for a "change agent"—you—becomes vitally important. Leaders must accept their role as change agents in managing change. Senior enlisted leaders wield vast influence among their subordinates, peers, and superiors. Commanders and directors often call upon SNCOs to change an organization, to "make it happen." Here are five proven methods leaders employ to reduce and manage resistance to change:

13.3.4.1. **Education and Communication.** Educating people about the need for and the expected results of a change should reduce their resistance. Open communication is necessary throughout the change process and will help reduce uncertainty.

13.3.4.2. **Participation and Involvement.** Leaders reduce resistance by actively involving those affected by the change in its design and implementation. Involving your people in the process may be time consuming but should commit them to the new program.

13.3.4.3. **Facilitation and Support.** Introduce the change gradually if possible. Provide additional training if needed. Reinforce and encourage your people as much as possible. Remember the power of high expectations.

13.3.4.4. **Negotiation and Agreement.** Offer incentives to those who continue to resist the change. Negotiated agreements can help remind everyone of the changes they agreed to should resistance return.

13.3.4.5. **Coercion.** This technique involves the use of force to get people to accept change. This is a last resort because compulsion negatively impacts people's attitudes and has long-term negative consequences. Coerced compliance with change requires constant leadership oversight to ensure the change remains in effect.

13.3.5. There are usually many factors at work either maintaining current norms (the status quo) or changing current norms. The change agent (leader) must analyze restraining (opposing) forces and devise ways to reduce them, by overcoming resistance as discussed in paragraph 13.3.4. At the same time, leaders must recognize and strengthen driving (supporting) forces—those forces pushing toward change. After analyzing the forces for and against change and developing a strategy to deal with them, you can turn your attention to the change itself. Characteristics of the change can increase the likelihood of adoption and implementation. Leaders improve the chances for success when they break the change into sequential steps. This approach provides visible success at the first step of implementation and people may be more willing to throw their support behind the rest of the change program. In other words, they may become "drivers" instead of "restrainers."

13.3.6. The unfreezing stage of change management is really something we should do all the time whenever change is imminent. An essential element of unfreezing is careful planning. Careful planning improves the chances of success and decreases the likelihood of having to repeat the unfreezing stage. Your plan should include a set of evaluation standards to measure the degree of success or failure of the change. An objective evaluation with clear goals and objectives can help assess the success of change and help determine appropriate rewards when the change has been completed.

13.4. Stage 2: Changing.

Changing involves modifying technology, tasks, structure, or distribution of people. This is the movement from the old state, or the previous norms, to the new state. During the changing stage, the organization installs new equipment, restructures workcenters, or implements a new performance appraisal system. In short, changing is anything that alters the status quo.

13.4.1. What is your role as change agent in this stage? Basically you monitor the change as it occurs, paying close attention to the people most affected by it. If you've implemented the change too early, you'll know it by watching the people; or if some link in the system isn't ready to handle the change, production may bog down. A few irate callers from other branches or units will let you know in a hurry!

13.4.2. In this stage, you ensure that your careful plan unfolds as intended. Even the best plans go awry for one reason or another, so it's important for you to be there as the change is implemented to deal with the problems that will probably arise.

13.4.3. You must remember to provide socioemotional support at this stage. Some of your people may be traumatized by the actual implementation of change, so you should provide encouragement and advice as needed. The same techniques used to overcome resistance to change mentioned in paragraph 13.3.4 are applicable here, too.

13.4.4. It may be necessary to go back to the unfreezing stage if the change isn't going well. That's all right; it's better to back up and regroup than to press on with a change that causes more problems than it fixes. As the change agent, it will be your responsibility to decide whether (and when) to move forward. You won't be in a position to make the decision if you're not around keeping tabs on things. Don't just plan to change, flip the switch, and let the chips fall where they may.

13.5. Stage 3: Refreezing.

The final stage in the change process is refreezing. Refreezing involves locking in expected outcomes. Just because you implement the change, and it appears to be going smoothly doesn't mean the job is done. Here, you must lock in (or refreeze) the desired outcomes and the new norms, so they become permanent.

13.5.1. Refreezing is necessary because without refreezing, people often return to the old ways. Consider the example of an Airman who completed 7-level upgrade training and has learned the proper way to perform key tasks in his or her workcenter. The proper way the Airman learned to complete the task may differ from the accepted way it is completed in the workcenter. In this example, the Airman may be inclined to conform to the old ways rather than make waves: old behaviors take over and nothing is changed. However, by actively encouraging the use of new techniques, you reinforce the new techniques, which encourages the Airman to use them—essentially freezing the new behavior. A critical step in refreezing is evaluating the change results. Did the change have the desired effects? If so, press on. If not, the new process may need more support, more instruction or training, additional time, etc. Now that you've developed strategies to evaluate results in Stage 1 of the change process, it's time to use them.

13.5.2. Positively reinforcing the desired outcomes within this stage is crucial. Just as with any behavior change, when our people do something right, you reward them. This will strengthen the correct behaviors, helping to "freeze" them in place. In many cases, the change agent can call attention to the success of the change and show where it does indeed work. This highlights where change worked, removing any lingering resistance and preventing people from returning to the old way of doing things.

13.5.3. In some cases, even what appears to be successful change management turns out poorly in the long run. In one instance, a company bought new computer equipment for the typing pool, replacing the old electric typewriters with word processing stations. The new technology included color monitors, advanced software, high speed printers, and the works. Everyone was carefully trained. The new equipment was installed for half the typists at first, then the other half got their new equipment, and the supervisors (change agents) provided support and encouragement all the way. Soon the section was turning out professional correspondence in half the time it previously took. Successful change you say. Unfortunately, it wasn't. To cut down on the noise from the printers, portable dividers were installed between workstations. Where once the typists could converse back and forth unimpeded, now they were isolated from their coworkers. The previous social system, which was one of harmony, turned into one of unhappy isolation. Consequently, both the people and the work suffered, and the change plan had to be modified.

13.5.4. Do you think the change agents anticipated this outcome and planned for it? Probably not, but they really aren't at fault. After all, one can't anticipate everything. The example serves to remind us about the importance of refreezing. The change agent must evaluate results, reinforce the desired outcomes, and make constructive modifications as needed.

13.5.5. As a change agent, you have a tough job. By carefully planning change, you can make it as painless as possible. Managing change is one of the most important and rewarding responsibilities you have. Now you have a process that can help you manage the inevitable changes, rather than let change manage you.

Section 13C—Team Building

13.6. Introduction.

As leaders, we need to develop effective teams to accomplish the mission. While engaging in developmental tasks of building effective teams, we must cultivate a healthy team spirit. The spirit in which a team operates influences every stage of team development and can ultimately determine whether mission goals are met. A healthy team spirit is the engine that runs high performance teams. There are five critical attributes present in all healthy teams. These attributes determine the operational health of teams and their likelihood of success in our organizations. These attributes are trust, ethical behavior, critical judgment, sharing, and cooperation. While each one of these attributes is essential in building a healthy team spirit, the attribute of trust is at the center of all healthy team interaction.

13.7. Trust:

13.7.1. Trust is essential in forming any good relationship. Teamwork requires good relationships with 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 with people within the group is the hallmark of a team that has trust. Dr. Suzanne Zoglio, an organizational consultant and founder of the Institute for Planning and Development, states in her book entitled *Teams at Work,* "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."

13.7.2. Team members may respond to other team members they do not trust by alienating them, ignoring their inputs, and withholding vital information. Trust is important in creating a healthy team because information needs to be shared and accepted in good faith. Feedback must also be exchanged between members in an open and sincere manner without fear of harsh criticism. Without trust, a team's efforts can be sabotaged and progress brought to a grinding halt. Leaders can promote a trusting atmosphere by being trustworthy and by trusting their workers. Additionally, by valuing the differences in individuals and encouraging open and honest communication, leaders promote the empowerment of their teams toward innovative problem solving. Remember trust is earned and can also be lost.

13.8. Ethical Behavior.

We lose trust in people because of behaviors that reduce our respect for them. Such behaviors are usually unethical and kill the spirit of the team. Ethical behaviors, on the other hand, are behaviors that conform to accepted principles of right and wrong that govern our profession. Team members who exhibit honesty, integrity, and concern for doing what is right in their communication and group behavior are behaving ethically. Andrew J. DuBrin, Professor of Management, College of Business at Rochester Institute of Technology, and author of the book *Essentials of Management*, cites, "To a strong team player, getting the group task accomplished is more important than receiving individual recognition."

13.9. Sharing Information:

13.9.1. If teams are to succeed, they must openly share information both inside and outside the group. This sharing of information involves both active listening and talking. Andrew J. DuBrin also discusses information sharing and says, "Information sharing helps other team members do their job well and also communicates concern for their welfare." Leaders best demonstrate concern for the welfare of other team members when they actively listen. Again, Mr. DuBrin states, "The active listener strives to grasp both the facts and feelings behind what is being said." Active listening and sharing of information encourage positive, open, and sincere communication among team members.

13.9.2. Teams must communicate, and team members need to feel safe in asserting themselves and sharing their ideas. Teams that don't give permission for honest and open sharing within the group quickly lose their effectiveness. Some group members may begin to purposely withhold information or disengage from the team, neglecting to share vital information. This may cause confusion, frustration, and the inability to complete taskings within teams. While sharing information between team members is essential in producing effective, well thought-out plans, it is also essential for the leader 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. Clearly, information sharing yields better results. Leaders can increase a team's success by giving them complete access to all necessary data, discouraging the discounting of ideas and feelings within teams, and encouraging the practice of active listening and valuing individual differences when sharing.

13.10. Critical Judgment.

When we share information, someone is bound to criticize our ideas. For a team to be effective, criticism should be accepted, as well as encouraged. Mr. DuBrin also comments on giving and receiving criticism saying, "A high performance team demands sincere and tactful criticism among members. The willingness to accept constructive criticism increases self-awareness and improves team effectiveness." The attribute of critical judgment allows teams to receive intragroup feedback (criticism) and outside evaluations for the purpose of examining its processes and practices. By using critical feedback, teams can redirect their focus and energy and correct problems quickly rather than letting them intensify. Critical judgment is therefore essential to ensure the team's efforts are consistently focussed in the right direction.

13.11. Cooperation:

13.11.1. Cooperation is critical if teams are to combine their diverse backgrounds, skills, and approaches to meet the challenges of new problems, customer requirements, and mission changes. Cooperation yields synergistic results and reduces the time it takes to reach a desired outcome. Dr. Suzanne Zoglio, author of the book entitled *Teams at Work*, states, "At work there are so few solo opportunities; most challenges require the cooperation of many people. Team members must rely on each other to follow through on assignments, produce quality results, share creative ideas, and contribute to a pleasant work environment." Team leaders who encourage cooperation allow their team members to see that others have very important contributions to the goals of the unit. Team members may also come to understand how dependent they are on one another in reaching mission objectives.

13.11.2. Dr. Zoglio further states in her writings that successful teams manage differences through win/win negotiating and reach decisions by consensus rather than voting. There are few turf wars, little competitiveness, and an ability to forgive and forget. Cooperation breeds shared ownership for performance results of the team and when objectives are achieved, it increases team pride and a healthy team spirit. Conversely, competition hinders the cooperative process, as some team members may attempt to outshine the rest of the group in order to gain extra attention for their contributions. This "all-starring," of course, leads to fighting within the group, making the team less productive. "All-starring" may be evidence of a power struggle. To reduce this power play, leaders should reemphasize the specific roles and responsibilities of each team member, thus eliminating potential barriers to cooperation.

13.12. Healthy Team Spirit Summary.

Cultivating a healthy team spirit requires the elements of trust, ethical behavior, critical judgment, sharing, and cooperation. Trust is at the heart of any healthy team interaction. Team members must feel comfortable with, and confident in, one another to fully participate and risk sharing their ideas and feelings. Positive group member behaviors establish that climate of trust needed to develop a healthy team spirit. Ethical behavior requires members to do what is legally, morally, and professionally right for one another and the organization. Such behavior is essential to the communication needed within a team to accomplish its goals. Leaders must establish a healthy team spirit to drive performance and develop effective teams to accomplish the mission.

Section 13D—Managing Resources Other Than Personnel

13.13. Resource Management System (RMS):

13.13.1. **RMS Defined.**

RMS does not refer to a single system. Instead, the Air Force RMS involves various systems focusing 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 RMS provides a way to establish priorities, choose policies, and act to get the desired results and required resources at an acceptable cost. RMS elements include the financial plan, management and accounting systems, participatory and committee management, resource management teams, and resource management training.

13.13.2. **RMS Duties.**

Air Force managers oversee activities that cost money. However, in terms of resources, RMS duties refer to the stewardship of money, manpower, and equipment. Being an effective steward involves more than legal accountability. Headquarters US Air Force and major commands (MAJCOM) make decisions about using resources, and although base-level resource managers do not control initial allocation of all their resources, they must effectively manage these resources.

13.13.2.1. **Commanders.** Financial management is inherent to command. Commanders review, validate, and balance the financial plan to ensure successful financial management. They must actively review financial programs for each work center (responsibility center) that reports to them and improve resource management by inquiring about program conditions, reviewing causes, weighing alternatives, and directing action. They must also ensure RMS success by allocating sufficient resources to RMS training and resource management team efforts.

13.13.2.2. **Comptrollers.** Comptrollers support the organization's mission and the Air Force by providing sound financial management and advice to the commander and staff. The comptroller promotes responsible and proper financial management to ensure the economical and efficient use of resources consistent with statutory and regulatory requirements. They apply policies and procedures that enable the organization to carry out accounting, budget, and cost functions.

13.13.2.3. **Responsibility Center Managers.** Responsibility center managers plan, direct, and coordinate subordinate organizations' activities. They analyze subordinate organizational plans, identify imbalances in resource distribution, analyze alternative actions, and balance programs.

13.13.2.4. **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.

13.13.2.5. **Resource Advisors (RA).** RAs 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 points of contact on resource management matters pertaining to their responsibility center. The responsibility center manager appoints the RA in writing.

13.13.3. **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, approves, or disapproves recommendations made by the financial working group to ensure balanced, valid financial programs and to consider all known or anticipated requirements.

13.13.4. **The Financial Working Group.**

Composed of both line and staff RAs 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 plans, 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.

13.14. Effective Use of Government Property:

13.14.1. **Supply Discipline.**

Air Force members must have a supply discipline to conserve, protect, and maintain available Government supplies, equipment, and real property for operational requirements. 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, in constant readiness, and in the absolute minimum quantity necessary to accomplish assigned tasks. Commanders and supervisors at all levels are responsible for prudent management, control, storage, and cost-effective use of Government property under their control.

13.14.2. **Roles.**

Commanders, subordinates, supervisors, and individuals must:

13.14.2.1. Accurately maintain property records to reflect a current inventory and condition of property.

13.14.2.2. Ensure personnel carefully and economically use and safeguard property.

13.14.2.3. Provide adequate security, protection, and storage for property.

13.14.2.4. Make recommendations for preventing FWA.

13.14.3. **Custodial Management of Public Property.**

A property custodian is any person designated by the organization commander or chief of staff agency responsible for Government property in his or her possession. A custodian must plan and forecast requirements to meet mission goals, prepare and forward material requests to the proper agency, sign custody receipts or listings for property charged to his or her organization, report losses or irregularities relating to property to his or her immediate commanders or accountable officers, and take action to reconcile and correct property records. A custodian may be held liable for the loss, destruction, or damage of any property or resources under his or her control.

13.15. Financial Management:

13.15.1. **Use of Resources.**

All Air Force commanders and supervisors are responsible for the efficient and economical use of all resources in their organizations. The extent to which commanders and supervisors directly influence the budgeting, allocation, composition, and distribution of these resources depends on the degree of centralization of authority. The degree of centralization is the commander's choice and is determined by mission needs, resources, and managerial environment. Regardless of the level of centralization, every Air Force member is directly involved in and responsible for managing resources.

13.15.2. **Cost-free Resources.**

In the following types of instances, we all have the principal responsibility to ensure resources are used in the most cost-effective manner. Keep in mind, all Air Force resources, at one time or another, had some kind of cost charged to get into the Department of Defense (DoD) inventory. Some resources may appear to be cost-free assets because Airmen:

13.15.2.1. Did not have to pay out funds to obtain the resources.

13.15.2.2. Neither had the authority to control allocation (real property, weapons systems, and manpower) nor change the composition of total resources allocated.

13.15.3. **The Operating Budget.**

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 (FY) basis. (FY represents the period beginning the first day of October and ending the last day of the following September [1 October through 30 September].)

13.16. Fraud, Waste, and Abuse:

13.16.1. **FWA Defined.**

Every year the Air Force loses millions of dollars in money and resources due to individuals abusing the system, wasting precious resources, and committing acts of fraud. FWA is:

13.16.1.1. **Fraud.** Any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual a benefit, privilege, allowance, or consideration to which he or she is not entitled. Such practices include, but are not limited to:

13.16.1.1.1. Offering, paying, accepting bribes or gratuities, or evading or corrupting inspectors or other officials.

13.16.1.1.2. Making false statements, submitting false claims, or using false weights or measures.

13.16.1.1.3. Using deceit, either by suppressing the truth or misrepresenting material facts, or to deprive the Air Force of something of value.

13.16.1.1.4. Adulterating or substituting materials, and falsifying records and books of accounts.

13.16.1.1.5. Conspiring to carry out any of the actions in paragraphs 13.16.1.1.1 through 13.16.1.1.4.

13.16.1.1.6. Engaging in conflict of interest cases, criminal irregularities, and the unauthorized disclosure of official information relating to procurement and disposal matters. **Note:** For purposes of this pamphlet, the definition can include any theft or diversion of resources for personal or commercial gain.

13.16.1.2. **Waste.** 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. **Note:** Consider wartime and emergency operations when explaining possible waste. For example, legitimate stockpiles and reserves for wartime needs, which may appear redundant and costly, are not considered waste.

13.16.1.3. **Abuse.** The intentionally wrongful or improper use of Air Force resources. Examples include misuse of rank, position, or authority that causes the loss or misuse of resources such as tools, vehicles, computers, or copy machines.

13.16.2. **Preventing FWA.**

Preventing FWA is of primary concern. Detection and prosecution serve to deter fraudulent, wasteful, or abusive practices; however, the key element of the program is to prevent the loss of resources. The Secretary of the Air Force, Inspector General (SAF/IG), provides policy guidance, develops procedures, and establishes and evaluates the Air Force Complaints and FWA programs. In turn, inspectors general (IG) at every level are responsible for establishing and directing the Air Force Complaints and FWA programs. 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. Further, all military and civilian members must promptly advise the AFOSI of suspected criminal misconduct or fraud. The AFOSI investigates criminal allegations.

13.16.3. **FWA Complaints:**

13.16.3.1. **Resolution.** 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. Individuals may submit:

13.16.3.1.1. FWA disclosures by memorandum, in person, or by FWA hotlines.

13.16.3.1.2. Complaints anonymously.

NOTE: 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. Information in a disclosure or complaint to an IG is protected.

13.16.3.2. **Complainant Privacy.** The complainant's privacy is safeguarded to the maximum extent practicable to encourage voluntary cooperation and 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) will be strictly limited to an official need-to-know basis.

13.16.3.3. **Disclosure.** This information will not be disclosed unless required by law or regulation, when necessary to take adverse action against a subject, with the approval of the SAF/IG, or according to AFI 91-301, Air Force Occupational and Environmental Safety, Fire Protection, and Health (AFOSH) Program.

13.16.3.4. **Summary of the Results.** Individuals making a complaint may request a summary of the results from the office to which the complaint was made. However, witnesses including complainants and subjects do not have unrestricted access to reports, complainants, and subjects, or any other case file information by virtue of their status as a witness. They have access to IG records as provided for by the FOIA and PA.

13.16.3.5. **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 FOIA and PA. "Third-party" complainants are not entitled to a response regarding alleged wrongs not directly affecting them unless authorized to receive via a FOIA or a PA release.

13.16.3.6. **IG Channels.** Any complaint or disclosure received by an IG that is more appropriate in another channel may be referred to that channel by the receiving IG. When IGs refer complaints to command or other more appropriate resolution channels, IGs notify complainants, except anonymous complainants, of the referral.

13.17. Air Force Environmental Commitment:

Standing on the verge of the 21st century, America can be confident that the Air Force will continue to do its part to preserve our nation's valuable resources for the future.

General Michael E. Ryan
Former Air Force Chief of Staff

13.17.1. **Air Force Policy.**

Achieving and maintaining environmental quality are essential parts of the Air Force mission. The Air Force is committed to cleaning up environmental damage resulting from its past activities, meeting all environmental standards applicable to its present operations, planning its future activities to minimize environmental impacts, responsibly managing the irreplaceable natural and cultural resources it holds in public trust, and eliminating pollution from its activities wherever possible. The Air Force environmental program is composed of four pillars: restoration, compliance, conservation, and pollution prevention.

13.17.2. **DoD and Air Force Programs.**

Several DoD and Air Force programs were established to achieve environmental excellence. These programs are in the areas of environmental restoration, environmental compliance, pollution prevention, and natural and cultural resources conservation.

13.17.2.1. **Environmental Restoration Program.** The goal of the Air Force Environmental Restoration Program is to reduce risks to human health and the environment due to contamination from past Air Force activities in a safe, cost-effective manner, and in a way that fosters community support.

13.17.2.2. **Environmental Quality Program.** The Environmental Quality Program is designed to ensure the Air Force plans and manages its mission and operations in a manner that either achieves or maintains compliance with federal, state, and local environmental laws and standards. The Air Force designed the Environmental Compliance Assessment and Management Program to assist Air Force installations and organizations in complying with all applicable environmental compliance and pollution prevention standards.

13.17.2.3. **Pollution Prevention (P2) Program.** The role of the Air Force P2 Program is to strengthen our mission capability by minimizing the environmental impact of the raw materials and nonrenewable resources/products we utilize or dispose of as waste–hence reducing our environmental footprint. The Air Force P2 program was created to prevent future pollution by protecting human health and the environment; reduce the use of hazardous materials; and minimize the volume and toxicity of wastes and the release of pollutants, all while reducing total ownership costs. To build a strong P2 program, organizations must fully integrate the actions listed in paragraphs 13.17.2.3.1 through 13.17.2.3.4 into day-to-day Air Force operations. The hierarchy of actions to prevent pollution is:

13.17.2.3.1. Reduce or eliminate dependence on hazardous materials and reduce waste streams (source reduction).

13.17.2.3.2. Reuse generated waste and recycle waste not reusable (recycling).

13.17.2.3.3. Employ treatment to reduce the volume or toxicity of wastes.

13.17.2.3.4. As a last resort, dispose of wastes (end-of-pipe treatment).

13.17.2.4. **Natural and Cultural Resources Conservation Program.** The AF Natural and Cultural Resources Conservation Program supports actions to protect, enhance, and sustain mission capability through effective planning and management of natural and cultural resources to guarantee DoD access to air, land, and waters. This program includes sustainable use of resources for the public benefit. This includes actions to comply with requirements such as laws, Executive Orders (EO), DoD policies, final governing standards (foreign requirements), and other binding agreements. The primary objective of AF Natural and Cultural Resources Conservation Program is to ensure continued access to land and air space required to accomplish the Air Force mission. This can only be accomplished by maintaining these resources in a healthy condition. The conservation program is used by the Air Force in order to comply with applicable federal, state, and local standards for natural and cultural resources and to ensure these resources are available for mission use.

13.17.3. **Air Quality Program.**

Air quality compliance involves preventing, controlling, abating, documenting, and reporting air pollution from stationary and mobile sources. Maintaining compliance with air quality regulations may require reduction or elimination of pollutant emissions from existing sources and control of new pollution sources.

13.17.3.1. Stationary sources typically include fixed exhaust stacks or vents as well as transportable equipment, which are subject to stationary source air emission standards.

13.17.3.2. Mobile sources typically include compliance with vehicle emissions inspection and maintenance requirements and the development and implementation of fuel efficiency outreach programs to reduce petroleum fuel usage.

13.17.4. **Water Quality Compliance Program.**

The Air Force Water Quality Compliance Program identifies essential Air Force requirements; Air Force actions to attain and sustain compliance with the Clean Water Act, Title 33, United States Code, Sections 1251-1387; all applicable federal, state, and local water quality regulations; and the final governing standard or DoD 4715.05-G, *Overseas Environmental Baseline Guidance Document*, where no final governing standard exists. A water quality compliance program must be established at all Air Force installations to assess, attain, and sustain compliance with applicable federal, state, and local water quality regulations and permits.

13.17.5. **Solid Waste Compliance.**

The Air Force must safely manage solid waste and comply with applicable laws and regulations to protect the environment and the people living and working on and off Air Force facilities. Each installation must have an integrated solid waste management program that addresses solid waste characterization handling, storage, and collection; solid waste disposal; record keeping and reporting of solid-waste-related data; and a P2 program that strives to increase solid waste diversion and maintain recycling programs in the most cost-effective manner possible.

13.17.6. **Hazardous Waste Compliance.**

The Air Force must safely manage hazardous waste and comply with laws and regulations to protect the environment and the people living and working on and off Air Force facilities.

13.17.6.1. The base Environmental, Safety, and Occupational Health Council works with the wing commander to oversee compliance with hazardous waste laws per AFI 90-801, *Environment, Safety, and Occupational Health Councils*.

13.17.6.2. Hazardous waste generators must have a hazardous waste management program to comply with federal, state and local regulations, and AFI 32-7042, *Solid and Hazardous Waste Compliance*. The hazardous waste management program must include:

13.17.6.2.1. A hazardous waste management plan.

13.17.6.2.2. Training.

13.17.6.2.3. Characterization.

13.17.6.2.4. Turn-in and disposal procedures.

13.17.6.2.5. Inspections.

13.17.6.2.6. Permits and record keeping.

13.17.6.2.7. Host-tenant support.

13.17.7. **Hazardous Materials (HAZMAT) Management.**

The HAZMAT management process is designed to manage the procurement and use of HAZMAT to support Air Force missions, ensure the safety and health of personnel and surrounding communities, and minimize Air Force dependence on HAZMAT. The Air Force instituted the Hazardous Material Management Process, per AFI 32-7086, *Hazardous Materials Management*, to incorporate an Environmental, Safety, and Occupational Health authorization for the use of HAZMAT in Air Force processes to protect the mission, workers, and the environment.

13.17.8. **Recycling Program.**

EO 13423 requires Federal agencies to operate cost-effective recycling programs that promote waste prevention and/or recycling of reusable materials in all of its facilities. Recycling materials or commodities include, but are not limited to, paper, plastics, metal, glass, used oil, batteries, and tires. If an installation intends to engage in the direct sale of recyclable commodities, they must operate their recycling program as a qualified recycling program. Each Air Force installation worldwide will have a single qualified recycling program to serve all Air Force and tenant organizations occupying space on the installation, including leased space.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 13E—Planning, Programming, Budgeting, and Execution (PPBE)

13.18. Planning, Programming, Budgeting, and Execution Philosophy.

The ultimate objective of the PPBE process and execution is to provide the best mix of forces, equipment, and support attainable within fiscal constraints according to DoD Directive 7045.14, *Planning, Programming, Budgeting System (PPBS)*. The goal of the PPBE process is to achieve the defense objectives established by the President and the Secretary of Defense (SECDEF) in the Strategic Planning and Joint Planning Guidance. The Air Force uses a unique process for implementing the PPBE—the Air Force Corporate Structure. This structure increases management effectiveness by applying judgment and experience to programs, resource limitations, and other program adjustments. This enables senior leadership to assess alternative ways to achieve the PPBE objective. The Air Force develops its program to achieve defense objectives established by the President and the SECDEF as well as internal Air Force strategic planning objectives. The formulation of the Air Force budget is a complicated and time-consuming endeavor. PPBE is a shared process within the Air Force with significant responsibility delegated to the Director of Programs, Deputy Chief of Staff for Plans and Programs (AF/A8P) and the Deputy Assistant Secretary for Budget, office of the Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FMB).

13.19. Planning, Programming, Budgeting, and Execution Process.

The PPBE process is the Defense Department's resource allocation system. This 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. Finally, PPBE is an iterative process consisting of four interrelated and overlapping phases: Planning, Programming, Budgeting, and Execution.

13.19.1. **Planning.**

The Air Force translates top-down guidance into meaningful plans and requirements for which a program for the Future Years Defense Program (FYDP) can be developed. Planning defines and examines alternative strategies and analyzes external conditions and trends. Planning provides the means to anticipate changes and understand the long-term implications of near-term choices and decisions. Streamlined planning and assessment documents help prioritize objectives, assess strategies, and provide the link between planning and programming. Within the concept of PPBE, planning also provides a program objective against which the Air Force can measure program execution success.

13.19.2. **Programming.**

Through the programming processes, the Air Force and other military departments link planned requirements with the resources needed to provide them. Inevitably, this will involve tradeoffs beyond those agreed to in the planning process. By programming, the Air Force matches available resources (fiscal, manpower, material) against validated requirements to achieve the strategic plan and submit program proposals. Planning policies and guidance are addressed, and initial program costs are established. The key objective of programming is to develop a balanced, capabilities-based Air Force program in the form of the Air Force program objective memorandum (POM). In addition, through the programming processes, the Air Force defends its POM during program review and budget review and adjusts the program as a result of the Office of the Secretary of Defense (OSD) reviews and changing national and international situations.

13.19.3. **Budgeting.**

The budgeting phase of PPBE occurs concurrently with the programming phase. Each DoD component submits its proposed budget estimate simultaneously with its POM. The budgeting phase (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 President's budget. Three things happen in the preparation of the budget estimate submission (BES). First, Air Force budget analysts identify situations where the program has put Air Force resources at risk of OSD or Congressional reduction. Second, the comptroller applies the latest inflation figures, flying hour and manpower rates, etc. Third, the program is put into the OSD budget format and budget justification documentation is prepared. Once these steps are complete, the final position is called the POM/BES or Program Budget Review. The budgeting phase continues with the submission of the Program Budget Review and Fact-of-life changes via Notification Document in the off-year. SAF/FMB is the Air Force lead for budget and budget execution.

13.19.4. **Budget Execution.**

Budget execution focuses on running the Air Force day to day. Execution is carried out at MAJCOM, Wing, and unit level. The Air Force MAJCOMs' operating commands (including the Headquarters Air Force) are allocated their share of obligation authority to execute their missions. Because the budget being executed in any given year was actually compiled over a year earlier, it is logical to assume that some assumptions on which the budget was based will have changed. Because change is anticipated, Congress gives us some flexibility within the operating budgets to move resources without coming back to them for permission. One key part of budget execution is the MAJCOM's Operations and Maintenance (O&M) Operation Plan. Execution of the Air Force program is reviewed during MAJCOM budget execution reviews held in February, April (concurrent with the internal Air Force midyear review), and July.

13.20. Planning, Programming, Budgeting, and Execution Summary.

Every SNCO contributes to the PPBE process. Within this system, SNCOs help establish and forecast a budget to ensure sufficient funds are available to accomplish the mission. Thoughtful and accurate estimates on the local level are extremely important in reflecting the overall Air Force needs. Wise day-to-day resource management is essential to having an effective PPBE process.

Section 13F—SNCO Day-to-Day Resource Management

13.21. Financial Management.

To many, some resources may appear to be cost-free assets because they may not either control the determination or allocation of these resources (real property, weapon systems, and manpower) or may not have the authority to change the mix of the total resources allocated. In these instances, the SNCO's principal responsibility is to ensure these resources are used in the most cost-effective manner.

13.22. Resource Management Team.

The resource management team is a problem-solving team designed to improve base-level resource management by providing training and specific assistance. The aim is to train and motivate personnel by observing and crossfeeding innovative resource management methods and ideas. Crossfeeding information is very important. Identifying various resource management practices and techniques observed throughout the base, recommending improvements, and making this information available upgrades financial awareness and skills. The key to a successful resource management team is open information exchange and the base's application of its own expertise in identifying and resolving resource management problems.

13.23. Resource Management Team Composition.

The base comptroller decides the membership and selects team members for each responsibility center visit. Resource management teams only include members having a direct functional interest in improving the effectiveness and efficiency of the visited responsibility center. Normally, the visited responsibility center would be given the chance to decide the resource management team makeup for their assistance visit. The resource management team usually consists of consultants from the financial analysis, financial service office, supply, transportation, base civil engineer, contracting, logistics, communications, information management, management engineering, and personnel offices.

Section 13G—Government Property and Equipment

13.24. General Responsibilities:

13.24.1. The Air Force 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, in constant readiness, and in the absolute minimum quantity necessary to accomplish assigned tasks.

13.24.2. Commanders are responsible for managing public property under their control, including proper care and use, providing instructions to subordinates on their specific responsibilities, and maintaining records that may be audited. Commanders and supervisors establish controls to eliminate uneconomical equipment management. They must also ensure all personnel are taught proper care and safeguard principles. Commanders and supervisors must enforce these principles. Logistics readiness squadrons (LRS) offer training on a variety of topics for different management levels. Commanders appoint representatives and ensure the representatives attend the proper training. For example, primary and alternate equipment custodians attend mandatory special training provided by the LRS commander or chief of supply.

13.24.3. The Air Force Equipment Management System (AFEMS) provides a standard equipment management system applicable to all Air Force activities. This system is Web-enabled and requires a password for access. AFEMS provides worldwide visibility of all in-use and warehoused equipment assets and is used to report capitalized asset depreciation, determine equipment requirements based on Air Force allowance standards, support the budget and buy program, and report equipment types and quantities required to accomplish the mission. The allowance standards are provided both on line in the AFEMS and off line via compact disk-read only memory. The allowance standards include specific items and authorized quantities required for the wartime and peacetime needs of each unit.

13.25. Property Accounting.

The organization commander or equivalent designates a property custodian for Government property used by the unit and listed on allowance standard documents. Upon assuming responsibility and at least annually, the designated property custodian must perform an inventory of all assets. The custodian signs the custodian authorization and custody receipt listing (CA/CRL) acknowledging completion of the inventory and signifying all items listed are being used properly and maintained in serviceable condition. After the inventory is completed, the custodian signs the acknowledgement of responsibility block which allows the custodian to become accountable for the property physically in possession, then obtain the commander's signature as validation that the inventory took place and actions are under way to resolve discrepancies. The property custodian is relieved of responsibility only when the account is transferred to another custodian, the custodian issues or turns in items and obtains a signed receipt, or the property custodian provides authorized adjustment documents (turn-in receipts, transfer documents, etc.).

13.26. Report of Survey (ROS).

An ROS is used to research and investigate the cause of loss, damage, destruction, or theft of Government property and determine if it was attributable to an individual's negligence or abuse. The final report is used to assess financial liability against the persons responsible or to relieve them from liability if there is no evidence of negligence, willful misconduct, or deliberate unauthorized use of the property. An ROS also serves as a source document to adjust accountable records and provides a tool for commanders to identify deficiencies that require corrective action to prevent recurring incidents. AFMAN 23-220, *Reports of Survey for Air Force Property,* identifies procedures for processing an ROS and implementing the ROS program.

13.26.1. **When to Complete an ROS:**

13.26.1.1. With some exceptions, an ROS must be completed for all Government property lost, damaged, destroyed, or stolen. The property can be real or personal. Air Force real property includes buildings and items attached to them, such as air-conditioners and compressors. Personal property is anything that is not real property, such as parkas, tools, desks, equipment, and vehicles.

13.26.1.2. An ROS is not necessary when:

13.26.1.2.1. The individual responsible for the loss or damage makes voluntary payment, and loss, damage, destruction, or theft of property is $500 or less. This policy does not prevent the initiation of an ROS if the loss is less than $500, if there is evidence of negligence, or it is a systematic loss of property by the same individual over a period of time.

13.26.1.2.2. Investigation of the loss, damage, or destruction of a vehicle indicates there is no evidence of gross negligence, willful misconduct, or deliberate unauthorized use. The commander may still take action against individuals in these cases using punitive or administrative options.

13.26.1.2.3. Assessment of financial liability will not be used instead of or as a form of disciplinary action.

13.26.2. **Initiating an ROS:**

13.26.2.1. Generally, the organization possessing the lost or damaged property is responsible for initiating an ROS even if the property is deployed or issued on a hand-receipt outside the organization.

13.26.2.2. Depending on the organizational structure, the commander normally initiates the proceedings by appointing an investigating official. The investigating official can be any disinterested officer, SNCO, or civilian (GS-7 or above). The disinterested investigator must be an impartial individual who has no interest or involvement in the custodianship, care, accountability, or safekeeping of the property in question.

13.26.3. **ROS Investigation.**

At a minimum, the investigating official will perform the following steps during an investigation:

13.26.3.1. Develop the facts in the case which will logically lead to the findings and recommendations. The investigator must interview any persons with knowledge of the case if they are in the immediate area. This includes the person who may have lost, damaged, destroyed, or stolen the property.

13.26.3.2. Obtain written statements from persons interviewed. These statements will be sworn to in accordance with the *Manual for Courts-Martial,* Appendix 2, Section 936. This section authorizes the investigator to swear witnesses.

13.26.3.3. Ensure the findings and the recommendations are supported by the testimony of persons involved and that the testimony leads logically to the findings and recommendations.

13.26.3.4. Determine if financial liability should be assessed based strictly on the facts and circumstances of the case. If financial liability is recommended, it will be based on the value of the property involved. It will not be tempered by the fact that financial liability generally is limited not to exceed 1 month's pay or by statements made to the investigating officer by the person involved that the assessment of financial liability will cause personal hardship. Reduction of the recommended assessment of financial liability is a command prerogative and not within the purview of the investigating officer.

13.26.4. **Liability:**

13.26.4.1. All Air Force members and employees can be held liable for the loss, damage, or destruction of Government property proximately caused by their negligence, willful misconduct, or deliberate unauthorized use.

13.26.4.2. Persons who have lost, damaged, destroyed, or stolen Government property valued at $500 or less may voluntarily pay for the property.

13.26.5. **Processing the ROS:**

13.26.5.1. After the investigation is complete, the investigating official allows the persons involved to review the case and provide verbal or written information to refute the findings and recommendations. In the process of refuting the findings of an ROS, an Airman may seek advice from the local Area Defense Counsel.

13.26.5.2. The ROS is then processed to the appointing authority to assign financial responsibility against the individual charged or relieve him or her from responsibility. If financial responsibility is to be assessed, refer the ROS to the legal office for review.

13.26.5.3. At the time the ROS is submitted for acknowledgment by the individual charged, he or she is advised that the ROS action may be appealed to the next level in the chain of command above the person who assigned the financial liability assessment.

Section 13H—Facility Management

13.27. Installation Commander Responsibilities.

The installation commander has overall responsibility and accountability for the operation of an Air Force installation. Per AFPD 32-10, *Installations and Facilities*, the MAJCOM and installation commander, assisted by the base civil engineer:

13.27.1. Ensure the effective and efficient use of Air Force real property.

13.27.2. Plan and program all O&M-funded unspecified minor military construction and maintenance and repair for real property requirements necessary to properly support assigned missions and people (including tenants) and to care for and preserve Air Force real property.

13.28. Using Organization Responsibilities:

13.28.1. Facility management begins with the using organization. The using organization unit commander will ensure alterations, additions, or new construction is approved by the base civil engineer or wing commander when required.

13.28.2. The unit commander designates in writing an officer, E-4 and above, or civilian equivalent, as primary and alternate facility managers for each facility assigned to the organization. In multipurpose facilities, the major user should be assigned as the primary facility managers. Any other organization using a portion of a multipurpose facility is allowed to appoint an alternate facility manager for its area. Facility managers submit work requirements either verbally or in writing to the base civil engineer facility maintenance unit.

13.28.3. All facility modification and repair work requires the facility managers to submit an AF IMT 332, *Base Civil Engineer Work Request*. AF IMT 332 helps prevent conflict with other work planned for a facility and ensures the work meets fire, safety, health, and environmental standards.

13.29. Base Civil Engineer Squadron Responsibilities:

13.29.1. The base civil engineer operations flight serves as the single point of contact for all maintenance, repair, alterations, and new construction. The facility managers may call in a work request directly to the operations flight job control or identify needed work to the civil engineer facility maintenance manager during a periodic facility inspection. In either event, operations flight job controllers and supervisors screen work requirements to decide if the work will be direct scheduled or planned work.

13.29.2. Direct scheduled work, like fixing a leaky faucet, requires little detailed planning and normally requires less than 50 man-hours. Planned work, like moving a doorway from one wall to another, requires detailed planning and may take several weeks or more to schedule craft workers and acquire materials.

13.29.3. When work exceeds the scope or capability of the operations flight, the operations flight chief passes the request to the engineer flight for planning and programming and incorporation in the base civil engineer's facility project proposal list.

13.30. Planning and Programming Facility Projects:

13.30.1. Planning refers to the identification of facility work to satisfy current and future mission requirements. The base civil engineer uses several methods to identify facility requirements including annual space utilization surveys, biennial commander's facility assessments, environmental compliance status assessments, and user- or occupant-identified requirements.

13.30.2. During programming, the authority and resources necessary to accomplish the planned work are acquired. After the requirements are identified, the base civil engineer develops facility project proposals and presents them to the installation commander for validation, prioritization, and approval by the proper authority. A key element of programming facility requirements is proper work classification. Work authorization, approval levels, and fund sources vary with work classification. Real property maintenance work is classified as maintenance, repair, or construction. O&M appropriation-funded unspecified minor military construction projects may not exceed $750,000 in cost except for active component projects intended solely to correct a deficiency that is life, health, or safety threatening, in which case the cost may not exceed $1,500,000. Projects that are solely to correct a life, health, or safety threatening deficiency that cost more than $750,000 must have the prior approval of the Assistant Secretary of the Air Force, Installations (SAF/IEI), and require congressional notification.

13.31. Real Property Records:

13.31.1. The base civil engineer will review and update real property records and the automated civil engineering system-project management module to ensure each facility or project is properly categorized. This includes updating real property records to reflect the proper category codes, user codes, and functional space allocation.

13.31.2. Real property records form an audit trail that includes when a facility was built and the cost of any alterations and improvements accomplished by minor construction, to include self-help or government purchase card work.

13.31.3. Facility managers must notify the base civil engineer, through the operations flight, of any changes to their facilities. The base leadership, MAJCOMs, Air Staff, DoD, and Congress use data from these records to make critical planning, programming, and budgeting decisions.

Section 13I—Energy Conservation Program

13.32. Background.

The Air Force consumes significant amounts of energy in supporting the national defense policy. As a result, limited energy reserves, restrictive budgets, and potential pollution of the environment require the Air Force to establish policies for responsibly allocating, controlling, and using energy. To support energy conservation, the Air Force will:

13.32.1. Eliminate waste, conserve resources, and use efficient and cost-effective technology.

13.32.2. Evaluate the vulnerability of its missions and facilities to energy disruptions and take action to eliminate them.

13.32.3. Promote vehicle energy efficiency, manage, effectively maintain, and acquire an energy-efficient vehicle fleet.

13.32.4. Increase utility energy efficiency through capital investment and improved operations.

13.33. Air Force Need for Program.

The Federal government, as the Nation's largest energy consumer, shall significantly improve its energy management in order to save taxpayer dollars and reduce emissions that contribute to air pollution and global climate change. In encouraging effective energy management in the Federal government, the Energy Policy Act of 2005, EO 13423, and the Energy Independence and Security Act of 2007 strive to achieve the following goals:

13.33.1. **Energy Efficiency and Greenhouse Gases Reduction Goal.**

Improve energy efficiency and reduce greenhouse gas emissions through reduction of energy intensity (British thermal units [BTU] per year per square foot) by 3 percent annually through the end of FY15, or 30 percent by the end of FY15, relative to Air Force energy use in FY03.

13.33.2. **Sustainable Design and Development:**

13.33.2.1. All new construction and major renovation of facilities must comply with Air Force sustainable design and development policy, 31 July 2007, and incorporate sustainable practices. Fifteen percent of existing facility inventory must incorporate sustainable practices by the end of FY15.

13.33.2.2. Agency acquisition of goods and services must incorporate the use of sustainable environmental practices, including acquisition of biobased, environmentally preferable, energy efficient, water efficient, and recycled content products. This includes the use of paper with at least 30 percent recycled content.

13.33.3. **Vehicles.**

Petroleum consumption is to be reduced by 2 percent annually through the end of FY15 as compared to FY05. Alternative (nonpetroleum-based) fuel use is to be increased by 10 percent annually.

13.33.4. **Renewable Energy.**

The Energy Policy Act of 2005 established that in FY07 through FY09, 3 percent of electrical consumption be generated by renewable sources; in FY10 through FY12, 5 percent and 7.5 percent thereafter. EO 13423 promotes, to the extent possible, renewable energy generation projects be on agency property for agency use.

13.33.5. **Petroleum.**

Through life-cycle cost-effective measures, each agency shall reduce the use of petroleum within its facilities. Agencies may accomplish this reduction by switching to a less greenhouse gas-intensive, nonpetroleum energy source, such as synthetic or renewable energy sources.

13.33.6. **Electronic Products.**

Electronic products procured must be at least 95 percent compliant with Electronic Product Environmental Assessment Tool standards. Energy Star features of computers must be enabled. Disposal of electronic equipment must use environmentally sound practices.

13.33.7. **Source Energy.**

The Federal government shall strive to reduce total energy use and associated greenhouse gas and other air emissions, as measured at the source.

13.33.8. **Water Conservation.**

Beginning in FY08, reduce water consumption intensity relative to FY07, through life-cycle cost-effective measures by 2 percent annually through the end of FY15, or 16 percent by the end of 2015.

13.34. Air Force Compliance with Policy.

Compliance with energy management policy is assessed by taking measurements in two areas: mobility energy and utility energy.

13.34.1. **Mobility Energy.**

The policy to reduce mobility energy will be assessed by measuring actual petroleum consumption. Consumption will be measured in barrels and include aircraft and vehicle operations.

13.34.2. **Utility Energy.**

> The policy to reduce utility energy will be assessed by measuring utility consumption to include electricity, coal, natural gas, petroleum, and others. Consumption will be measured in million BTUs per square foot and will include all installation facilities except privatized housing and laboratory facilities meeting Department of Energy exclusion requirements.

13.35. Conclusion:

13.35.1. One of the primary roles of the NCO is that of manager. With the constant emphasis on efficiency, the Air Force must get the greatest return from every investment. The Air Force invests in people and in resources other than people. All resources must be managed wisely for a successful Air Force. This chapter provided an overview of NCO responsibilities and outlined a few of the many Air Force management objectives.

13.35.2. All supervisors, managers, and commanders are responsible for safeguarding Air Force resources and exercising sound resource management practices. Remember, the amount of money spent and the other resources used (manpower, facilities) affect the entire mission. SNCOs have a daily role to play in the overall system. They must plan for future requirements and ensure allocated resources are used properly. If correctly accomplished, the result will be a stronger and more efficient Air Force.

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Chapter 14

COMMUNICATING IN TODAY'S AIR FORCE

Section 14A—Overview

14.1. Introduction:

14.1.1. Communication is the process of sharing ideas, information, and messages with others; in the Air Force, most communication involves speaking and writing. Any communication can be broken into three parts: the sender, the message, and the audience. For communication to be successful, the audience must not only get the message, but the audience must interpret the message in the way the sender intended.

14.1.2. This chapter begins by examining the fundamentals of better communication, both written and spoken. It then focuses on written communications in general terms and outlines certain methods that can be used to improve writing style. Finally, it provides an overview and samples of the types of correspondence the noncommissioned officer (NCO) is likely to deal with in daily activities.

Section 14B—Communication Basics

14.2. Principles of Effective Communication.

Everyone must understand what makes communication succeed and what makes it fail. Most mistakes are caused by forgetting one of the five principles of good communication. This section addresses the five core principles, which have been organized to create the acronym FOCUS which stands for focused, organized, clear, understanding, and supported (Figure 14.1).

14.3. Focused.

The first hallmark of good communication is that the communication is focused—the sender has a clear idea of the purpose and objective, locks on target, and stays on track.

14.4. Organized.

Good organization means your material is presented in a logical, systematic manner. When writing or speaking is not well organized, audiences become easily confused or impatient and may stop reading or listening. Even if you are providing useful, relevant information, your audience may underestimate its value and your own credibility.

14.5. Clear.

This principle covers two interrelated ideas. First, to communicate clearly, we need to understand the rules of language—how to spell and pronounce words, and how to assemble and punctuate sentences. Second, we should get to the point, not hide our ideas in a jungle of words.

14.6. Understanding.

Figure 14.1. FOCUS Principles.

> **Strong Writing and Speaking:**
> **<u>F</u>ocused**
> Address the issue, the whole issue, and nothing but the issue.
>
> **<u>O</u>rganized**
> Systematically present your information and ideas.
>
> **<u>C</u>lear**
> Communicate with clarity and make each word count.
>
> **<u>U</u>nderstanding**
> Understand your audience and its expectations.
>
> **<u>S</u>upported**
> Use logic and support to make your point.

When sharing ideas with others, it helps to understand their current knowledge, views, and level of interest in the topic. If you have been asked to write a report, it helps to understand the expected format and length of the response, the due date, the level of formality, and any staffing requirements.

14.7. Supported.

Use logic and support to make your point. Support and logic are the tools used to build credibility and trust with your audience. Nothing cripples a clearly written, properly punctuated paper quicker than a fractured fact or a distorted argument.

Section 14C—Seven Steps for Effective Communication

Figure 14.2. Seven Steps for Effective Communication.

14.8. Overview.

Like many things, good communication requires preparation. There are seven steps that will help every NCO become a better communicator, both in written correspondence and in speaking abilities (Figure 14.2). The first four steps lay the groundwork for the drafting process.

1.	Analyze Purpose and Audience
2.	Research Your Topic
3.	Support Your Ideas
4.	Organize and Outline
5.	Draft
6.	Edit
7.	Fight for Feedback

14.9. Step 1—Analyze Purpose and Audience.

Once the need for communication is determined, step 1 requires you to get clear on your purpose and audience. Those who have mastered the art of communication stay focused on their objective and approach audience analysis seriously.

14.9.1. **Choose the Purpose.**

Most Air Force writing or speaking is either to direct, inform, persuade, or inspire. Your task is to think about the message you want to send (the what) and make some sort of determination what your purpose is (the why). Once you decide the purpose, you will know where to place the emphasis and what the tone of your communication should be (Figure 14.3).

Figure 14.3. Determining Purpose.

To Direct—Use the direct approach when you need to pass on information describing actions you expect to be carried out by your audience. The emphasis in directive communication is clear, concise directions and expectations of your audience.

To Inform—Use this approach when you need to pass on information to the audience. The emphasis in informative communication is clear, direct communication with accurate and adequate information tailored to the education and skill levels of the audience. Audience feedback and interaction may be appropriate in some situations to make sure they "got the message."

To Persuade—This approach is used when you are trying to sell your audience on a new idea, new policy, new product, or change in current operations.

To Inspire—One final purpose for writing or speaking that doesn't get much attention but is frequently used in the military is to inspire. The emphasis in inspirational communication is delivery, a thorough knowledge of your topic and likewise your audience.

14.9.2. **Draft the Purpose Statement.**

One way to make sure you are clear on your objective is to write a purpose statement. This statement is one sentence that captures the essence of what you are trying to do—your "bottom line." Developing a clear purpose statement will:

14.9.2.1. Help you FOCUS as you develop your communication.

14.9.2.2. Help your audience FOCUS when you deliver your message.

14.9.3. **Know Yourself.**

Realizing your own strengths and weaknesses will help you meet your communication goals.

14.9.4. **Know Your Organization.**

In the military, we rarely act or speak in a vacuum. Often we represent our organization, unit, or functional area and must understand them and accommodate their views, capabilities, or concerns in our communications.

14.9.5. **Know Your Audience.**

The receiving audience falls into one of four subcategories. Depending on the type of communication and coordination necessary, you may or may not deal with each one of these.

14.9.5.1. Primary receiver—the person you directly communicate with, either verbally or in writing.

14.9.5.2. Secondary receiver—people you indirectly communicate with through the primary receivers.

14.9.5.3. Key decisionmakers—the most powerful members of the audience; the ones that really make the decisions. Knowing who they are will help focus your attention and potentially your delivery in larger briefings and certain written communication.

14.9.5.4. Gatekeepers—people in the chain who typically review the communication before it reaches the intended audience. Knowing who they are and what their expectations are can save you embarrassment and help ensure your success in the long run.

14.9.6. **Succeed with Your Audience.**

Some tips are:

14.9.6.1. **Rank.** Differences in military rank can be a real barrier to communication in the Air Force. Many of us become tongue-tied when communicating with those senior in rank, and cursory or impatient with those who are junior in rank. We must constantly remind ourselves we are all communicative equals and should strive to be candid, direct, and respectful with everyone.

14.9.6.2. **Jargon.** Tailor to your audience. Do not overestimate the knowledge and expertise of your readers, but do not talk down to them either. Be careful with excessive use of career-field specific jargon and acronyms.

14.9.6.3. **Be Inclusive.** Remember our diverse force. Sometimes we inadvertently exclude members of our audience by falling into communication traps involving references to race, religion, ethnicity, or sex. Remember this concept when designing your visual support. Knowing your audience and adhering to good taste and sensitivity will keep you in check.

14.9.6.4. **Tone.** This is not just what you say; it is how you say it. Closely tied to the purpose of your communication is the tone you take with your audience. Speakers have gestures, voice, and movements to help them communicate. Writers only have words on paper. How many times have you seen colleagues get bent out of shape over a misunderstood e-mail? Why? Because the nonverbal signals available during face-to-face communication are absent. Recognize this disadvantage in written communication and pay close attention to it.

14.9.6.5. **Courtesy.** Be polite, please! The first rule of writing is to be polite. Forego anger, criticism, and sarcasm—strive to be reasonable and persuasive. Try not to deliberately embarrass someone if it can be avoided with a more tactful choice of words.

14.9.6.6. **Make it Personal.** Remember, though, that it is not all about you! When appropriate, use pronouns to create instant rapport, show concern, and keep your reader involved. Using pronouns also keeps your writing from being monotonous, dry, and abstract. The pronouns you will probably use the most are you, yours, we, us, and our. Use I, me, and my sparingly. One rule of business writing is to put your audience first; so, when possible, avoid using I as the first word of an opening sentence and avoid starting two sentences in a row with we or I unless you are trying to hammer home a point.

14.9.6.7. **Be Positive.** To cultivate a positive tone, give praise where praise is due; acknowledge acceptance before focusing on additional improvements; and express criticism in the form of helpful questions, suggestions, requests, and recommendations or clear directives rather than accusations. Your audience always appreciates sincerity and honesty.

14.10. Step 2—Research Your Topic.

Whether your goal is to persuade or inform, you will need more than fancy words to win the day—you will need substance as well as style. Once you are clear on your purpose and audience (Step 1), you will need to research your topic to uncover information that will support your communication goals. Before you begin the research, refer to Figure 14.4 for the best approaches to researching.

Figure 14.4. Approaches to Researching.

Approach 1

Review purpose and scope of the overall project. Sometimes your purpose and scope will evolve as you learn more about the topic, and you may need to do some preliminary research just to get smart enough to scope out the effort.

Approach 2

Assign a deadline. It is easy to get lost in the research process. Don't do an outstanding job of data retrieval, then a marginal job on the presentation because you ran out of time.

Approach 3

Ask the boss. Even if you can eventually find the answer on your own, save some time by asking your supervisor for suggestions on where to start.

Approach 4

Determine what is known. Before you look for answers outside yourself, look in the mirror first. You may have valuable knowledge about an assigned research project, but you need to acknowledge and guard against your own biases in working a research problem.

Approach 5

Determine where to look for information. Coworkers and base personnel are easy because you can meet with them face-to-face. Office files and references in paper form and on your computer network may be valuable sources of information. Finally, the Internet and library offer an unlimited supply of information.

14.11. Step 3—Support Your Ideas.

Once you have researched your topic and collected information, you will need to figure out how to use what you have found to meet your communication goals. As you see, individual pieces of evidence are used to build your argument. When identifying some common types of evidence, include:

14.11.1. **Definition.**

A definition is a precise meaning or significance of a word or phrase.

14.11.2. **Testimony.**

A testimony uses the comments of recognized authorities to support your claim. These comments are sometimes direct quotations or paraphrases.

14.11.3. **Statistics.**

The use of statistics provides a summary of data that allows your audience to better interpret quantitative information. Statistics are usually very persuasive and provide excellent support if handled competently. Keep them simple and easy to read and understand. Also, remember to round off your statistics whenever possible and document the exact source of your statistics.

14.11.4. **Fact.**

A fact is the noncontroversial piece of data that is objectively verified. Be careful to distinguish facts from inferences, and handle inferences you would like to use in your research as testimony, not fact.

14.11.5. **Explanation:**

14.11.5.1. **Analysis.** The analysis is the separation of a whole into smaller pieces for further studies; clarifying a complex issue by examining one piece at a time.

14.11.5.2. **Comparison and Contrast.** Use comparison to dramatize similarities between two objects or situations, and contrast to emphasize differences.

14.11.5.3. **Description.** A description is to tell about something in detail, to paint a picture with words, typically more personal and subjective than definition.

14.12. Step 4—Organize and Outline.

Select a pattern that enables you and your readers to move systematically and logically through your ideas from beginning to conclusion. Some of the most common organizational patterns are listed below. Your purpose, the needs of your audience, and the nature of your material will influence your choice of pattern.

14.12.1. **Topical.**

Use the topical format to present groups of ideas, objects, or events by categories.

14.12.2. **Compare or Contrast.**

Use the compare and contrast style when you need to discuss similarities and differences between topics, concepts, or ideas.

14.12.3. **Chronological.**

When using the chronological pattern, you discuss events, problems, or processes in the sequence of time in which occurrences take place or should take place (past to present or present to future).

14.12.4. **Sequential.**

A step-by-step approach, sequential is similar to the chronological pattern. Use this approach to describe a sequence of steps necessary to complete a technical procedure or process.

14.12.5. **Spatial or Geographical.**

When using spatial or geographical pattern, you will start at some point in space and proceed in sequence to other points. This pattern is based on a directional strategy—north to south, east to west, clockwise or counterclockwise, bottom to top, above and below.

14.12.6. **Problem and Solution.**

Use the problem and solution pattern to identify and describe a problem and one or more possible solutions, or an issue and possible techniques for resolving the issue. Discuss all facets of the problem, such as origin, characteristics, and impact.

14.12.7. **Reasoning and Logic.**

State an opinion and then make your case by providing support for your position. Use reasoning and logic pattern when your mission is to present research that will lead your audience down the path to your point of view.

14.12.8. **Cause and Effect.**

Use cause and effect pattern to show how one or more ideas, actions, or conditions lead to other ideas, actions, or conditions.

14.13. Step 5—Draft.

A draft is not the finished product, and each sentence does not have to be polished and perfect. The focus is to get your ideas down on paper. Do not obsess about grammar, punctuation, spelling, and word choice—this comes later. You do not have to fix every mistake you see. On the other hand, it can be helpful to keep an eye on your outline and periodically check the outline to keep from losing focus and writing paragraphs that do not support your purpose. Break up your draft into a three-part structure—introduction, body, and conclusion—and don't forget to write effectively.

14.13.1. **Introduction.**

The introduction captures your audience's attention, establishes rapport, and announces your purpose. Therefore, it sets the stage and tone for your message and the direction you plan to take the audience. A typical introduction has three components: stage-setting remarks, a purpose statement, and an overview.

14.13.1.1. Stage-setting remarks set the tone, capture the audience's attentions, and encourage the audience to read further. Stage-setting remarks are also optional and can be omitted in very short messages.

14.13.1.2. The purpose statement is the one sentence you would keep if you had only one. Moreover, the purpose statement specifically states your purpose, thesis, or main point.

14.13.1.3. The overview clearly presents your main points, previews your paragraph sequence, and ties your main points to your purpose.

14.13.2. **Conclusion.**

The conclusion is the last and often neglected part of a well-arranged communication. An effective conclusion often summarizes the main points discussed in the body, and leaves the reader with a sense of closure. Conclude your communication with positive statements based on your preceding discussion and avoid bringing up new information. The introduction and conclusion should balance each other without being identical.

14.13.3. **Body.**

This is the heart of your message and includes the main ideas about your subject and supporting details under each main idea. The body will typically consist of several paragraphs, depending on the purpose and subject and, as a general rule, a separate paragraph for each main idea.

14.13.4. **Effective Paragraphs.**

14.13.4.1. Paragraphs are the primary vehicles for developing ideas. They serve to group related ideas into single units of thought, separate one unit of thought from another unit, and alert readers the writer is shifting to another phase of the subject.

14.13.4.2. Each paragraph contains a topic sentence, preferably at the beginning, that prepares the reader for the rest of the paragraph and provides a point of focus for support details, facts, figures, and examples. Use supporting ideas to prove, clarify, illustrate, and develop your main point. The objective is to help the readers see the paragraphs as integrated units rather than mere collections of sentences.

14.13.5. **Plain Language.**

Prepare all Air Force correspondence using plain language. Plain language means using logical organization; common, everyday words (except for necessary technical terms); "you" and other pronouns; the active voice; and short sentences.

14.13.6. **Transitions.**

One way to make sure your paragraphs flow together, both internally and externally, is by using transitions in the form of words, phrases, or sentences. Internal transitions are used within a sentence to improve the flow, while external transitions are used to link separate paragraphs together within the body of the communication.

14.13.7. **Effective Sentences.**

To draft clear and concise sentences, choose clear and concise words and phrases to make up your sentences. There are three considerations to make when drafting sentences: active voice, smothered verbs, and parallelism.

14.13.7.1. **Write Actively.** The active voice reaches out to the reader and gets to the point quickly with fewer words, whereas the passive voice shows the subject as receiver of the action.

EXAMPLES:

Instead of:	Your support is appreciated…
	The IG team will be appointed…
	It is requested that you submit…
Use:	I appreciate your support…
	Colonel Carter will appoint the IG team…
	Please submit…

14.13.7.2. **Smothered Verbs.** Make your verbs do the work for you. Weak writing relies on general verbs that take extra words to complete their meaning. Keep verbs active, lively, specific, concise, and out in front, not hidden.

EXAMPLES:

Instead of:	The IG team held a meeting to give consideration to the printing issue.
	Use that format for the preparation of your command history.
	The settlement of travel claims involves the examination of orders.
Use:	The IG team met to consider the printing issue.
	Use that format to prepare your command history.
	Settling travel claims involves examining orders.

14.13.7.3. **Parallel Construction.** Use a consistent pattern when making a list. If your sentence contains a series of items separated by commas, keep the grammatical construction similar. Violations occur when writers mix things and actions, statements and questions, and active and passive instructions. The key is to be consistent.

EXAMPLES:

Needs Work:	The functions of a military staff are to advise the commander, transmit instructions, and implementation of decisions.
Acceptable:	The functions of a military staff are to advise the commander, transmit instructions, and implement decisions.
Needs Work:	The security force member told us to observe the speed limit and we should dim our lights.
Acceptable:	The security force member told us to observe the speed limit and to dim our lights.

14.13.8. **Writer's Block.**

If you occasionally suffer from writer's block, you are not alone—even experienced writers have a hard time getting started. The five fears that lead to writer's block are fear of failure, fear of rejection, fear of success, fear of offending, and fear of running out of ideas. Figure 14.5 identifies some ways to overcome writer's block.

Figure 14.5. Ways to Overcome Writer's Block.

Brainstorm or "free write" to get your creative juices flowing.

Write just the topic sentences for each paragraph.

Avoid procrastination.

Don't worry about page length, word count, or some other constraint on the first draft.

Bounce ideas off a friend or coworker.

Use visuals, like pictures or diagrams, to show meaning.

Develop rituals or routines to get in the mood for writing.
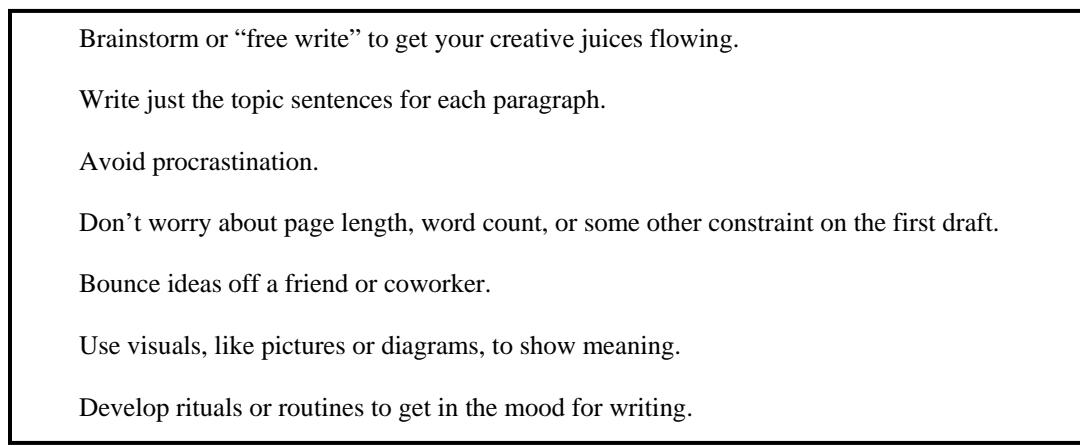
14.14. Step 6—Edit.

One way to make sure you edit efficiently is to read your document at least three times to allow yourself to really look hard at the problem areas that could botch your product. In the first pass, look at the big picture; in the second pass, look at paragraph construction; and in the third pass, look at sentences, phrases, and words.

14.14.1. **First Pass: The Big Picture.**

Pay attention to the arrangement and flow of ideas. Here are some ideas to think about:

14.14.1.1. Ensure the purpose statement answers the original tasker.

14.14.1.2. Review the introduction to ensure it contains the purpose statement.

14.14.1.3. Compare the introduction and conclusion to make sure they go together without sounding identical. The introduction should declare the purpose, and the conclusion should show the readers the purpose was accomplished.

14.14.1.4. When checking for relevance and completeness, ensure the paragraphs clearly relate to the purpose statement, are relevant, contain all main points, and are arranged in a consistent order.

14.14.2. **Second Pass: Paragraph, Structure, and Clarity.**

In the second pass, check whether the main points and supporting ideas are appropriately organized in paragraphs. For each paragraph, focus on the following areas:

14.14.2.1. **Unity of Focus.** Ensure there is only one main point of the paragraph and all the information in the paragraph relates enough to be in the same paragraph.

14.14.2.2. **Topic Sentence.** Ensure the paragraph has one sentence that captures the central idea of the paragraph.

14.14.2.3. **Supporting Ideas.** Ensure sentences expand, clarify, illustrate, and explain points mentioned or suggested in each main idea. The paragraph should have enough details to support the central idea without any extra sentences that are irrelevant to the main point. Also, ensure all transitional words, phrases, and clauses improve the flow and show proper relationships. Finally, the paragraph should contain three to seven sentences.

14.14.3. **Third Pass: Sentences, Phrases, and Words.**

Look at the details and concentrate on the small stuff that can sabotage your communication. These details include the passive voice, unclear language, excessive wordiness, grammatical errors, and spelling mistakes. Read the paper out loud. This increases the chance of catching errors because it requires the communicator to slow down and use two senses—seeing and hearing. What one sense misses, the other will pick up.

14.15. Step 7—Fight for Feedback.

Fighting for feedback and getting approval are both activities that are part of life in the Air Force. Feedback and coordination are closely linked. If the communicator does a good job at fighting for feedback, the coordination process becomes much smoother. The biggest benefit to fighting for feedback is getting a second pair of eyes to review the communication. Even the best writers and speakers can become so close to the communication, they cannot see where it can be made stronger. Coworkers are usually a good choice because of their familiarity with the issue and jargon. Also, asking a trusted agent or someone you consider an expert in a specific area of the communication, such as grammar, is another choice to obtain feedback.

14.15.1. **Feedback.**

To give effective feedback, refer to the following:

14.15.1.1. First, effective feedback is consistent, objective, and sensitive to the stated purpose. If asked to review a package, make sure you understand what the person wants from your review and stick to it.

14.15.1.2. Second, distinguish between necessary, desirable, and unnecessary changes. A page full of red marks is hard to interpret. Instead, give the author a sense of what really needs to be changed.

14.15.1.3. Third, avoid using general statements. Instead, pinpoint specific problems such as awkward sentences, grammar, etc.

14.15.1.4. Fourth, concentrate on improving the message's content, not the style or personal preferences of the author (unless the author has asked you specifically to comment on writing style). Before providing feedback, refer to the feedback philosophies in Figure 14.6.

Figure 14.6. Feedback Philosophies.

Feedback.

> Should describe rather than judge.

> Is both positive and negative. A balanced description of other people's work considers both strong and weak points.

> Strive for being specific rather than general. Highlight or underline specific items you want to bring to the author's attention.

> Direct at behavior the author can control. A suggestion to improve the briefing room's temperature, for example, is probably beyond the author's control.

14.15.2. **Supervisor-Subordinate Feedback.**

Responsibility as a supervisor requires the need to be tactful and patient, especially when approving and disapproving subordinate's communications. A supervisor is obligated to help subordinates improve their work. This obligation may mean helping them to revise or rewrite their communication, especially if they are inexperienced.

Section 14D—Writing

14.16. Common Writing Formats.

The principles of effective communication apply equally well to written and spoken communications. This section will not repeat these principles but will provide the basic formats of written Air Force communication. These formats are the most common and familiar ways of preparing all official and personal correspondence and memorandums.

14.16.1. **Official Memorandum.**

Official memorandums are used to communicate with all Department of Defense (DoD) agencies. In addition, use official memorandums to conduct official business outside the government with vendors or contractors when the personal letter is inappropriate (Figure 14.7).

14.16.1.1. Use printed letterhead, computer-generated letterhead, or plain bond paper. Only type or print on one side of the paper using black or blue-black ink, and use 10- to 12-point fonts for text.

14.16.1.2. Neatly and legibly correct minor typographical errors in ink on all correspondence—do not redo correspondence to correct a typographical error that does not change intent. Redo correspondence to correct a minor error only if the correction is sufficiently important to justify the time, purpose, and expense.

14.16.2. **Personal Letter.**

Use the personal letter when the communication needs a personal touch or when warmth or sincerity is essential. Furthermore, use this letter to write an individual on a private matter for praise, condolence, sponsorship, etc. Keep it brief, preferably no longer than one page. The personal letter should include a salutation element (Dear XXXX), and a complimentary close element (usually Sincerely).

14.16.3. **Memorandum for Record (MR).**

The MR is an informal document with a set format. Use the MR to record information that refers to a certain piece of correspondence or to note certain actions. The separate-page MR and the explanatory MR are two methods used most often.

14.16.3.1. **Separate-Page MR.** The separate-page MR is an in-house document to record information that would otherwise not be recorded in writing (for example, a telephone call, results of a meeting, or information passed to other staff members on an informal basis). People who work together every day generally pass most information to their office mates verbally, but there are times when information should be recorded and kept on file. An MR is the right tool for this purpose. A "MEMO FOR" or a "TO:" line can be added to specifically target the addressee. Figure 14.8 illustrates the format for the separate-page MR.

14.16.3.2. **Explanatory MR.** The explanatory MR is usually on the file copy of most correspondence (Figures 14.9 and 14.10). This MR gives the reader a quick synopsis of the purpose of the correspondence, tells who got involved, and provides additional information not included in the basic correspondence. By

reading both the basic correspondence and the MR, readers should understand enough about the subject to coordinate on or sign the correspondence without having to call or ask for more information. If the basic correspondence really does say it all, an explanatory MR may not be required. However, some organizations require you to acknowledge that you have not merely forgotten the MR by including "MR: Self-explanatory" on the file copy.

Figure 14.7. The Official Memorandum.

DEPARTMENT OF THE AIR FORCE
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON

1 July 2009

MEMORANDUM FOR SAF/IGI

FROM: AFOMS/PD
          550 D Street East, Suite 2
          Randolph AFB TX 78150-4427

SUBJECT: Sample Memorandum Format

1. Type or stamp the date on the right side of the memorandum 10 lines from the top of the page about 1 inch from the right margin.

2. Type the MEMORANDUM FOR caption in all caps four lines below the date or 14 lines from the top of the page. If you do not use the DoD Seal on your computer-generated letterhead or you are using plain bond paper, begin the caption approximately 11 line spaces from the top of the page.

3. Type the FROM caption in all caps two line spaces below the last line of the MEMORANDUM FOR caption. The FROM caption should contain the full mailing address of the function originating the correspondence.

4. Type the SUBJECT caption in all caps, two line spaces below the last line of the FROM caption.

5. Begin typing the text flush with the left margin two line spaces below the SUBJECT caption. Number and letter each paragraph.

6. Type the signature element at least three spaces to the right of page center, five lines below the last line of text. Type the name in UPPERCASE and include grade and service on the first line, the duty title on the second line, and the name of the office or organization level on a third line (if not announced in the heading).

7. Type "Attachments:" flush with the left margin, 10 lines below the last line of text or three lines below the signature element. Do not number when there is only one attachment; when there are two or more attachments, list each one by number in the order referred to in the memorandum. Describe each attachment briefly. Cite the office of origin, type of communication, date, and number of copies (in parentheses) if more than one.

                                        Loretta M. Goss
                                        LORETTA M. GOSS, GS-11, DAF
                                        Human Resources Specialist

2 Attachments:
1. HQ USAF/DP Memo, 2 May 05 (2)
2. AFOMS/CC Msg, 232300Z May 05

Figure 14.8. Separate-Page MR.

MEMO FOR RECORD   1 July 2009

SUBJECT: Preparing a Separate-Page MR

1. Use a separate-page MR to fulfill the functions discussed on the preceding page.

2. Type or write the MR on a sheet of paper in this format. Use 1-inch margins all around and number the paragraphs if there is more than one. A full signature block is not necessary, but the MR should be signed.

                              Carolyn R. Brown

                              CAROLYN R. BROWN
                              ASCS/DE

Figure 14.9. Explanatory MR (Ample Spacing).

MEMO FOR RECORD   12 Jul 09

Omit the subject when typing the explanatory MR on the record copy. If space permits, type the MR and date two lines below the signature block. When there is not enough space, type "MR ATTACHED" or "MR ON REVERSE" and put the MR on a separate sheet or on the back of the record copy if it can be read clearly. Number the paragraphs when there are more than one. The signature block is not required; merely sign your last name after the last word of the MR.

                              Brown

Figure 14.10. Explanatory MR (Minimum Spacing).

MR: When you have a very brief MR and not enough space on the bottom of your correspondence, use this tighter format. Sign your last name followed by the date.
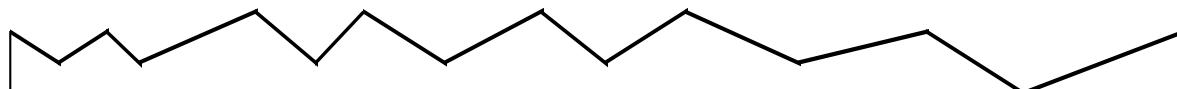
                              Brown
                              2 Jan

14.17. Writing Accomplishment—Impact Bullet Statements.

At some point in your career, you may be required to write bullet statements for an enlisted performance report (EPR); AF IMT 1206, *Nomination for Award;* bullet background paper (BBP); or other Air Force communication. The key to writing an effective bullet statement consists of three phases:

14.17.1. **Phase 1: Extract the Facts.**

Getting started can be the hardest part of bullet statement writing. The key is to collect all of the information you can find relevant to the actual accomplishment. First, gather as much information as you can, then sort through the information collected. When sorting the information:

14.17.1.1. Isolate one specific action the person performed, but do not generalize.

14.17.1.2. Try to select the proper power verb that best describes the action (for example, repaired, installed, designed, etc.).

14.17.1.3. Look for as much numerical information as possible related to the action (for example, number of items fixed, dollars generated, man-hours saved, people served, etc.).

14.17.1.4. Track down information to explain how the accomplishment impacted the bigger picture (for example, How did it help the work center? How did it support the unit's mission? How did it benefit the entire Air Force?).

14.17.1.5. Once captured, review each item and test to see if the item is truly associated with the single accomplishment identified earlier.

14.17.2. **Phase 2: Build the Structure.**

Building the structure involves taking information from phase 1 and organizing the information into the proper structure of an accomplishment-impact bullet. There are two components: the accomplishment element and the impact element.

14.17.2.1. **Accomplishment Element.** The accomplishment element should always begin with an action and only focus on one single accomplishment. Most of the time this action takes the form of a strong action verb such as conducted, established, or led. If you need to give action verbs an added boost, you can use an adverb such as actively, energetically, or swiftly to modify the verb. For a more complete list of verbs and adverbs, refer to AFH 33-337, *The Tongue and Quill*.

14.17.2.2. **Impact Element.** The impact element part of the bullet statement explains how the person's actions have had a resultant effect on the organization. The impact element can show varying levels of influence, such as the person's actions connected to significant improvements to a work center's mission, an entire unit mission, or as broad as the entire Air Force.

14.17.3. **Phase 3: Streamline the Final Product.**

Streamlining the final product is refining the bullet statement to make it accurate, brief, and specific.

14.17.3.1. **Accuracy.** For anything to be accurate, it must be correct. Avoid exaggerating the facts.

14.17.3.2. **Brevity.** When editing for brevity, use the shortest, clearest, yet most descriptive words to the reader, and reduce the number of unnecessary words.

14.17.3.3. **Specificity.** Convey the facts in detail; resist the urge to estimate or generalize. Instead, use exact numbers or dollar amounts.

Section 14E—Face-to-Face: Speaking and Listening

14.18. Air Force Speaking.

This section focuses on spoken communication—both speaking and listening.

14.18.1. **Verbal Communication.**

An effective voice drives home ideas or information. The speaker has control over such things as rate, volume, pitch, and pause. The techniques used to create interest and help increase communication include:

14.18.1.1. **Rate.** There is no correct rate of speed for every speech; however, consider this: people can listen four to five times faster than the normal spoken rate of 120 words a minute. Speak too slowly, and the audience will lose interest; on the other hand, speak too fast and the speech will become unintelligible. The key is to vary the rate of speech to hold the audience's attention and to add emphasis.

14.18.1.2. **Volume.** Another verbal technique that can give emphasis to a speech is volume. If possible, check out the room to know how loudly you must talk, remembering you will need to talk louder with a crowd since the sound is absorbed. Remember your voice will carry further when the room is empty versus full. If the audience must strain to hear you, they will eventually tune you out from utter exhaustion. Speak louder or softer to emphasize a point—a softer level or lower volume is often the more effective way to achieve emphasis.

14.18.1.3. **Pitch.** The use of notes, higher or lower, in the voice is called pitch. Speakers use pitch changes in vowels, words, or entire sentences. 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. Variety in speech pitch helps to avoid monotone and to capture the listener's attention.

14.18.1.4. **Pause**. The pause technique gives the speaker time to catch his or her breath and the audience time to collect the speaker's ideas. The pause technique serves the same function as punctuation in writing. Short pauses usually divide points within a sentence and longer pauses note the ends of sentences. The speaker can also use longer pauses for breaks from one main point to another, from the body to the conclusion of the speech, or to set off an important point worthy of short reflection.

14.18.1.5. **Articulation and Pronunciation.** Articulation is the art of expressing words distinctly. Pronunciation is the ability to say words correctly. People can articulate their thoughts and still mispronounce words while doing so. Unfortunately (and unfairly), many people consider word pronunciation or mispronunciation a direct reflection on the speaker's intelligence. If you are not sure of the pronunciation, consult a current dictionary.

14.18.1.6. **Length**. The length of a presentation is crucial. A key rule in verbal communication is to keep it short and sweet. Be prepared, know what you want to say, and then say it with your purpose and audience in mind.

14.18.2. **Nonverbal Communication.**

For many people, the hardest part of a talk is actually presenting it. How can body movement, voice, and sincerity enhance a presentation? Communications experts tell us that over half of our meaning may be communicated nonverbally. Although nonverbal meaning is communicated through vocal cues, much meaning is carried by the physical behaviors of eye contact, bodily movement, and gestures.

14.18.2.1. **Eye Contact.** This is one of the most important factors in nonverbal communication. Nothing will enhance the delivery more than effective eye contact with the audience. Eye contact is important for three reasons. First, it lets the listeners know the speaker is interested in them. Second, effective eye contact allows you to receive nonverbal feedback from the audience. Third, effective eye contact enhances the credibility of the speaker.

14.18.2.2. **Body Movement.** Good body movement is important because it catches the eye of the listener. Effective body movement can be described as free and purposeful. While not essential, the speaker should feel free to move around in front of the audience. When looking at note cards, speakers should drop their eyes, not their head.

14.18.2.3. **Gestures.** Gestures are the purposeful use of the hands, arms, shoulders, and head to reinforce what is being said. Effective gestures are both natural and purposeful. Fidgeting with a paperclip, rearranging or shuffling papers, and constantly releasing and retracting the point of a pen are distracting to the audience.

14.18.3. **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:

14.18.3.1. **Impromptu.** A delivery format where people respond during a meeting or take the floor at a conference is impromptu speaking. Speakers may do this when they have to speak publicly without warning or on a few moments' notice. To do it 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.

14.18.3.2. **Prepared (Formally Extemporaneous).** Prepared speaking or briefing refers to those times when people 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.

14.18.3.3. **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.

14.18.4. **Types of Speaking.**

Types of speaking used in the Air Force include briefing, teaching lecture, and formal speech.

14.18.4.1. **Briefing.** The best military briefings are concise and factual. Their major purpose 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 it. 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, at the same time, 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-top-of-the-head answer. Instead, he or she should admit to not knowing the answer and offer to provide it later.

14.18.4.2. **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 students about a given subject. Teaching lectures are either formal or informal. Formal lectures are generally one-way with no verbal participation by the students. Informal lectures are usually presented to smaller audiences and allow for verbal interaction between the instructor and students.

14.18.4.3. **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 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 the topic presented. Recruiting speeches to high school graduating classes and court-martial summations are speeches primarily developed to persuade. The entertaining speech gives enjoyment to the audience. The speaker often relies on humor and vivid language to entertain listeners. A speech to entertain is appropriate at a Dining-Out.

14.19. Effective Listening:

14.19.1. **Understanding the Listening Process.**

To better understand the listening process, let us begin by distinguishing between hearing and listening. Hearing occurs when your ears pick up sound waves being transmitted by a speaker or some other source. Hearing requires a source of sound and an ear capable of perceiving sound. Hearing does not require the conscious decoding of information.

14.19.2. **Listening To Make Sense.**

Listening, on the other hand, involves making sense out of what is being transmitted. Listening involves not only hearing, it involves attending to and considering what is heard. Effective listening is an active process, and active listening involves exerting energy and responding appropriately in order to hear, comprehend, evaluate, and remember the message.

14.19.3. **The Importance of Listening.**

Listening is especially important in the Air Force, and actually in any military unit. Success is literally a matter of life and death, and we routinely maintain and operate equipment worth millions of dollars. Receiving, comprehending, and remembering spoken information is critical, and any miscommunication is potentially catastrophic. Effective listening helps to build the trust and mutual respect needed to do our jobs. Military personnel must understand their team members and the situation. Leaders with good listening skills often make better decisions and have a stronger bond with their Airmen.

14.19.4. **Pick the Right Tool for the Job: Informative, Critical, or Empathic Listening.**

There are different situations where listening is important and different reasons to listen. Everyone must understand the importance for acknowledging and identifying these differences because appropriate listening behaviors in one situation are sometimes inappropriate in another situation.

14.19.4.1. **Informative Listening.** In informative listening, the listener's primary concern is to understand information exactly as transmitted. A successful listening outcome occurs when the listener understands the message exactly as the sender intended. Suggestions for improving informative listening are to:

14.19.4.1.1. **Keep an Open Mind.** If the primary goal is to understand the message, set aside your preconceptions about the topic and just listen.

14.19.4.1.2. **Listen as if You Had to Teach It.** Typically, we expend more effort to understand a subject when we know that we have to teach it to someone else. By taking this approach, we have the mental fortitude to focus longer, ask questions when we do not understand, and think more deeply on a topic.

14.19.4.1.3. **Take Notes.** Focus on main points, and do not attempt to capture everything.

14.19.4.1.4. **Respond and Ask Appropriate Questions.** Good informative listening questions help you clarify and confirm your understanding of the message.

14.19.4.1.5. **Exploit the Time Gap Between Thinking and Speaking Speeds.** The average speaking rate is 120 words per minute; the average processing rate is 500 words per minute. Use this extra time to mentally repeat, forecast, summarize, and paraphrase the speaker's remarks.

14.19.4.2. **Critical Listening.** Critical listening is usually thought of as the sum of informative listening and critical thinking. The listener is actively analyzing and evaluating the message the speaker is sending. Critical listening is appropriate when seeking input to a decision, evaluating the quality of staff work or a subordinate's capabilities, or conducting research. Suggestions for improving critical listening are to:

14.19.4.2.1. **Take Notes.** As with informative listening, focus on main points, and do not attempt to capture everything.

14.19.4.2.2. **Listen as if You Had To Grade It.** One of the few things more difficult than teaching is grading another's work. By taking this approach, we have the mental fortitude to focus longer, ask questions when we do not understand, and think more deeply on a topic.

14.19.4.2.3. **Exploit the Time Gap Between Thinking and Speaking Speeds.** Critical listening is different from informational listening in that you need to try to understand first and evaluate second. Even when you are listening critically, do not mentally argue with the speaker until the message is complete.

14.19.4.2.4. **Ask Appropriate Questions.** Good critical listening questions will probe in nature to thoroughly evaluate the intellectual content of the speaker's message.

14.19.4.3. **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 a first step in the listening process, a prerequisite to informational or critical listening. Empathic listening is often appropriate during mentoring and nonpunitive counseling sessions and is very helpful when communicating with family members.

Section 14F—Electronic Communications and the Internet

14.20. E-mail.

E-mail is defined as the electronic transmission of information over computer-based messaging systems. Recent technological advancements have increased opportunities for more timely, efficient, and effective text-based communications. These advancements facilitated the explosive growth of e-mail use throughout the Air Force at all levels. To uphold a commitment to secure messaging, the Air Force has established guidelines to ensure standardized and responsible use by all Air Force members.

14.21. Identity Management.

A vital element for messaging security is the implementation of public key infrastructure (PKI) and common access cards (CAC) for identity management. PKI allows for the authentication of the sender identity using a digital signature and the encryption and decryption of the message. Users of DoD electronic messaging are directed to follow current Air Force guidance (AFI 33-202, Volume 6, *Identity Management*), for the use of PKI to sign and encrypt e-mail.

14.22. Defense Message System (DMS).

The DMS is the core messaging system of record for the DoD and the Air Force. DMS is a flexible, commercial-off-the-shelf based application that provides messaging services to all DoD users (including deployed tactical users) and interfaces to other US government agencies, allied forces, and defense contractors.

14.23. Air Force Electronic Messaging Classes.

Air Force messaging is divided into two classes: organizational DMS High Grade Service (HGS) and Simple Mail Transfer Protocol (SMTP) electronic mail (E-mail).

14.23.1. **Organizational E-mail.**

This class includes organizational messages that require a message release authority, are directive in nature, commit resources (that is, forces to military action), make formal requests, or provide a command position.

14.23.2. **SMTP E-mail.**

This class includes messages by an individual or organizational group/role that do not commit or direct an organization. Official SMTP messages will be digitally signed and encrypted. Unofficial SMTP messages require no digital signature or encryption.

14.24. Transmitting Official Taskings.

Official taskings are sent to organizational addresses using HGS. Do not send official taskings to individual addresses. The sender is responsible to ensure the intended receiver receives the tasking. The receiver is responsible to ensure the the tasking is accurate.

14.25. Individual Responsibilities.

All government communications systems are subject to monitoring. Members of the Air Force or civilian employees may use a government-provided messaging system for official or authorized use only. Any other use is prohibited. Individuals must:

14.25.1. Comply with the Air Force and major command e-mail policies.

14.25.2. Maintain responsibility for the content of their e-mail messages and ensure that messages they send meet Air Force directives regarding acceptable use of e-mail.

14.25.3. Maintain sent and received information according to Air Force records management directives.

14.25.4. Include any special message handling instructions in the message body after the classification (first line) and before the actual text. Handling instructions for HGS are within the "handling instructions" field in the automatic digital network (AUTODIN) tab of the HGS message.

14.25.5. Obtain written approval from the commander before subscribing to, or participating in, electronic message newsgroups except official Air Force internal information products.

14.25.6. Report any suspected violations of electronic messaging policy to their supervisor or the information protection office.

14.25.7. Take appropriate action on nondelivery notices or message rejects to ensure messages reach the intended recipient.

14.25.8. Protect sensitive and classified Air Force information.

14.25.9. Not auto-forward e-mail from the ".mil" domain to a local internet service provider.

14.25.10. Not add slogans, quotes, special backgrounds, special stationeries, digital images, unusual fonts, etc., routinely to their official or individual electronic messages. They will not send harassing, intimidating, abusive, or offensive material to, or about, others. Individuals must consider the professional image and conservation of Air Force network resources (bandwidth).

14.25.11. Follow the chain of command when e-mailing superiors. Do not send an e-mail directly to the "Top" just because access to e-mail addresses is available. When sending e-mails through the chain of command, courtesy copy the individuals previously contacted.

14.26. 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 so sensitive and personal, e-mail is not the proper way to transmit it. When sending personal information over e-mail within DoD, ensure:

14.26.1. There is an official need.

14.26.2. All addressees (including "cc" addressees) are authorized to receive it under the Privacy Act.

14.26.3. "For Official Use Only (FOUO)" is added to the beginning of the subject line, followed by the subject, and apply the following statement at the beginning of the e-mail: "This e-mail contains For Official Use Only (FOUO) information which must be protected under *The Privacy Act* and AFI 33-332." Do not indiscriminately apply this statement to e-mails. Use it only in situations when you are actually transmitting personal information.

14.27. E-mail Protocol.

E-mail protocol or "netiquette" provides guidelines for proper behavior while on line. There are many ways to make social blunders and offend people when you are posting. Respect the social culture, and remember that the net is multicultural. Nuances get lost in transmission.

14.27.1. **Rule 1—Be Clear and Concise:**

14.27.1.1. Make sure the subject line communicates your purpose**.** Be specific and avoid ambiguous titles.

14.27.1.2. Lead with the most important information. If the goal is to answer a question, then paste the question at the top of the page.

14.27.1.3. Use topic sentences if the e-mail has multiple paragraphs.

14.27.1.4. Be brief and stick to the point. Address the issue, the whole issue, and nothing but the issue.

14.27.1.5. Use bold, italics, or color to emphasize key points.

14.27.1.6. Choose readable fonts. Use 12 point or larger when possible.

14.27.2. **Rule 2—Watch Your Tone:**

14.27.2.1. Be polite. Treat others as you want to be treated. Think of the message as a personal conversation.

14.27.2.2. 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 or hear the tone of voice, or any other nonverbals that make up 90 percent of interpersonal communications.

14.27.2.3. DON'T SHOUT. Do not write using all CAPITAL LETTERS - this is the e-mail version of shouting and is considered rude.

14.27.2.4. Keep it clean and professional: e-mail is easily forwarded. Harassing, intimidating, abusive, or offensive material is unacceptable.

14.27.3. **Rule 3—Be Selective About What Message You Send.**

Do not:

14.27.3.1. Discuss controversial, sensitive, FOUO, classified, personal, Privacy Act, or unclassified information requiring special handling of documents.

14.27.3.2. Forget operations security (OPSEC). Remember OPSEC, even unclassified information, when brought together with other information, can create problems in the wrong hands.

14.27.3.3. Create junk mail, forward it, or put it on a bulletin board.

14.27.3.4. Create or send chain letters. They waste time and tie up the system.

14.27.3.5. Use e-mail for personal ads.

14.27.4. **Rule 4—Be Selective About Who Gets Your Message:**

14.27.4.1. Reply to specific addressees to give those not interested a break.

14.27.4.2. Use "reply all" sparingly.

14.27.4.3. Get permission before using large mail groups.

14.27.4.4. Double-check the address before mailing, especially when selecting from a global list where many people have similar last names.

14.27.5. **Rule 5—Check Your Attachments and Support Material:**

14.27.5.1. Ensure all information is provided the first time to keep from repeating e-mail just to add another fact.

14.27.5.2. Before sending ensure that you have attached the attachments; this is the most common mistake.

14.27.5.3. Cite all quotes, references, and sources. Respect copyright and license agreements.

14.27.6. **Rule 6—Keep Your E-mail Under Control:**

14.27.6.1. Sign off the computer when you leave your workstation.

14.27.6.2. Create mailing lists to save time.

14.27.6.3. 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.

14.27.6.4. Acknowledge important or sensitive messages with a reply to sender; for example, Thanks, done, I will start working it immediately, etc.

14.27.6.5. When away from your e-mail for an extended period, consider setting up an "Auto Reply" message to let people know how long you will be unavailable via e-mail, as well as providing alternate points of contact for questions that require immediate answers or response.

14.28. The Internet.

Use of the Web or Web technologies continues to increase as a technique for obtaining and disseminating information worldwide. The Web or Internet provides the capability to quickly and efficiently disseminate information to and access information from a variety of governmental and nongovernmental sources. The Air Force maintains and supports two types of Web pages or sites. The first is Air Force public Web pages or sites that are intended for viewing by the general public via the Internet; the information on these pages must be of interest to the general public. The second is Air Force private Web pages or sites that are intended for a limited audience, specifically .mil and .gov users. Users must consider the access and security controls required for information on private Web pages or sites.

14.28.1. **Use of Internet Resources by Government Employees.**

The Internet provides an indispensable source for information from a variety of governmental and nongovernmental sources. The Air Force goal, within acceptable risk levels, is to provide maximum accessibility to Internet resources for personnel requiring access for official business.

14.28.2. **Appropriate Use.**

Government-provided hardware and software are for official use and authorized purposes only. Appropriate officials may authorize personal uses; however, such policies should be explicit, as unofficial uses that exceed the authorized purposes may result in adverse administrative or disciplinary action.

14.28.3. **Inappropriate Use.**

Using the Internet for other than official or authorized purposes may result in adverse administrative or disciplinary action. The following are strictly prohibited:

14.28.3.1. Using Federal government communications systems for unauthorized personal use.

14.28.3.2. Sending chain letters and unofficial soliciting or selling that would adversely reflect on the DoD or the Air Force. **Exception:** Using authorized bulletin boards established for such use is allowed.

14.28.3.3. Unauthorized storing, processing, displaying, sending, or otherwise transmitting offensive or obscene language or material. Offensive material includes, but is not limited to, "hate literature," such as racist literature, materials, or symbols; sexually harassing materials, pornography, and other sexually explicit materials.

14.28.3.4. Storing or processing classified information on any system not approved for classified processing.

14.28.3.5. 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.

14.28.3.6. Participating in non-DoD or nongovernment "chat lines," "chat groups," or open-forum discussions to or through a public site, unless it is for official purposes—and approved through the global information grid waiver board.

14.28.3.7. Using the account or identity of another person or organization without authorization.

14.28.3.8. Viewing, changing, damaging, deleting, or blocking access to another user's files or communications without appropriate authorization or permission.

14.28.3.9. Attempting to circumvent or defeat security or auditing systems without prior authorization or permission (such as for legitimate system testing or security research).

14.28.3.10. Obtaining, installing, copying, storing, or using software in violation of the appropriate vendor's license agreement.

14.28.3.11. Permitting any unauthorized individual access to a government-owned or government-operated system.

14.28.3.12. Modifying or altering the network operating system or system configuration without first obtaining written permission from the system administrator of that system.

14.28.3.13. Copying and posting official information to unauthorized Web sites.

14.28.3.14. Downloading and installing freeware and shareware or any other software product without designated approval authority approval.

14.28.4. **Downloading Files from the Internet.**

To protect against computer viruses, all Air Force members must virus-check all downloaded files. This applies to sound and video files, as well as files attached to e-mail messages. If possible, download files to a floppy disk and virus-check them before placing them on the computer's hard drive. If files are compressed, perform a second check of the decompressed files. To prevent the possibility of rapidly spreading a virus, do not download files to a network or shared drive. The Air Force allows the use of public domain or shareware software only after it is certified by a software testing facility.

14.28.5. **OPSEC and the Internet.**

The Internet access available to personnel at home and at work is an additional security factor. OPSEC training and education applies to computer use just as it does in conversations between personnel, transmitting correspondence, and telephone conversations. Policies against communicating with unauthorized personnel also apply to Internet communications. News groups (Usenet News, Chats, etc.) give personnel the opportunity to converse electronically to a worldwide audience. Military members and government employees should refrain from discussing work-related issues in such open forums. Such discussions could result in unauthorized disclosure of military information to foreign individuals, governments, or intelligence agencies, or the disclosure of potential acquisition-sensitive information. For example, news media monitoring the Internet may construe an individual's "chat" as an official statement or news release.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 14G—Staff-Level Communication

14.29. Spoken Communication Via the Meeting.

Meetings are used to share information, solve problems, plan, brainstorm, or motivate. Whatever their purpose, it is good to know some basics about conducting an effective meeting.

14.29.1. **Planning the Meeting.**

Success or failure in a meeting can usually be traced to the planning phase. The key issues associated with planning a meeting are listed below. As you step through these items, remember to check on what are standard operating procedures in your organization. Meetings come in all flavors—from totally spontaneous to highly structured and ceremonial. Most are in the middle. If a group has been meeting regularly for a while, try to find out how they have done business in the past.

14.29.1.1. **Decide if the Meeting is Appropriate.** If you can achieve the goal by speaking face-to-face with one or two people, scheduling a formal meeting might not be necessary. If the goal is to just pass on information, consider if sending an e-mail is a viable and appropriate substitute for the meeting.

14.29.1.2. **Define the Purpose.** Every meeting should have a purpose. If it does not, you should not meet. When thinking about the purpose, define it in terms of the product wanted at the end of the meeting, and what it will be used for.

14.29.1.3. **Decide Who Should Be Invited.** Invite only those directly involved in the issues being discussed. If you are trying to solve a problem or make a decision on a controversial issue, make sure you have adequate representation from all groups who have a voice in the decision. If you only invite people with one point of view, your meeting will run smoothly, but your decision may not stand up later.

14.29.1.4. **Decide Where and When the Meeting Should Occur.** Ensure the time is convenient for the people who are required to be there, keep it under an hour, or plan for breaks; and finally, reserve the room.

14.29.1.5. **Plan for Capturing Meeting Information.** If this is not a routine meeting with an appointed recorder, take a moment to think about how you will capture the meeting information, both in the meeting itself and afterwards.

14.29.1.5.1. **Capturing Information During the Meeting.** Can this be done using standard note taking procedures? (If so, make sure your conference room has a dry erase board, butcher paper, or other note taking capabilities.)

14.29.1.5.2. **Capturing Information After the Meeting.** Meeting minutes capture the process and outcome of the meeting. Minutes "close the loop" on the meeting and let the attendees know what was decided.

14.29.1.6. **Send Out an Agenda.** Create an agenda and send it to attendees no later than 1 or 2 days prior to the meeting. The agenda should include the date, time, location, and purpose of the meeting. This advance notice gives everyone an opportunity to prepare their thoughts and know where the meeting is going before they get there.

14.29.2. **Running the Meeting.**

Avoid dragging out a meeting unnecessarily.

14.29.2.1. **Start on Time.** Meetings should start on time with an upbeat note, so do not wait for tardy attendees. State your desired outcome.

14.29.2.2. **Follow the Agenda.** People hate nothing worse than a meeting deviating from the agenda. Review the agenda in the opening minutes of the meeting to remind everyone of the goals and plan for the meeting.

14.29.2.3. **Understand Group Dynamics.** If you are in charge of a group that will be meeting over a period of time, it pays to learn the basics about group dynamics. In all meetings, teams or groups move through predictable stages. To avoid frustration, becoming familiar with these stages is important.

14.29.2.3.1. **Forming Stage.** When a team is forming, members cautiously explore the boundaries of acceptable group behavior. The forming stage is a stage of transition from individual to member status, and of testing the leader's guidance both formally and informally. Because there is so much going on to distract the members' attention in the beginning, the team accomplishes little, if anything, that concerns its project goals. Do not be overly concerned; this is perfectly normal!

14.29.2.3.2. Storming Stage. Probably the most difficult stage for the team is the storming stage. The team members begin to realize the task is different and more difficult than imagined, and they become testy, accusatory, or overzealous. Impatient about the lack of progress, but still too inexperienced to know much about decisionmaking or the scientific approach, members argue about just what actions the team should take. They try to rely solely on their personal and professional experience, resisting any need for collaborating with other team members. Their behavior means team members have little energy to spend on progressing toward the team's goal, but they are beginning to understand one another.

14.29.2.3.3. Norming Stage. During the norming stage, members reconcile competing loyalties and responsibilities. They accept the team, team ground rules (or "norms"), their roles in the team, and the individuality of fellow members. Emotional conflict is reduced as previously competitive relationships become more cooperative. As team members begin to work out their differences, they now have more time and energy to spend on the project. Thus, they are able to at last start making significant strides.

14.29.2.3.4. Performing Stage. By the time of the performing stage, the team has settled its relationships and expectations. They can begin performing—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 what their roles are. The team is now an effective, cohesive unit. You can tell when your team has reached the performing stage because you start getting a lot of work done—finally!

14.29.3. Followup: Preparing Meeting Minutes.

Followup involves sending out meeting minutes and starting the whole cycle over again. Prepare meeting minutes in the official memorandum format. Minutes are a clear summary of the participants' comments; they document planned or completed actions.

14.29.3.1. Date the minutes the day they are distributed. The names of members present may be listed in two columns to save space.

14.29.3.2. Place information regarding a future meeting in the last paragraph.

14.29.3.3. When a person signs a paper as a member of a board or committee, the signature element indicates that person's status on that board or committee, not any other position the person may hold. To approve the minutes, type "Approved as written" two lines below the recorder's signature block, followed by the approving authority's signature block.

14.29.3.4. Minutes are typed either single- or double-spaced, with additional space between items of business and paragraphs.

14.29.3.5. The format should be neat and orderly, paying particular attention to uniformity of margins and text.

14.29.3.6. Spell names correctly; use acceptable grammar; and construct and punctuate sentences well. All verbs should be in past tense.

14.29.3.7. The order of the minutes usually coincides with the order of the agenda, and generally includes items such as:

14.29.3.7.1. Kind of meeting (regular, special, etc).

14.29.3.7.2. Day, date, time, and place of meeting.

14.29.3.7.3. The word "Minutes" in the heading.

14.29.3.7.4. Name of the meeting body.

14.29.3.7.5. Opening paragraph; that is, The Executive Committee met for_____ meeting on day, date, and time.

14.29.3.7.6. Members present and absent.

14.29.3.7.7. Action taken on last meeting's minutes.

14.29.3.7.8. Reports.

14.29.3.7.9. Current business, with complete discussions and conclusions.

14.29.3.7.10. Old business, with discussions, and followup, as recommended.

14.29.3.7.11. New business, with discussions and recommendations.

14.29.3.7.12. Adjournment.

Section 14H—Instruments of Written Communication

14.30. Bullet Background Paper.

The BBP is an excellent tool designed to present concisely written statements centered on a single idea or to present a collection of accomplishments with their respective impacts. Refer to Figure 14.11 for additional information on the BBP.

Figure 14.11. Instructions for Preparing a Bullet Background Paper.

BULLET BACKGROUND PAPER

ON

THE BULLET BACKGROUND PAPER

An increasingly popular version of the background paper is the "bullet" background paper. The bullet format provides a concise, chronological evolution of a problem, a complete summary of an attached staff package, or main thrust of a paper**.**

Main ideas follow the introductory paragraph and may be as long as several sentences or as short as one word (such as "Advantages").

- Second items follow with a single dash and tertiary items follow with multiple indented dashes. Secondary and tertiary items can be as short as a word or as long as several sentences.

- Format varies.

   -- Center title (all capital letters); use 1-inch margins all around; single-space the text; double-space between items—except double-space title and triple-space to text; use appropriate punctuation in paragraphs and complete thoughts.

   -- Headings such as SUBJECT, PROBLEM, BACKGROUND, DISCUSSION, CONCLUSION, or RECOMMENDATION are optional.

Keys to developing a good backgrounder:

- Write the paper according to the knowledge level of the user; that is, a person who is very knowledgeable on the subject won't require as much detail as one who knows very little.

- Emphasize main points.

- Attach additional support data; refer to it in the backgrounder.

- Require minimum length to achieve brevity with short transitions.

- End with concluding remarks or recommendations.

Include an identification line (author's grade and name, organization, office symbol, telephone number, typist's initials, and date) on the first page 1 inch from the bottom of the page or at least 2 lines below the last line of text.

TSgt Heroux/AFOMS/PD/652-4075/mnh/1 Jun 09

14.31. AF IMT 1768, *Staff Summary Sheet (SSS).*

Use the SSS to summarize staff work, to request action, or to forward information. Since SSSs often contains several handwritten notes before reaching the approval authority, do not require the same level of perfection (error-free typing, etc.) as the correspondence they may cover. Refer to AFH 33-337 for information on filling out the SSS.

14.32. Electronic Staff Summary (ESS).

ESSs requiring your group or wing commander's signature should be sent through your internal channels via e-mail. The office of primary responsibility (OPR) transmits the package via e-mail to the first reviewer to coordinate and comment. The first reviewer should forward (never reply) the package with comments (if any) to the next reviewer. This procedure is repeated until the last reviewer has coordinated on the package. The last reviewer forwards the entire package back to the OPR.

14.33. Trip Report.

A trip report describes a temporary duty trip to another location and includes the purpose, travelers, itinerary, discussions, and conclusions or recommendations. **Note:** Most organizations have a standard template.

14.34. Staff Study Report.

Use the staff study report to analyze a clearly defined problem, identify conclusions, and make recommendations. Not all organizations routinely use a staff study report, but it is an accepted format for a problem-solution report in both Air Force and Joint Staffs. The staff study report should represent completed staff work. This means the staff member has solved a problem and presented a complete solution to the boss. The solution should be complete enough that the decisionmaker has only to approve or disapprove.

14.35. Conclusion.

Clear, concise, well-thought-out, and well-composed communication is essential for meeting the needs of today's Air Force. We are all involved in speaking and writing to some extent. Therefore, we must become proficient at the methods we use. The meeting is an important forum for providing information, solving problems, and answering questions. Written communication is also another area crucial to meeting the Air Force mission. Fortunately, we have several instruments at our disposal to help us with the process. The SSS, BBP, trip report, and staff study report all serve a useful purpose and are tools that help facilitate staff-level communication.

Chapter 15

PERSONNEL PROGRAMS

Section 15A—Overview

15.1. Introduction.

The Air Force mission requires our military members to be prepared for service at all times. Mission support organizations ensure the families of each Airman are cared for; pay and entitlements are properly addressed; and their individual rights are secured. This chapter includes information on manpower management, enlisted assignments, family care, reenlistment and retraining opportunities, benefits and services, personnel records, individual rights, the awards and decorations program, and the Airman promotion system.

Section 15B—Manpower Management

15.2. Manpower Resources.

All budgeted and programmed manpower resources for the total Air Force (active duty, Air Force Reserve [AFR], and Air National Guard [ANG]) derive from two sources: the Department of Defense (DoD) Future Years Defense Program and the Air Force's Force and Financial Plan. DoD uses elements of the Future Years Defense Program to budget for and control its resources. The Air Force uses the Force and Financial Plan to budget for and control its portion of the DoD overall resources.

15.3. Chain of Responsibilities.

From the Future Years Defense Program and Force and Financial Plan, the Directorate of Manpower and Organization (HQ USAF/A1M) allocates programmed manpower resources to the major commands (MAJCOM) directing implementation of approved programs. The MAJCOMs translate the manpower resources into manpower authorizations by updating the Manpower Programming Execution System (MPES) by organization, Air Force specialty code (AFSC), grade, etc. The installation MOF office serves as a liaison on Manpower and Organization Flight (MOF) issues between installation agencies and the MAJCOM A1M staff.

15.4. Manpower Resource Levels:

15.4.1. **Changing Manpower Allocations.**

Command-specific military and civilian manpower requirements must be certified by the MAJCOM A1M and approved by HQ USAF/A1M before they can be used in the programming and resourcing process. Only pursue competitive sourcing as a means to source new requirements that are not military essential or inherently governmental. Before manpower allocations can be changed, the requesting organization must give reasons for the requested change. The MAJCOM must propose specific tradeoffs if the initiative requires an increase in military or civilian manpower.

15.4.2. **Accommodating Temporary Manpower Requirements.**

Air Force manpower is not changed to accommodate cyclical or temporary requirements. Instead, the Air Force authorizes civilian overtime, temporary full- and part-time civilian positions, temporary duty (TDY) of military or civilian personnel, and the use of contract services to perform this workload.

15.4.3. **Determining Manpower Requirements.**

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. To accomplish this, HQ USAF functional managers work with HQ USAF/A1M to determine the appropriate manpower management tool consistent with resources needed to develop the manpower standard; the required mix of military, civilian, or contract services; and the required military category (officer or enlisted) and grade. The servicing civilian personnel flight works with the Air Force Personnel Center, Directorate of Civilian Personnel Operations (HQ AFPC/DPC), to determine civilian grades based on job content in position descriptions.

15.5. Requirements Determination:

15.5.1. **General Concept.**

MOF personnel assist Air Force commanders and functional managers at all levels in mission accomplishment 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 competitive sourcing and privatization actions. Integral in any manpower requirements, determination effort is a review of a function's processes with the goal of making process improvements.

15.5.2. **Most Efficient Organization.**

Manpower standards are based on the concept that work center operations are efficient and standardized—the most efficient organization. The ultimate goal of organizational performance is mission accomplishment. Resource requirements reflected in a manpower standard should be based on an organization and process designs, which most effectively and efficiently accomplish the mission. Improving mission effectiveness while maintaining or improving efficiency should be the goal of any modification to a function's current organizational or process design. Efficiency does not necessarily mean decreasing resources but rather improving the return on the resources used.

15.5.3. **Performance Improvement.**

Improving performance requires both planning and execution. For organizational change efforts to be effective, they generally must include some redesign and (or) coordination on five "fronts." These are organizational areas that interrelate and should be considered. A change in one front may require actions or changes in another front. For example, changing a process may also require some training or retraining (people front); the process improvement may affect how technology is used (Technology Front); or the process design may require updates to regulations (policy, legislation, regulation front). The five fronts are:

15.5.3.1. **Organization and People Front.** The human resource asset is the key element for the future viability and growth of the organization in a continuously learning environment. As processes are redesigned or other changes are made, a focus should remain on the worker who must be enabled with appropriate knowledge, skills, experiences, and tools; empowered to learn and act; and rewarded based on the organization's values and measures.

15.5.3.2. **Technology Front.** Technology is a crucial enabling factor that allows compression of cycle, lead time, and distance; broader access to information and knowledge assets; and eliminates barriers between customers and suppliers.

15.5.3.3. **Policies, Legislation, and Regulations Front.** Changing existing policies, regulations, and legislation may be required for new processes.

15.5.3.4. **Physical Infrastructure Front.** The physical facilities, equipment, and tools should be designed to support and maximize changes in workflow, information technology, and human resources.

15.5.3.5. **Process Front.** The flow of work and information into, through, and out of the organization must be redesigned, overcoming the constraints of traditional functions or boundaries.

15.6. Unit Manpower Document (UMD).

The UMD is used to help manage manpower resources. The UMD is a computer product that lists unit manpower requirements—both funded and unfunded. Therefore, the UMD contains many data elements identifying the unique attributes of a position. These attributes include position number, AFSC, functional account code (FAC), work center, grade, number of authorizations, and personnel accounting symbol data. The UMD is the primary document that reflects the manpower required to accomplish the unit's mission. The installation's MOF will periodically, or upon request, supply a unit with an updated UMD. Supervisors should routinely check the UMD for accuracy and to track their authorized manpower strength.

Section 15C—Enlisted Assignments

15.7. General Information.

Qualified people with the needed skills must be in the right job at the right time to meet the Air Force mission. At the same time, the Air Force has a responsibility to keep attuned to the demands placed on its members resulting from personnel tempo (PERSTEMPO). PERSTEMPO is a quality-of-life measurement that measures the amount of time an individual spends away from his or her home station for operational and training purposes, such as TDY and designated dependent-restricted assignments. Consequently, the Air Force classifies and assigns people worldwide as equitably as possible to ensure a high state of readiness. The Air Force also recognizes a need for special assignment considerations to take care of Air Force people with exceptional needs. 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 individuals are placed into each specialty. While the primary consideration in selecting personnel for reassignment is the member's qualifications to accomplish the mission, the Air Force also considers additional factors that include:

15.7.1. To the maximum extent possible, the Air Force assigns individuals on a voluntary basis and in the most equitable manner feasible.

15.7.2. The Air Force equitably distributes involuntary assignments among similarly qualified personnel, factoring PERSTEMPO where practical to minimize family separation and to avoid creating a severe personal hardship on the member.

15.7.3. Limitations on involuntary selection for permanent changes of station (PCS), following some TDYs, may be established to allow members to attend essential military and personal pre-PCS requirements, as well as to reduce individual and family turbulence.

15.8. Assignment Authority.

The DoD allocates funds, delegates authority, and directs policies for the PCS assignment of Air Force military personnel to satisfy national security requirements. PCS assignments may also be directed to ensure equitable treatment of members, such as PCS from overseas (OS) to the continental United States (CONUS) upon completion of the prescribed OS tour. AFI 36-2110, *Assignments,* is the governing instruction for operational (including rotational) training (including formal education and professional military education [PME]) and force structure assignments.

15.8.1. **Assignment Requests.**

The director of assignments (or equivalent) for each MAJCOM, field operating agency (FOA), and direct reporting unit (DRU) may initiate assignment requests for members currently assigned to his or her MAJCOM, FOA, or DRU to fill valid vacant manpower authorizations. HQ AFPC is the final approval authority for Airman assignments. The Airman Assignment Division (HQ AFPC/DPAA) is the final approval authority for Airman assignments in the grades of senior master sergeant (SMSgt) and below. The Chief Group (AF/DPE) is the final approval authority for chief master sergeant (CMSgt) and CMSgt-select assignments.

15.8.2. **Distribution of Personnel.**

Personnel are distributed to meet the overall needs of the Air Force:

15.8.2.1. According to law and DoD and Air Force directives and instructions.

15.8.2.2. As equitably as possible between MAJCOMs within a specialty and grade.

15.8.2.3. According to guidance from the Air Staff functional area office of primary responsibility (OPR) (functional managers).

15.8.2.4. As directed by the designated assignment authority outlined in AFI 36-2110.

15.9. Assignment Policy and Procedures:

15.9.1. **Equal Opportunity.**

The Air Force assigns members without regard to color, race, religious preference (except chaplains), national origin, ethnic background, age, marital status (except military couples), spouse's employment, education or volunteer service activities of spouse, or gender (except as provided for by statute or other policies). This applies to both PCS and TDY assignments. The primary factor in selecting a member for PCS is the member's qualifications to fill a valid manpower requirement and perform productively in the position for which being considered. When members with the required qualifications are identified, then PCS eligibility criteria and other factors are considered.

15.9.2. **Special Experience Identifier (SEI).**

The SEI system complements the assignment process and is used in conjunction with grade, AFSC, AFSC prefixes and suffixes, etc., to match uniquely qualified individuals to jobs with special requirements. SEIs may be used when specific experience or training is critical to the job, and no other means is appropriate or available. The SEI system is also used to rapidly identify personnel to meet unique circumstances, contingency requirements, or other critical needs. Manpower positions are coded with an SEI to identify positions that require or provide unique experiences or qualifications. The personnel records for the individuals who earn an SEI are similarly coded.

15.9.3. **Security Access Requirement.**

Manpower positions often require members assigned to have access to a specified level of classified information. However, sometimes the urgency to fill a position does not allow selection of a member using PCS eligibility criteria and subsequent processing (and [or] investigation) for access at the specified level. Under these circumstances, selection may be necessary from among members who currently have access or can be granted access immediately.

15.9.4. **Grade, AFSC, and Skill-level Relationship for Assignment.**

CMSgts and CMSgt-selects may be assigned in any AFSC or chief enlisted manager (CEM) code they possess or are qualified to be awarded. Normally, Airmen in the grade of SMSgt and below are selected for assignment in their control Air Force specialty code (CAFSC). Airmen with an incompatible grade and CAFSC skill level because of retraining or reclassification are selected for assignment and allocated against requirements commensurate with their grade, regardless of their CAFSC skill level. Normally, Airmen are selected based on their grade and skill level. CMSgts fill CEM code positions; SMSgts fill 9-skill level positions; master sergeants (MSgt) and technical sergeants (TSgt) fill 7-skill level positions; staff sergeants (SSgt) and senior Airmen (SrA) fill 5-skill level positions; and Airmen first class (A1C), Airmen (Amn), and Airmen basic fill 3-skill level positions.

15.9.5. **Volunteer Status and PCS Eligibility.**

Within a group of qualified members who meet the minimum eligibility criteria for PCS selection, volunteers are selected ahead of nonvolunteers. Furthermore, nonvolunteers qualified to fill a requirement who meet the minimum PCS eligibility criteria are selected ahead of qualified volunteers who do not meet PCS eligibility criteria. For example, time on station (TOS) is a PCS eligibility requirement. A qualified volunteer who meets the minimum TOS requirement is considered first in order of longest on station. Next, the qualified nonvolunteer who meets the TOS requirement in the order of longest on station, and finally the qualified volunteer who does not meet the TOS requirement may be considered.

15.9.6. **CMSgt Development.**

AF/DPE uses the CMSgt assignment policies to support the continued development of CMSgts. Because CMSgts are Air Force senior leaders, these policies are comparable with other senior leader assignment and development methods. Policies include:

15.9.6.1. **Three-year Limits for Headquarters Staff and Special Duty Tours.** CMSgts serving in MAJCOM, HQ Air Force, and Joint staff positions, as well as special duty positions will be limited to serving 3-year tours. This increases the opportunities for CMSgts to serve in these positions, enhancing their development. Additionally, this improves the flow of field experience into headquarters staff positions and staff experience into base-level units.

15.9.6.2. **Date Eligible for Return from Overseas (DEROS) Management.** DEROS adjustment requests, like DEROS extensions, indefinite DEROSs, and in-place consecutive OS tours, are closely scrutinized for CMSgts and only considered if in the best interest of the Air Force and supportive of CMSgt development. Subsequently, DEROS adjustments are not routinely approved for CMSgts.

15.9.6.3. **Home-basing Requests.** In addition to closely scrutinizing DEROS adjustment requests, the Chiefs Group also uses the same criteria to review home-basing requests, which are also not routinely approved. The same rationale used in paragraph 15.9.6.2 applies.

15.9.6.4. **Nominative Selection for Strategic-level Assignments.** Specific strategic-level assignments such as Air Force career field managers (AFCFM) and Command Chief Master Sergeants (MAJCOM CCM) are filled using a nominative selection process. The hiring authority for these positions requests nominations from appropriate organizations, frequently each MAJCOM. Each organization then identifies their most qualified CMSgts for the advertised position and nominates them to the hiring authority. The hiring authority then selects the best person for the job. This highly competitive process ensures a significant level of visibility and senior leader involvement in selecting CMSgts to serve in these top positions.

15.9.6.5. **CCM Assignments.** CCM assignments are 2-year minimum tours and 3-year maximum tours. This ensures an appropriate balance between fresh enlisted leadership and leadership stability within organizations.

15.9.7. **First-term Airmen (FTA).**

FTA serving an initial enlistment of 4 or more years may not be given more than two assignments in different locations following initial basic and skill training during their first 4 years of service, regardless of tour length. FTA who make two PCS moves are permitted an additional PCS in conjunction with an approved humanitarian reassignment or 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.

15.9.8. **Availability and Deferment.**

A member is considered available for reassignment on the first day of the "availability" month. The reasons for deferments vary. Deferments may be authorized, when possible 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 a member's PCS while suitability to remain on active duty 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 (BOP) program, retraining, humanitarian reasons, etc. AFI 36-2110 contains a complete list of deferments.

15.9.8.1. **Humanitarian and Exceptional Family Member Program (EFMP) Reassignment or Deferment.** The policies and procedures concerning humanitarian and EFMP reassignment or deferment are outlined in AFI 36-2110, *Assignments*. These policies and procedures include:

15.9.8.1.1. The humanitarian policy provides reassignment or deferment for Air Force members to assist them in resolving severe short-term problems involving a family member. The problem must be resolvable within a reasonable period of time (normally 12 months); the member's presence must be considered absolutely essential to resolve the problem; and the member must be able to be effectively utilized in his or her CAFSC. Family members under the humanitarian program are limited to spouse, children, parents, parents-in-law, and those persons who have served "in loco parentis." A person "in loco parentis" refers to one who has exercised parental rights and responsibilities in place of a natural parent for a minimum of 5 years before the member's or the member's spouse's 21st birthday or before the member's entry on active duty, 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.

15.9.8.1.2. The EFMP is a separate and distinct program from humanitarian policy. The EFMP is based on a member's need for special medical or educational care for a spouse or child that is required long term, possibly permanently. Therefore, this program is not a base-of-choice program as assignment decisions are based on manning needs of the Air Force at locations where a member's special medical or educational needs for a spouse or child can be met. The Air Force's commitment and responsibilities under the EFMP require mandatory enrollment and identification of exceptional family members. Under the EFMP, a member 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 member's presence is considered essential. The purpose of such a deferment is to allow the member 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 a member may be reconsidered for PCS if otherwise eligible.

15.9.8.2. **BOP (Enlisted Only).** The FTA BOP program is a reenlistment incentive; the career Airman BOP program is an incentive for other Airmen to continue an Air Force career. FTA in conjunction with reenlistment or retraining may request a PCS from CONUS-to-CONUS or PCS from OS-to-CONUS. FTA in the CONUS (only) may request a BOP to remain in place. A PCS BOP is not authorized from CONUS-to-OS or OS-to-OS. An in-place BOP is not authorized for Airmen assigned OS. Career Airmen may request a BOP to remain in place at a CONUS location.

15.9.8.3. **Assignment of Military Couples (Join Spouse).** Each member of a military couple serves in his or her own right. This means military couples must fulfill the obligations inherent to all Air Force members— 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 share the responsibility for reducing family separation. They 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.

15.9.8.4. **Permissive PCS Assignment Program.** As outlined in AFI 36-2110, in very limited circumstances, a member may ask for a voluntary PCS and agree to pay all expenses involved or associated with the PCS. Also, travel time is charged as ordinary leave. Only lieutenant colonels (Lt Col) and below may make permissive moves. Members must meet all PCS eligibility criteria (for example, TOS, service retainability, etc.) for the type of move requested. The types of permissive PCS are CONUS assignment exchange and expanded permissive. Permissive PCS may not be granted based solely on the willingness of a member to move at his or her own expense.

15.9.8.5. **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. The procedures on how to apply for the program are listed in AFI 36-2110.

15.9.8.6. **CONUS-isolated Assignment Program.** Normal personnel support facilities (military or civilian) are not available at certain CONUS stations or within a reasonable distance. This creates a degree of hardship for personnel assigned to these stations. To prevent involuntary assignment at these locations for long periods, the Air Force established a minimum 15-month tour for single and unaccompanied personnel and a minimum 24-month tour for accompanied personnel. Individuals assigned to a CONUS-isolated station may request reassignment upon completion of the tour. The Air Force will not assign these people involuntarily from one CONUS-isolated station to another. Also, individuals completing a short OS tour are not involuntarily assigned consecutively to a CONUS-isolated station unless there is no other available resource, or failure to assign the individual would hurt the mission. Short-tour OS returnees who receive an assignment to a CONUS-isolated station may request a change of assignment.

15.9.8.7. **Extended Long OS Tour Length.** The extended long OS tour volunteer program applies to Airmen who volunteer for PCS OS to a long-tour location (one where the accompanied tour length is 24 months or more, and the unaccompanied tour length is more than 15 months). Airmen who volunteer for an extended long OS tour agree to serve the standard tour length plus an additional 12 months. Tour lengths for various OS locations are listed in the Joint Federal Travel Regulation, Volume 1, Appendix Q. Extended long OS tour volunteers are considered ahead of standard OS tour volunteers according to the priorities shown in AFI 36-2110. The 12-month extended tour period is in addition to the normal (accompanied or unaccompanied) long-tour length the member must serve. 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 require a member to extend or reenlist and could affect selective reenlistment bonus (SRB) calculation.

15.9.8.8. **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.

15.9.8.9. **High School Senior Assignment Deferment Program.** The High School Senior Assignment Deferment Program allows SMSgts and below, and officers up through the rank of Lt Col, to apply for a 1-year assignment deferment. 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 overriding factor in granting deferments. Requests will be considered on a case-by-case basis, and deferments will be approved where possible.

15.9.8.10. **TDY.** AFI 36-2110 provides instructions regarding TDY procedures. The maximum TDY period at any one location in a 12-month period is 179 days unless the Secretary of the Air Force (SECAF) grants a waiver. To the degree possible, Airmen are not selected for involuntary OS PCS while performing certain kinds of TDY. Additionally, if selected for involuntary PCS after one of these TDYs, the report not later than date (RNLTD) will not be within 120 days of the TDY completion date.

15.9.8.11. **Dependent Care and Adoption.** All military members ensure arrangements are made for care of their dependents when they must be separated due to TDY or PCS. Military couples with dependents and single-member sponsors are expected to fulfill their military obligations on the same basis as other members. They are eligible for worldwide duty and all assignments for which they qualify. To ensure all members remain available for worldwide duty, they must have workable plans to provide parent-like care for their dependents as outlined in AFI 36-2908, *Family Care Plans*. Members who cannot or will not meet military commitments due to family needs will be considered for discharge. Members adopting children are given a limited time to complete the official adoption process and facilitate bonding. Individuals may be authorized deferment during the 4-month period following the date a child is officially placed in the member's home.

15.9.9. **TOS and Service Retainability.**

Minimum TOS requirements exist to provide continuity to a member's unit and, to the degree possible, reasonable periods of stable family life for Air Force members. Further, upon selection for PCS, a member 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 a member has a period of active duty remaining long enough to offset the costs associated with a PCS. Minimum TOS provides continuity to the gaining unit and stability to members and their families following PCS. Some types of PCSs require TOS periods or obligated service periods more or less than the normal limits. Refer to AFI 36-2110 for the TOS and retainability requirements for specific types of PCS.

15.9.9.1. **CONUS-to-CONUS PCS.** For most PCS moves within the CONUS, FTA and career Airmen must have at least 48 months of TOS, with the exception of FTA applying eligible for the FTA BOP Program. Special circumstances, such as completion of a training course in PCS status, have different TOS minimums. The service retainability requirement for a CONUS-to-CONUS PCS is 24 months regardless of career status.

15.9.9.2. **CONUS-to-OS PCS.** FTA must have at least 12 months of TOS to go from CONUS to OS. Career Airmen require 24 months of TOS before an OS PCS. When notified of PCS selection, members must have or be eligible to obtain sufficient service retainability to complete the full prescribed unaccompanied OS tour length. Members who do not have retainability may decline to obtain it or, if eligible, may retire instead of accepting a PCS. Declining to obtain retainability for PCS will affect a career Airman by making him or her ineligible for promotion and reenlistment. FTA become ineligible for most voluntary assignments. Members who are eligible and desire that their dependents accompany them at government expense during their OS tours must serve the "accompanied by dependents" OS tour length. This tour is normally longer than the unaccompanied tour. Electing to serve the longer accompanied tour requires the member to obtain the obligated service retainability for the longer tour. Members 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.

15.9.9.3. **OS-to-OS PCS.** If a member is serving OS and is a volunteer for a PCS consecutive OS tour or in-place consecutive OS tour, the member must complete the full-prescribed tour at the current location and the full-prescribed OS tour at the new location or another full tour in place.

15.9.9.4. **OS-to-CONUS Reassignment.** Reassignment from OS to CONUS requires the member to have or obtain at least 12 months of obligated service retainability. Members who do not have retainability will, in most cases, be retained in the OS area involuntarily until their date of separation (DOS) and returned to the CONUS for separation.

15.9.10. **Enlisted Quarterly Assignments Listing (EQUAL) and EQUAL-Plus.**

EQUAL provides Airmen a listing of the assignment requirements available for upcoming assignment cycles and allows Airmen 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. The EQUAL-Plus supplements the EQUAL and is used to advertise requirements for special duty assignments, joint and departmental assignments, short-notice OS assignments, and all CMSgt assignments. EQUAL-Plus shows upcoming requirements, any special qualifications an Airman needs to be eligible for selection, the available locations, reporting instructions, and points of contact for additional information. Both lists can be viewed on the HQ AFPC worldwide Web page at http://ask.afpc.randolph.af.mil.

15.9.11. **Assignment Preferences (Enlisted Only).**

CMSgts and CMSgt-selects volunteer for assignments on EQUAL-Plus by notifying their assignment noncommissioned officer (NCO) at HQ AFSLMO/CG. Notification can be made via telephone, e-mail, datafax, or electronic message. SMSgts and below will use the View/Change Assignment Preference update feature in the Virtual Military Personnel Flight (vMPF) to record CONUS or OS assignment preferences. To enhance the chance for selection to a desired location, Airmen should consult the EQUAL and EQUAL-Plus listings. Upon completion of the update, a notice is produced and available for print. Each Airman is individually responsible for the currency and accuracy of assignment preferences. When a change in status occurs such as marriage, the Airman should update preferences accordingly. Outdated preferences or no preferences on file will not be the basis for release of an Airman from an assignment for which selected.

15.9.11.1. **Non-CONUS Residents.** Non-CONUS residents must meet all PCS eligibility criteria provided in AFI 36-2110. For assignment purposes (only), a non-CONUS resident is a member whose home of record at

the time of initial enlistment is located in Alaska, Hawaii, Guam, or Panama Canal Zone. (**Note:** For Canal Zone residents only, this policy applies to Airmen who enlisted and entered active duty prior to 1 October 1979.) When volunteering for assignment to their home area, non-CONUS residents will have equal priority along with other volunteers within a priority group when assignment is to a short-tour location. When volunteering for assignment to their home area as an OS-extended long-tour volunteer (Airmen), non-CONUS residents will receive equal consideration along with other OS-extended long-tour volunteers. When volunteering for the standard OS long tour, non-CONUS residents are considered for assignment to their home area ahead of other standard OS tour volunteers.

15.9.11.2. **Assignment of Family Members.** Family members (parents, spouse, brothers, sisters, and children) will not be assigned to the same unit or function where one member may or will hold a command or supervisory position over the other.

15.9.12. **PCS Cancellation by the Air Force:**

15.9.12.1. Once a member is selected for PCS and orders are published, cancellation of the assignment could impose a hardship on the member. Normally, a PCS is not cancelled within 60 days of the projected departure date unless the member cannot be effectively used at the projected location. The assignment OPR may authorize the cancellation.

15.9.12.2. If the member indicates a hardship will exist as a result of the cancellation, then the military personnel flight (MPF) will direct the member to prepare a written statement containing the details of the hardship. The statement should be coordinated through the unit commander to the MPF. Upon receipt, the MPF advises the assignment OPR, who considers reinstatement of the original assignment, to provide an alternate assignment or confirms cancellation and provides the reasons why the member is required to remain at the present base.

15.9.12.3. AFI 36-2110 contains additional information and also contains guidance in the case where a member has departed from his or her previous duty station and is en route to the new location.

Section 15D—Family Care

15.10. Policy.

DoD policy is that the member is responsible for the care of family members during deployments and TDY, as at all other times. 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 and (or) administrative separation. In addition to a required family care plan, military members are strongly encouraged to have a will.

15.11. Members Who Must Have a Family Care Plan.

Single-member parents with custody of children 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 other adult family member with disabilities who is dependent upon the member for financial, medical, or logistical support (housing, food, clothing, transportation, etc.) must also have a family care plan. This includes a family member with limited command of the English language, the inability to drive, or gain access to basic life-sustaining facilities. Members whose family circumstances or personal status change are required to notify their commander as soon as possible but no later than 30 days of any change in family circumstance or personal status that makes it necessary for them to establish a family care plan.

15.12. Family Care Plans.

These plans must include provisions for short-term absences (such as TDY for schooling or training) and long-term absences (such as operational deployments) and designate a caregiver for the affected family members. Financial arrangements may include powers of attorney, allotments, and other documents necessary for logistical movement of the family or caregiver should it become necessary. A statement signed by the caretaker and the member indicating that the caretaker has been thoroughly briefed on financial arrangements, logistical arrangements, military facilities, services, and benefits and entitlements of the family members must also be included. Additional items may be required to fit individual situations.

15.12.1. **Required Counseling:**

15.12.1.1. **New Duty Station.** Commanders or first sergeants counsel all Airmen with family members on AFI 36-2908 during inprocessing. During this counseling, commanders and first sergeants must stress the importance of, and confirm the need for, family care certification by completing AF IMT 357, *Family Care Certification*. Commanders or first sergeants may not delegate counseling requirements. **Note:** However, for members who are geographically separated from the commander's location, commanders may delegate, in writing, the authority to counsel members and certify the AF IMT 357 to detachment or operating location chiefs.

15.12.1.2. **Annual Briefing.** At least annually, commanders or first sergeants are required to individually brief all military members in their organization on family care responsibilities. The commander or first sergeant is required to annually brief, individually, all military members who require an AF IMT 357. During this briefing, the commander or first sergeant signs the AF IMT 357 each time the plan is reviewed and certified, determining the actual workability of the family care plan. The member signs and dates the AF IMT 357 to document the briefing was completed.

15.12.2. **Remedial Action.**

Members who fail to make adequate and acceptable family care arrangements will have disciplinary or other actions taken against them.

Section 15E—Reenlistment and Retraining Opportunities

15.13. Selective Reenlistment Program (SRP).

The SRP applies to all enlisted personnel. Its objective is to ensure the Air Force retains only Airmen who consistently demonstrate the capability and willingness to maintain high professional standards.

15.13.1. **Selective Reenlistment by Category.**

In the Air Force, reenlistment is a privilege—not a right. The SRP provides a process by which commanders and supervisors evaluate all first-term, second-term, and career Airmen. FTA receive SRP consideration when they are within 15 months of their expiration of time of service (ETS). Second-term and career Airmen with less than 19 years of total active federal military service (TAFMS) are considered when they are within 13 months of their original ETS. Career Airmen also receive SRP consideration when they are within 13 months of completing 20 years of TAFMS. Once career Airmen have served beyond 20 years of TAFMS, they receive SRP consideration each time they are within 13 months of their original ETS.

15.13.2. **Responsibilities:**

15.13.2.1. **Unit Commander.** The unit commander has total SRP selection and nonselection authority for all Airmen. Reenlistment intent or retirement eligibility has no bearing on the SRP consideration process. Unit commanders approve or deny reenlistment and ensure selection or nonselection decisions are consistent with other qualitative decisions (such as promotion) and are based on substantial evidence. Commanders consider enlisted performance report (EPR) 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. Commanders may reverse their decisions at any time. Commanders do not use the SRP when involuntary separation is more appropriate.

15.13.2.2. **Immediate Supervisor.** Supervisors provide unit commanders with recommendations concerning the Airman's career potential. Endorsing officials may perform the duties required by the immediate supervisor if the immediate supervisor is on leave or TDY. To ensure Airmen meet quality standards, immediate supervisors review the report on individual personnel (RIP) and the AF IMT 1137, *Unfavorable Information File Summary* (if applicable). They then evaluate duty performance and leadership abilities.

15.13.3. **Procedures:**

15.13.3.1. **Selection.** The MPF sends each unit an SRP consideration roster that identifies assigned Airmen who require SRP consideration. The MPF also sends a RIP for each Airman being considered. The commander support staff (CSS) forwards the RIP to supervisors so that each supervisor's reenlistment recommendation can be documented. The supervisor should carefully evaluate the Airman's duty performance and review the Airman's personnel records before making a recommendation to the commander. A supervisor who decides to recommend the Airman for reenlistment places an "X" in the appropriate block,

signs the RIP, and returns it to the unit commander through the CSS. The commander reviews the recommendation and evaluates the Airman's duty performance, future potential, and other pertinent information. The commander selects the Airman for reenlistment by annotating and signing the SRP roster. The commander's signature on the roster constitutes formal selection. The commander sends the SRP roster through the CSS to the MPF for processing.

15.13.3.2. **Nonselection.** If the supervisor decides not to recommend an Airman for reenlistment, he or she initiates an AF IMT 418, *Selective Reenlistment Program Consideration*, and justifies the recommendation by including specific facts in the remarks section of the IMT. The commander reviews the recommendation and other pertinent data and decides whether to select the Airman. If the commander does not select the Airman for reenlistment, the commander completes AF IMT 418 and informs the Airman of the decision. During the interview, the commander must make sure the Airman understands the right to appeal the decision. The Airman must make known his or her intention within 3 workdays of the date the Airman acknowledges the nonselection decision. The Airman must submit the appeal to the MPF within 10 calendar days of the date he or she renders the appeal intent on the AF IMT 418, Section V. The commander sends the AF IMT 418 to the MPF after the Airman signs and initials the appropriate blocks.

15.13.4. **Appeals.**

Airmen have the right to appeal SRP nonselection decisions. The specific appeal authority is based on an Airman's TAFMS. FTA and career Airmen who will complete at least 20 years of TAFMS on their current ETS appeal SRP nonselection to their respective group commanders. The Airman's respective wing commander is the SRP appeal authority for second-term and career Airmen who will complete fewer than 16 years of TAFMS on their current ETS. The SECAF is the SRP appeal authority for second-term and career Airmen who will complete at least 16 years of TAFMS but fewer than 20 years of TAFMS on their current ETS. The decision of the appeal authority is final. The appeal authority's decision is documented on the AF IMT 418, and the Airman is advised of the outcome.

15.14. Enlistment Extensions.

Any Airman serving on a regular Air Force enlistment may request an extension if he or she has a service-directed change reason and if it is in the best interest of the Air Force. Extensions are granted in whole-month increments. For example, if the individual needs 15 1/2 months of retainability for an assignment, the individual must request a 16-month extension. First-term Airmen can only extend for a maximum of 23 months. The total of all such extensions of enlistment for second-term and career Airmen must not exceed 48 months during the same enlistment. Certain situations (such as citizenship pending) may warrant exceptions to policy. Once approved, an extension has the legal effect of changing the enlistment agreement by extending the period of obligated service. Extensions can only be canceled if the reason for the extension no longer exists. For example, if a member was approved for an extension due to an assignment and that assignment was cancelled, the member could then cancel the extension.

15.15. High Year Tenure (HYT).

HYT provides the Air Force with another method of stabilizing the career structure of the enlisted force. HYT essentially represents the maximum number of years Airmen may serve in the grades of SrA through CMSgt. AFI 36-3208, *Administrative Separation of Airmen*, contains waiver provisions for Airmen who believe they have sufficient justification to warrant retention beyond their HYT, but the majority of Airmen are not permitted to reenlist or extend their enlistments if their new DOS exceeds their HYT. Airmen may be eligible to request an extension of enlistment to establish a DOS at HYT to separate or retire. Normally, Airmen must be within 2 years of their HYT before they can extend.

15.16. Selective Reenlistment Bonus (SRB).

The SRB is a monetary incentive paid to enlisted members to attract reenlistments in, and retraining into, critical military skills with insufficient reenlistments to sustain the career force in those skills. HQ USAF adds and deletes skills from the SRB list as requirements change. The MPF is the best source of information on SRB skills.

15.16.1. **Zones.**

The SRB is paid in three zones:

15.16.1.1. Zone A applies to Airmen reenlisting between 21 months and 6 years of TAFMS.

15.16.1.2. Zone B applies to Airmen reenlisting between 6 and 10 years of TAFMS.

15.16.1.3. Zone C applies to Airmen reenlisting between 10 and 14 years of TAFMS.

15.16.2. **Computing SRB Awards.**

The Air Force calculates the SRB on the basis of monthly base pay (this is the rate in effect on the date of discharge [day before reenlistment date] or the day before an extension begins) multiplied by the number of years and fractions of a year (months) of obligated service incurred on reenlistment, multiplied by the SRB multiple for the skill. The Zone C SRB is only payable for obligated service not exceeding 16 years of active service. The maximum SRB payable to eligible Airmen is $60,000 per zone. Eligible Airmen may receive an SRB in each zone but only one SRB per zone (for example, they can receive the last zone A payment and the first zone B payment during the same year). After taxes, the Air Force pays 50 percent of the bonus amount (less tax) at the time of reenlistment and the remaining 50 percent in equal installments on the anniversary of the reenlistment date.

15.17. Career Job Reservation (CRJ) Program.

Because of various restrictions on the size and composition of the career force, there is generally a limit to the number of FTA who can reenlist. The CJR Program is a system designed to manage the reenlistment of FTA, by skill, to preclude surpluses as well as shortages.

15.17.1. **When to Apply for a CJR.**

HQ USAF meets management requirements by establishing and maintaining a career job requirements file for each AFSC. An AFSC's career job requirements are distributed over a 12-month period. All eligible FTA must have an approved CJR in order to reenlist. Airmen are automatically placed on the CJR waiting list on the 1st duty day of the month during which they complete 35 months on their current enlistment (59 months for 6-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 6-year enlistees or 38 months for National Call to Service enlistees). To keep their approved CJR, Airmen must reenlist on or before the CJR expiration date.

15.17.2. **CJR Waiting List.**

When the number of CJR applicants exceeds the number of available quotas, HQ AFPC must use a rank-order process to determine which Airmen will receive an approved CJR. Applicants are ranked using the following factors: unfavorable information file (UIF) (automatic disqualifier), top 3 EPRs, current grade, projected grade, date of rank (DOR), TAFMS date (TAFMSD), and date of birth (DOB). Applicants are placed on the Air Force-wide career job applicant waiting list when there are no CJRs available. An Airman's position on the waiting list is subject to change as his or her rank order information changes or as new Airmen apply. Airmen may remain on the CJR waiting list until they are within 5 months of their DOS. Supervisors should encourage Airmen to pursue retraining into a shortage skill if a CJR is not immediately available.

15.17.3. **CJR in an Additionally Awarded AFSC.**

When Airmen are placed on the CJR waiting list in their AFSC, they may request a CJR in an additionally awarded AFSC if quotas are readily available, the AFSC is different from their CAFSC, and they possess at least a 3-skill level in the AFSC. **Note:** Receipt of an approved CJR in an additionally awarded AFSC does not in itself mean the Airmen will perform duty in the AFSC when they reenlist.

15.18. Air Force Retraining Program.

The primary purpose of the Air Force Retraining Program is to give Airmen a choice and (or) voice in their career path and maintain balance in the career force to meet mission requirements. Airmen in surplus career fields must be encouraged to retrain into shortage AFSCs. The Air Force Retraining Program provides guidance for two broad categories of Airmen: FTA retraining, and second-term and career Airmen retraining.

15.18.1. **Career Airman Reenlistment Reservation System (CAREERS) Retraining.**

With few exceptions, the Air Force does not permit FTA to retrain until they complete a minimum of 35 months of their enlistment (4-year enlistees), or 59 months of their enlistment (6-year enlistees). Airmen must request consideration for retraining into a specialty that has retraining-in requirements according to the Online Retraining Advisory. Each month, HQ AFPC conducts the Quality Retraining Program board to place in rank-order all CAREERS retraining applications. Applicants are ranked for each retraining AFSC choice using these factors: most recent EPR, current grade, projected grade, last three EPRs, date of rank, TAFMSD, and the Airman qualification examination score in the applicable area. If not approved after 3 consecutive months of consideration, the entire retraining application is disapproved. When Airmen receive approved CAREERS retraining, HQ AFPC issues an approved CJR that normally requires Airmen to extend their enlistment for a total of 23 months to satisfy the retainability requirement. If Airmen cannot extend to satisfy the retainability, HQ AFPC issues a CJR that permits the Airmen to reenlist in their current AFSC.

15.18.2. **NCO Retraining Program.**

The purpose of the annual NCO Retraining Program is to move NCOs from AFSCs with significant overages into AFSCs with NCO shortages. This program consists of two phases: the first phase is voluntary, and the second phase is involuntary. Retraining objectives are determined by the Air Staff.

15.18.3. **Online Retraining Advisory.**

HQ AFPC maintains the Online Retraining Advisory, an up-to-date list of all AFSCs showing retraining requirements. The advisory is readily available and a key tool to advise members of retraining opportunities. AFI 36-2626, *Airman Retraining Program*, establishes retraining eligibility and application procedures.

Section 15F—Benefits and Services

15.19. Veterans Administration (VA) Benefits.

The VA offers a wide range of benefits to the Nation's veterans, service members, and their families. VA benefits and services fall into these major categories: disability benefits, education benefits, vocational rehabilitation and employment, home loans, burial benefits, dependents' and survivors' benefits, life insurance, and health care. An Airman requiring specific information on his or her VA benefits can retrieve information from the VA Web site www.va.gov and should contact the closest VA department for eligibility requirements.

15.19.1. **Disability Benefits.**

Retirees with a compensable service-connected disability may, on application, be paid by the VA for that disability. The Defense Finance and Accounting Service (DFAS)-Cleveland Center and the VA pay experts should explain this complex subject with varying standards on an individual basis.

15.19.2. **Educational Benefits.**

DoDD 1322.08E, *Voluntary Education Programs for Military Personnel,* states these programs shall be established and maintained within the DoD that provide service members with educational opportunities in which they may participate voluntarily during their off-duty time or at such other times as authorized by Military Services policies. Additionally, voluntary education programs shall provide educational opportunities comparable to those available to citizens outside the military; be available to all active duty personnel regardless of their duty location; and include courses and services provided by accredited postsecondary vocational and technical schools, colleges, and universities.

15.19.3. **Vocational Rehabilitation and Employment.**

The VA helps veterans with service-connected disabilities prepare for, find, and keep suitable employment. For veterans with serious service-connected disabilities, VA also offers services to improve their ability to live as independently as possible.

15.19.4. **Home Loans.**

The main purpose of the VA home loan program is to help veterans finance the purchase of homes with favorable loan terms at a rate of interest competitive with the rate charged on other types of mortgage loans. For VA housing loan purposes, the term "veteran" includes certain members of the Selected Reserve, active duty service personnel, and certain categories of spouses.

15.19.5. **Burial Benefits.**

Service members who die while on active duty and veterans discharged under conditions other than dishonorable may be eligible for VA burial benefits that include: burial in a VA national cemetery, government-furnished headstone or marker, Presidential Memorial Certificate, burial flag, and, in some cases, reimbursement of burial expenses.

15.19.6. **Dependents' and Survivors' Benefits.**

Dependency and indemnity compensation is a benefits program that pays a monthly payment to a surviving spouse, child, or parent of a veteran because of a service-connected death of the veteran.

15.19.7. **Life Insurance.**

VA insurance programs were developed to provide insurance benefits for veterans and service members who may not be able to get insurance from private companies because of the extra risks involved in military service or a service-connected disability.

15.19.8. **Health Care.**

In October 1996, Congress passed Public Law 104-262, *Veterans' Health Care Eligibility Reform Act of 1996.* This legislation paved the way for creation of a medical benefits package—a standardized, enhanced health benefits plan available to all enrolled veterans. The law also simplified the process for veterans to receive services. Like other standard health care plans, the medical benefits package emphasizes preventive and primary care, offering a full range of outpatient and inpatient services, including:

15.19.8.1. Preventive services, including immunizations, screening tests, and health education and training classes.

15.19.8.2. Primary health care.

15.19.8.3. Diagnosis and treatment.

15.19.8.4. Surgery, including outpatient surgery.

15.19.8.5. Mental health and substance abuse treatment.

15.19.8.6. Home health care.

15.19.8.7. Respite (inpatient), hospice, and palliative care.

15.19.8.8. Urgent and limited emergency care.

15.19.8.9. Drugs and pharmaceuticals.

15.20. Retirement Benefits.

Military members are eligible to retire if they have 20 years of TAFMS. A retirement application may be submitted through vMPF up to 12 months, but no less than 120 days, in advance of the minimum required service. Every individual who hopes to retire one day should be familiar with the following information. This information is not all-inclusive, and there are exceptions. Every military member should seek personal counseling from the MPF before making firm plans.

15.20.1. **Place of Retirement.**

In general, a member may retire in the CONUS. Members assigned to a duty station in the CONUS retire at the duty station. If the member is OS, the member and family can proceed to the final CONUS Home of Selection. If the member elects to retire OS and live permanently in that country, he or she must comply with command and host government residency rules before the date of retirement.

15.20.2. **Retired Pay.**

The date initially entered military service (DIEMS) determines which of the three existing retirement pay plans applies to a member. DIEMS 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 DIEMS is a fixed date that is not subject to adjustment because of a break in service. Current active military personnel will fall under one of three retirement plans in Table 15.1 with their retired pay calculated as indicated.

Table 15.1. Retirement Pay Plans.

L I N E	A Plan	B Eligibility (as determined by DIEMS)	C Retired Pay Formula	D Cost-of-Living Adjustment (COLA) (note 1)
1	Final Basic Pay	Entered service before 8 September 1980	2.5 percent multiplied by the years of service plus 1/12 x 2.5 percent for each additional full month, multiplied by final basic pay of the retired grade	Full inflation protection; COLA based on consumer price index (CPI)
2	High-3 (note 2)	Entered service on or after 8 September 1980 and before 1 August 1986	2.5 percent multiplied by the years of service plus 1/12 x 2.5 percent for each additional full month, multiplied by the average of the highest 36 months of basic pay (note 3)	
3	High-3 with Redux/Career Status Bonus (CSB) option* *Instead of retiring under High-3, these members may choose to receive the CSB at 15 years of service in exchange for agreeing to serve to at least 20 years of service and then retiring under the less generous Redux plan. The member may elect a lump sum of $30K, 2 payments of $15K, 3 payments of $10K, 4 payments of $7.5K, or 5 payments of $6K	Entered service on or after 1 August 1986	High-3: 2.5 percent multiplied by the years of service plus 1/12 x 2.5 percent for each additional full month, multiplied by the average of the highest 36 months of basic pay OR *Redux/CSB option: 2.5 percent multiplied by the years of service plus 1/12 x 2.5 percent for each additional full month, minus one percentage point from the product for each year less than 30 years, multiplied by the average of the highest 36 months of basic pay. At age 62, retired pay is recalculated without deducting the one percentage point for each year less than 30, which allows it to catch up to what it would have been without the Redux penalty.	High-3: Full inflation protection; COLA based on CPI OR *Redux/CSB option: partial inflation protect-tion; COLA based on CPI minus 1 percent. At age 62, retired pay is adjusted to reflect full COLA since retirement. Partial COLA then resumes after age 62.

NOTES:

1. COLA is applied annually to retired pay.
2. High-3 is a reference to the average of the high 3 years or, more specifically, the high 36 months of basic pay as used in the formula.
3. If a member is demoted or an officer is retired in a lower grade as a result of an Officer Grade Determination, the retired pay plan is Final Basic Pay of the lower, retired grade (10 USC, Section 1407(f)).

15.21. Survivor Benefit Plan (SBP):

15.21.1. Military pay stops when a member dies. The SBP was established by Congress, effective 21 September 1972, to provide a monthly income to survivors of retired military personnel upon the member's death when retired pay stops. The SBP is a government program for retiring members to ensure after their death that their eligible survivors receive a portion of their military retired pay in the form of a monthly annuity. The plan was structured so a surviving spouse cannot outlive the annuity, and it has COLA incorporated so the annuity increases with inflation. Active duty members with a spouse or dependent children are automatically covered by the SBP at no cost while they remain on

active duty. The member's death must be classified in line of duty (LOD) in order for an annuity to be payable if the member is not yet retirement eligible (has not accrued 20 years of active duty) 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 LOD, 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 on active duty and LOD is yes, may request the SBP be paid only to the member's children, avoiding the reduction caused by a spouse's receipt of survivor benefits paid by the Department of Veteran Affairs.

15.21.2. Prior to retiring, each member must decide whether to continue SBP coverage into retirement. The retired pay of those members who elect to participate is reduced by monthly premiums. The SBP is a unique plan: government-subsidized premiums are deducted from a participating member's retired pay before taxes. SBP is the sole means for a member to continue a portion of their military retired pay to their survivors.

15.21.3. SBP premiums and benefits depend on what is called the "base amount" that is elected as the basis of coverage. A service member's base amount can be the full monthly retired pay or just a portion, down to as little as $300. Full coverage means full-retired pay is the base amount. The base amount is tied to a member's retired pay. When retired pay gets a COLA, so does the base amount, and as a result, so do premiums and benefits.

15.21.4. Recent changes in the SBP structure of benefits paid to surviving spouses age 62 and older has eliminated the original reduction to this group. Beginning 1 April 2008, every surviving spouse will receive 55 percent of the base amount selected by the member regardless of the recipient's age.

15.21.5. Generally SBP is an irrevocable decision. However, under limited circumstances, you may withdraw from SBP (Figure 15.1) or change your coverage. As an SBP participant, you have a 1-year window to terminate SBP coverage between the second and third anniversary following the date you begin to receive retired pay. None of the premiums you paid will be refunded, and no annuity will be payable upon your death. Your 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. Additional information can be attained through the local military personnel flight office or the Airman Family Readiness Centers.

Figure 15.1. Stop Coverage.

Premiums stop when there is no longer an eligible beneficiary in a premium category, such as:
- Children are all too old for benefits and have no incapacity, or
- A spouse is lost through death or divorce, or
- An insurable interest person dies, or coverage is terminated.

15.22. Airman and Family Readiness Center (A&FRC):

15.22.1. **A&FRC Services.**

A&FRC services are designed to assist commanders in assessing and supporting the welfare of the military community and building a strong sense of community and support within the Air Force. The A&FRC supports mission readiness by helping Airmen and their families adapt to the emerging changes and demands of a mobile military lifestyle. Core support is based around a community readiness consultant model that provides leadership consultation at the unit level to help define the needs of their people and design programs and services that target those needs. A&FRC offers core services that include the following:

15.22.1.1. Mandatory predeployment briefings that educate Airmen and families on (1) preparing their personal business and relationship networks for the deployment; (2) taking advantage of sustainment support available for family members, including extended family and "nearest and dearest"; and (3) attending mandatory reintegration briefings that help Airmen prepare for reuniting with their families and friends, and for handling combat stressors that they may encounter.

15.22.1.2. Discovery resource centers (available at some installations now and Air Force-wide in FY09) that provide information, referral, and follow-up assistance to clarify needs, do research, and find resource linkages.

15.22.1.3. Spouse employment consultants who provide economic stability and personal growth to family members by assisting with career planning, job search, resume preparation, interviewing skills, and local job market information.

15.22.1.4. Personal financial management experts who assist with budgeting, consumer issues, debt evaluation, saving decisions, and provide classes on topical financial issues such as home-buying, financing, and foreclosure avoidance.

15.22.1.5. Military child education information on local schools and assistance with issues surrounding military children in a transitional lifestyle.

15.22.1.6. Life skills education that includes prevention and enrichment services/classes/information.

15.22.1.7. Relocation information, education, and assistance.

15.22.1.8. Transition assistance that provides support, education, job planning, and assistance as Airmen and their families transition out of the military.

15.22.1.9. Volunteer services that act as a clearinghouse for people seeking how and where to volunteer.

15.22.1.10. Crisis assistance that provides immediate, short-term assistance to individuals and families with challenging life situations.

15.22.1.11. Military family life consultants, licensed counselors, that provide individuals with private, confidential consultation for any life issue they are dealing with.

15.22.1.12. Loans and grants from the Air Force Aid Society that are administered by the A&FRC staff. (*NOTE:* AFAS also provides numerous community enhancement programs that support deployment resources and child care needs).

15.22.1.13. Military OneSource—a virtual service—that supports the needs of Airmen and their family members in any life situations through a 1-800 phone number (1-800-342-9647) and web site (http://militaryonesource.com).

15.22.2. **Emergency Family Assistance Control Center (EFACC).**

At the direction of the installation, the A&FRC stands up an EFACC to provide disaster response in the event of a natural, mass casualty, or manmade disaster situation. The EFACC is responsible to implement an where individuals impacted by the disaster can receive support and leadership information in a one-stop environment.

15.22.3. **Deployment.**

A&FRC staff members deploy to some AOR locations to provide ongoing deployment support services and reintegration education and assistance.

15.23. The American Red Cross.

American Red Cross service to the Armed Forces provides support to service members and their families in times of crisis. While serving 1.4 million active duty personnel and their immediate family members, the American Red Cross also reaches out to the 1.2 million members of the National Guard and Reserves and their immediate family members who reside in nearly every community in the United States and its territories. The core service is emergency communications. All American Red Cross services to military members and their families are provided free of charge 365 days a year, 24 hours a day, and 7 days a week. The American Red Cross assists active duty personnel, National Guard members, Reservists, Reserve Officer Training Corps (ROTC), US Army Corps of Engineers, US Coast Guard, US Public Health Service, and veterans. See Figure 15.2 for services available to inactive and active service members.

Figure 15.2. Red Cross Services.

Emergency Communication Services

The Red Cross ensures that in times of personal and family crisis the American people can keep in touch with their loved ones serving in the US military. Urgent messages concerning births, deaths, and serious illness are delivered to service members deployed anywhere in the world, including on ships at sea and at embassies and isolated military units.

Delivering emergency communication messages to the troops is provided 24 hours a day, 7 days a week, and 365 days a year through a network of employees and volunteers at Red Cross chapters and offices on military installations around the world and who deploy with US service members in Kuwait, Afghanistan, and Iraq.

Commanders have come to rely on emergency communication messages from the Red Cross when making their decision to grant emergency leave. Emergency communication messages are verified and contain the most current information.

Social Services

The Red Cross also facilitates access to financial assistance in partnership with the military aid societies, counseling, family support at participating chapters, and assistance with representation at the Board of Veterans Appeals. When an emergency arises that requires the presence of the service member or his or her family, the Red Cross may facilitate access to an interest-free loan for travel expenses and other emergency situations through the partnership with the Air Force Aid Society and other military aid societies.

Funds may be authorized for other emergencies and are disbursed on the basis of need. In addition, Red Cross chapters provide referrals to organizations in local communities that provide financial aid and (or) resources.

Red Cross Services to Veterans

Trained Red Cross workers specialize in assisting veterans, their families, and surviving spouses with preparing and filing appeals to the Board of Veterans Appeals. The Red Cross does not charge for this service nor does it ask for membership fees. Also, the Red Cross has certified volunteers who work in VA hospitals.

Red Cross Staff Members Deploy Overseas

Service to the Armed Forces staff members deploy with the troops to Iraq, Kuwait, and Afghanistan to deliver emergency communication messages in conflict areas. In the friendly atmosphere of communication and support centers, soldiers can enjoy coffee and share personal and family concerns in a safe and confidential environment. Talking with Red Cross workers provides an outlet for service members who may not be able to voice their concerns elsewhere. Red Cross teams also visit patients in hospitals and clinics.

Outreach to Members of the National Guard, Reserves, and their Families

Red Cross chapters have been reaching out to community-based service members and their families since 2000 through the Get to Know Us Before You Need Us Program.

Offered in communities across the United States, the program provides National Guard members, Reserve units, military recruiters, and members of ROTC units with information relating to Red Cross programs and services. Get to Know Us teaches military personnel and their families how to access Red Cross services, which include reaching deployed loved ones in an emergency, counseling, access to financial assistance, and coping with separation issues.

Volunteer Opportunities for Military Families

The Red Cross also offers a host of volunteer opportunities to military and veteran communities. Volunteer programs on military installations and in military and veterans hospitals involve community service, education, enhancement of job skills, and personal development. Volunteers are important assets to the installation command and to military medical facilities.

Volunteers are placed based on their areas of interest. If they do not have a specific request or area of interest, they may be placed in an area where the need is the greatest. Volunteers may serve as greeters, hospital guides, wheelchair escorts, patient chaperones, and pharmacy aides.

15.23.1. Use the following guidance to contact the Red Cross for assistance.

15.23.1.1. Active duty service members stationed in the United States and family members residing with them call 877-272-7337 (toll free).

15.23.1.2. Family members who do not reside in the service member's household, members of the National Guard and Reserves, retirees and civilians call their local Red Cross chapter, which is listed in local telephone books and at http://www.redcross.org/where/where.html.

15.23.1.3. Active duty service members and DoD civilians stationed overseas and family members residing with them call base or installation operators or the Red Cross office at the overseas location.

15.23.1.4. The caseworker will need the following information concerning the service member:

15.23.1.4.1. Full name.

15.23.1.4.2. Rank/rating.

15.23.1.4.3. Branch of service (Army, Navy, Air Force, Marines, Coast Guard).

15.23.1.4.4. Social security number or DOB.

15.23.1.4.5. Military address.

15.23.1.4.6. Information about the deployed unit and home base unit (for deployed service members only).

Section 15G—Personnel Records and Individual Rights

15.24. Personal Information File (PIF):

15.24.1. Commanders and supervisors perform many personnel management functions requiring them to keep files on assigned personnel. AFI 36-2608, *Military Personnel Records System,* authorizes the use and maintenance of the commander's or supervisor's PIFs. Offices or levels of command make and keep PIFs only where there is a need for them in the performance of day-to-day business but should, as a minimum, maintain PIFs in the unit CSS on each member assigned. The PIF can include copies of documents a typical office or CSS can justify in terms of need and relevance. Some examples of documents kept in a PIF include, but are not limited to: separation actions, newcomers' letters, LOD determinations, assignment and sponsorship correspondence, local clearance actions, promotion actions, credit information, favorable or unfavorable correspondence not filed in the UIF, counseling records, appointment scheduling correspondence, additional duties and duty roster information, and personnel actions correspondence. Custodians must keep the PIFs current and secured in a locked area or container to protect against misuse or unauthorized access.

15.24.2. According to the Privacy Act of 1974, a person who is the subject of the record may request access to this record at any time. Individuals have the right to review their PIF at any time and challenge or question the need for documents in the file. The contents are available for use only by the individuals or by offices for the purpose of which the Air Force created the records. The PIF is destroyed or given to the member upon separation, reassignment, or when no longer needed. On intracommand reassignment, the losing commander may forward the PIF to the gaining commander.

15.25. The Privacy Act (PA):

15.25.1. The Privacy Act of 1974 as amended applies to systems of records whereby identifiable information is retrieved by name or personal identifier (generally the social security number). Notices about systems of records must be published in the Federal Register. The PA limits the collection of personal information to what the law or Executive Orders authorize. Such collection must not conflict with the rights guaranteed by the First Amendment to the US Constitution. A PA statement must be given when individuals are asked to provide information about themselves for use in a system of records. If a social security number is being requested, the individual must be told the law or authority for requesting it, how it will be used, and whether providing it is voluntary or mandatory.

15.25.2. In addition to specifying disclosure procedures, the PA governs the maintenance of systems of records. Information in a system of record must be safeguarded to ensure the security of the records and to avoid actions that could result in harm, embarrassment, or unfairness to the individual. The law also limits the use of records to what is in the system of records notice, which is published in the Federal Register. Additional information can be found at http://www.defenselink.mil/privacy/notices/usaf**.** Military members may disclose records to DoD offices when there is an official "need to know" and to other agencies or individuals when it is a "routine use" published in the system's notice or as authorized by one of the other PA exceptions. In addition, information may be released with the subject's

consent. Members should keep an accounting of all releases unless they are for DoD official business or the information is required to be released pursuant to a Freedom of Information Act (FOIA) request. Individuals have the right to request access or amendment to their records in a system; however, the SECAF can exempt certain systems of records from this provision of the law. For further information, consult AFI 33-332, *Privacy Act Program.*

15.26. Freedom of Information Act.

The FOIA provides access to Federal agency records (or parts of these records) except those protected from release by nine specific exemptions. FOIA requests are written requests that cite or imply the FOIA. The law establishes rigid time limits for replying to requesters and permits assessing fees in certain instances. The FOIA imposes mandatory time limits of 20 workdays for advising requesters of releasability determinations for requested records. The law permits an additional 10-workday extension in unusual circumstances specifically outlined in the FOIA. (**Note:** Denials require notification of appeal rights. Requester can file an appeal or litigate.) Refer to DoDR 5400.7/AF Sup, *DoD Freedom of Information Act Program*, for specific policy and procedures on the FOIA and for guidance on disclosing records to the public.

15.27. Air Force Board for Correction of Military Records (AFBCMR):

15.27.1. The AFBCMR is the highest level of administrative review. It is a powerful yet simple system for correcting military records. Unless procured by fraud, its decision is final and binding on all Air Force officials and government agencies. The AFBCMR's authority, jurisdiction, and policy are explained in AFI 36-2603, *Air Force Board for Correction of Military Records*. AFPAM 36-2607, *Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR),* contains additional information.

15.27.2. Any part of a military record may be corrected. For instance, EPRs may be voided, upgraded, or rewritten; discharges and reenlistment eligibility codes may be upgraded; benefit elections may be changed; leave may be credited; Article 15 actions may be voided; reinstatement into the Air Force may be achieved, etc. Records may be changed, voided, or created as necessary to correct an error or injustice, and applicable monetary benefits are recomputed based on the records changed.

15.27.3. Other administrative remedies must be exhausted before applying to the AFBCMR. Applications (DD Form 149, *Application for Correction of Military Record Under the Provisions of Title 10, US Code, Section 1552*), will be returned if applicants have not sought relief through the appropriate administrative process. For example, EPR appeals must first be submitted under the provisions of AFI 36-2401, *Correcting Officer and Enlisted Evaluation Reports*.

15.27.4. Application to the AFBCMR is a simple process. However, approval of the application by the AFBCMR depends on all the facts and circumstances of the case and how well the request is supported. Except in those rare cases where a personal appearance is granted and testimony is taken, the AFBCMR bases its decision on the evidence contained in the case file. This normally consists of the military record, an advisory opinion from the Air Force OPR, statements, arguments, and records the applicant provides. Substantial evidence must be provided to support a contention the applicant suffered an error or injustice. The type and extent of evidence necessary to support the case depend on the nature of the request.

15.27.5. Most cases are reviewed in closed session by a panel of three members of the AFBCMR. Applicants may request a personal appearance before the AFBCMR; however, a personal appearance is not a statutory right, and few are granted. Board members decide whether an error or injustice exists in each case, and they vote to grant, partially grant, or deny on this basis. They have few constraints except their own innate sense of right and wrong. **Note:** By statute, the AFBCMR does not have the authority to change the verdict of a court-martial; the board's authority is limited to changing the sentence. Although the SECAF or designee retains final authority, the recommendation of the panel is normally accepted and the final decision issued. Requests for reconsideration of a decision apply only if the applicant can provide newly discovered relevant evidence that was not reasonably available when the original application was submitted. The AFBCMR decides whether a case will be reconsidered.

15.27.6. Applications involving an administrative correction without a referral to the AFBCMR may be resolved within 90 days. Applications formally considered by the AFBCMR take approximately 10 months to process. Records must be obtained, the OPR must analyze the case and prepare an advisory opinion, the applicant must be given time to review and respond to the advisory opinion, and the AFBCMR must consider the case and issue a decision. Finally, the records must be corrected, if appropriate. This is a lengthy process; each step is necessary to ensure a reasoned decision.

15.28. Air Force Discharge Review Board (AFDRB):

15.28.1. The AFDRB affords former Air Force members the opportunity to request review of their discharge (except for a discharge or dismissal by general court-martial). The objective of a discharge review is to examine an applicant's

administrative discharge and to change the characterization of service, the reason for discharge, or both, based on standards of propriety or equity. Bad conduct discharges, given as a result of a special court-martial, may be upgraded on clemency factors.

15.28.2. Before November 1975, the AFDRB conducted reviews only in Washington, DC. Since then, a traveling board concept was added to conduct regional hearings throughout the United States for applicants who wish to personally present their cases to the AFDRB (approximately one-third of the total cases). In contrast with the AFBCMR, a personal appearance before the board is a statutory right. The applicant or the applicant's counsel may appear before the board in Washington, DC (Andrews AFB, MD), or at a regional location. The application can also be considered on a record review basis. The board reviews the case based on documentation in the military record and any additional evidence provided by the applicant. The AFDRB procedures allow the applicant latitude in presenting evidence, witnesses, and testimony in support of his or her case.

15.28.3. Airmen separated under circumstances (except retirement) that make them ineligible for reenlistment and officers discharged under adverse conditions are briefed by the MPF at the time of their discharge about the AFDRB process. They are provided with a discharge review fact sheet and an application to apply through the SECAF, Review Boards Office, to the AFDRB.

15.28.4. There is no minimum waiting period required to submit an application, but the AFDRB may not review requests submitted beyond 15 years of the DOS. In spite of the briefings and information contained in the fact sheet, some common misperceptions and myths remain. The facts are:

15.28.4.1. There are no provisions to automatically upgrade a discharge.

15.28.4.2. The military will not pay travel expenses to AFDRB hearing sites.

15.28.4.3. The military will not bear the cost of private counsel.

15.28.4.4. Members may engage counsel at their own expense; however, there are a number of organizations that provide counsel at no cost or a representative to assist applicants. These include national service organizations such as the American Legion, Disabled American Veterans, and Veterans of Foreign Wars, among others. Over 500 applications are processed by the AFDRB each year.

15.29. The Virtual Military Personnel Flight.

The vMPF is a suite of applications that provides the ability to conduct some of the Airman's personnel business online. Examples of applications available now include application for humanitarian reassignment, duty history inquiry, overseas returnee counseling, and reenlistment eligibility inquiry.

Section 15H—Awards and Decorations

15.30. Introduction.

Air Force personnel make many personal and professional sacrifices to ensure the Air Force accomplishes its mission and is a respected part of society. Acts of valor, heroism, exceptional service, and outstanding achievement deserve special recognition. The Air Force Awards and Decorations Program establishes guidance for recognizing individuals and groups. This program is designed to foster morale, incentive, and esprit de corps. People or units who receive awards and decorations must clearly demonstrate sustained and superior performance. Questions about the Air Force Awards and Decorations Program may be directed to the local MPF.

15.31. Awards:

15.31.1. **Service and Campaign Awards.**

These awards recognize members for honorable active military service during periods of war or national emergency. They also recognize individuals who participate in specific or significant military operations and who participate in specific types of service while serving on active duty or as a member of the Reserve forces. Individuals should keep copies of their TDY and PCS orders and travel vouchers to help prove entitlement to service and campaign awards.

15.31.1.1. **Global War on Terrorism Expeditionary Medal (GWOTEM) and the Global War on Terrorism Service Medal (GWOTSM).** Two of the most common service awards worn by Air Force members today are the GWOTEM and the GWOTSM. They were established in March 2003. The GWOTEM is awarded to members who deployed on or after 11 September 2001 for service in Operations ENDURING FREEDOM or IRAQI FREEDOM. The GWOTSM is awarded to members who participated in or served in support of the global war on terror-specified operations on or after 11 September 2001 and a date to be

determined. On 19 July 2005, the CSAF approved the GWOTSM to be awarded to all new Air Force accessions after 30 days following entry on extended active duty.

15.31.1.2. **Afghanistan Campaign Medal (ACM) and the Iraq Campaign Medal (ICM).** Two other service medals being issued are the ACM and ICM. The ACM and ICM were established on 29 November 2004 and recognize service members who serve or have served in the respective countries in support of Operations ENDURING FREEDOM or IRAQI FREEDOM. Effective 1 May 2005, members deployed to Afghanistan or Iraq will receive the respective campaign medal in lieu of the GWOTEM.

15.31.1.3. **Korea Defense Service Medal (KDSM).** In February 2004, DoD approved the KDSM for Air Force active duty, Air Force Reserve Command (AFRC), and ANG personnel as recognition for military service in the Republic of Korea and the surrounding waters after 28 July 1954 and a future date to be determined.

15.31.1.4. **Humanitarian Service Medal (HSM)**. The HSM is awarded to members of the US Armed Forces and their Reserve components who, after 1 April 1975, distinguished themselves as individuals or members of US military units or ships by meritorious direct participation in a significant military act or operation of humanitarian nature. "Direct participation" is any member assigned directly to the humanitarian operation providing hands-on participation. A listing of approved operations for the HSM are identified in DOD 1348.33-M, *Manual of Military Decorations and Awards*.

15.31.2. **Unit Awards.**

These awards are presented to US military units who distinguish themselves during peacetime or in action against hostile forces or an armed enemy of the United States. To maintain the integrity of unit awards, the acts or services must be clearly and distinctly above that of similar units. An organization may display the award elements of a unit award. Designated subordinate units of the organization 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. Questions concerning eligibility to wear a specific unit award may be directed to the local MPF. The five most common unit awards worn by Air Force members today are Gallant Unit Citation (GUC), the Meritorious Unit Award (MUA), the Air Force Outstanding Unit Award (AFOUA), the Air Force Organizational Excellence Award (AFOEA), and the Joint Meritorious Unit Award (JMUA).

15.31.2.1. **GUC.** The GUC was approved by the SECAF in March 2004, and is awarded to Air Force units for extraordinary heroism in action against an armed enemy of the US 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 GUC will normally be earned by units that have participated in single or successive actions covering relatively brief timespans.

15.31.2.2. **MUA.** The MUA was also approved by the SECAF 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 US on or after 11 September 2001. Superior performance of normal mission alone will not justify award of the MUA. Service in a combat zone is not required, but service must be directly related to the combat effort. The MUA is not awarded to any unit or unit component previously awarded the AFOUA, AFOEA or unit awards from other service components for the same act, achievement, or service.

15.31.2.3. **AFOUA.** The AFOUA is awarded only to numbered units or numbered Air Forces, wings, groups, and squadrons. To be awarded the AFOUA, 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 AFOUA recommendations to their MAJCOMs for consideration. Certain recommendations for the AFOUA are exempt from annual submission. These are recommendations for specific achievements, combat operations, or conflict with hostile forces.

15.31.2.4. **AFOEA.** The AFOEA has the same guidelines and approval authority as the AFOUA. It is awarded, however, to unnumbered organizations such as a MAJCOM headquarters, an FOA, a DRU, the Office of the Chief of Staff, and other Air Staff and deputy assistant chief of staff agencies.

15.31.2.5. **JMUA.** The JMUA is awarded in the name of the Secretary of Defense to recognize joint units and activities such as a joint task force (JTF) for meritorious achievement or service superior to that normally expected. Air Force members assigned or attached to the joint unit or JTF awarded a JMUA may be eligible to wear the JMUA ribbon.

15.31.3. **Achievement Awards.**

These awards recognize specific types of achievements or milestones while serving on active duty in the Air Force or as members of the Air Reserve Forces. Air Force members must meet specific eligibility requirements and criteria. The MPF career enhancement element determines and verifies eligibility for the various types of achievement awards and makes the appropriate entry into personnel records. The MPF career enhancement element also procures and provides the initial issue of all achievement medals and ribbons.

15.31.3.1. **Air Force Longevity Service Award (AFLSA).** The Air Force presents the AFLSA every 4 years to members who complete honorable active Federal military service.

15.31.3.2. **Air Force Overseas Ribbon.** The Air Force awards these ribbons to individuals who have completed an overseas (long or short) tour.

15.31.3.3. **Air Force Training Ribbon.** The Air Force awards this ribbon to members who have completed an Air Force accession training program (since 14 August 1974), such as basic military training (BMT), officer training school, ROTC, US Air Force Academy, or medical service.

15.31.4. **Special Trophies and Awards.**

The Air Force also sponsors various special trophies and awards programs. Individuals receive these awards in recognition of an act of bravery, an outstanding achievement, or a period of meritorious service. Special trophies and awards are unique in that the commanders of MAJCOMs, FOAs, and DRUs 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 it places the individual in competition with the best in the Air Force or the nation. Some examples of special trophies and awards are the 12 Outstanding Airmen of the Year Award and the Lance P. Sijan Award Programs. AFI 36-2805, *Special Trophies and Awards*, lists various special trophies and awards programs.

15.31.5. **Foreign Service Awards.**

The policy of the DoD is that awards from foreign governments may be accepted only in recognition of active combat service or for outstanding or unusually meritorious performance.

15.32. **Decorations:**

15.32.1. **What Is a Decoration?**

Formal recognition for personal excellence that requires individual nomination and Air Force or DoD approval. Decorations are awarded in recognition of acts of exceptional bravery, outstanding achievement, or meritorious service. The act or service must place an individual's performance high above that of his or her peers and be of such importance that the person cannot receive proper recognition in any other way. When an individual is being considered for a decoration, the determining factors are duty performance, level of responsibility and authority, and the impact of the accomplishment. Each decoration has its own performance requirements for award, and an individual may receive only one decoration for any act, achievement, or period of service. Specific criteria for each decoration are in AFI 36-2803, *The Air Force Awards and Decorations Program.*

15.32.2. **Recommending an Individual for a Decoration.**

Any person, other than the individual being recommended, having firsthand knowledge of the act, achievement, or service may recommend an individual for a decoration. However, this obligation primarily falls on the immediate supervisor. The three most common decorations are the Air Force Achievement Medal, the Air Force Commendation Medal, and the Meritorious Service Medal. Every unit, wing, and MAJCOM has specific submission criteria and procedures for these three decorations. For specific guidance, contact your CSS or the career enhancement element at the local MPF or military personnel element.

Section 15I—Airman Promotion System

15.33. Objective.

The enlisted promotion system supports DoDD 1304.20, *Enlisted Personnel Management System (EPMS),* by helping to provide a visible, relatively stable career progression opportunity over the long term; attracting, retaining, and motivating to career service the kinds and numbers of people the military services need; and ensuring a reasonably uniform application of the principle of equal pay for equal work among the military services. This section addresses the program elements of the active duty Airman.

15.34. Promotion Quotas.

Promotion quotas for the top five grades (SSgt through CMSgt) are tied to FY-end strength and are affected by funding limits, regulatory limits, and the number of projected vacancies in specific grades. The DoD limits the number of Airmen the Air Force may have in the top five grades. Public law limits the number of Airmen who may serve on active duty in the grades of SMSgt and CMSgt to 3 percent of the enlisted force.

15.35. Promotion Cycles and General Eligibility Requirements.

The Air Force establishes promotion cycles to ensure timely periodic promotions and to permit more accurate forecasting of vacancies. Promotion cycles also balance the promotion administrative workload and provide cutoff dates for eligibility. The basis for promotion eligibility is proper skill level, sufficient time in grade (TIG), sufficient time in service (TIS), and a recommendation by the immediate commander. Table 15.2 lists TIG, TIS, and significant dates of promotion. Table 15.3 lists minimum eligibility requirements for each grade.

Table 15.2. TIS and TIG Requirements, Promotion Eligibility Cutoff Dates (PECD), and Test Cycles for Promotion to Airman (Amn) through CMSgt.

R U L E	A	B	C	D	E
	For Promotion To	**TIS**	**TIG**	**PECD**	**Test Cycle**
1	Amn	---	6 months	NA	NA
2	A1C	---	10 months	NA	NA
3	SrA	36 months	20 months or 28 months	NA	NA
4	SSgt	3 years	6 months	31 March	May - June
5	TSgt	5 years	23 months	31 December	February - March
6	MSgt	8 years	24 months	31 December	February - March
7	SMSgt	11 years	20 months	30 September	December
8	CMSgt	14 years	21 months	31 July	September

15.36. 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, not recommended by the commander, failure to appear for scheduled testing without a valid reason, absent without leave, etc. When individuals are ineligible for promotion, they cannot test; cannot be considered, if already tested; and the projected promotion, if already selected, will be cancelled.

15.37. Promotion Sequence Numbers (PSN).

HQ AFPC assigns PSNs to Airmen selected for promotion to SSgt through CMSgt based on DOR, TAFMSD, and DOB. Supplemental selectees are assigned PSNs of .9 (increment announced) or .5 (unannounced future increment).

15.38. Accepting Promotion.

Airmen who accept a promotion are eligible for reassignment and selective retraining in the projected grade. Selectees to the grade of MSgt and SMSgt with more than 18 years of TAFMS sign a statement of understanding within 10 workdays after selections are confirmed acknowledging they must obtain 2 years of service retainability from the effective date of promotion and incur a 2-year active duty service commitment from the effective date of promotion to qualify for nondisability retirement. Selectees to the grade of CMSgt with more than 18 years of TAFMS also sign a statement of understanding within 10 workdays after selections are confirmed acknowledging they must obtain 3 years of service retainability from the effective date of promotion to qualify for nondisability retirement.

15.39. Declining Promotion.

Airmen may decline a promotion in writing any time prior to the effective date. The declination letter must include name, social security number, promotion cycle, PSN (if already selected), and a statement of understanding that reinstatement will not be authorized.

15.40. Professional Military Education Completion.

Airmen selected for promotion to SSgt, MSgt, or CMSgt must complete in-resident PME before assuming these grades unless the member is granted an enlisted PME waiver. The Personnel Data System (PDS) automatically withholds promotion for those who do not complete appropriate PME prior to the promotion effective date.

15.41. Promotion by Grade:

15.41.1. **Amn and A1C.**

The Air Force normally promotes eligible Airmen recommended by their commander on a noncompetitive basis. An AB must have 6 months of TIG to be eligible for promotion to Amn. The TIG requirement for an Amn to be eligible for promotion to A1C is 10 months. There are different phase points for individuals graduating from BMT as Amn or A1C that correspond with their earlier promotions. Individuals initially enlisting for a period of 6 years are promoted from AB or Amn to A1C upon completion of either technical training, the indoctrination course (Combat Controller [CCT] [1C2X1] and Pararescue [PJ] [1T2X1] only), or 20 weeks of technical training (start date of the 20-week period is the date of BMT completion), whichever occurs first.

15.41.2. **SrA.**

The Air Force promotes A1Cs to SrA with either 36 months of TIS and 20 months of TIG or 28 months of TIG, whichever occurs first. They must possess a 3-skill level and be recommended by their unit commander. A1Cs may compete for early advancement to SrA if they meet the minimum eligibility criteria in Table 15.3. If promoted to SrA below the zone (BTZ), their promotion effective date would be 6 months before their fully qualified date. Individuals are considered in the month (December, March, June, and September) before the quarter (January through March, April through June, July through September, and October through December) they are eligible for BTZ promotion.

15.41.3. **SSgt, TSgt, and MSgt.**

Promotion to the grades of SSgt through MSgt occurs under one of two programs: the Weighted Airman Promotion System (WAPS) or Stripes for Exceptional Performers (STEP).

15.41.3.1. **WAPS.** Airmen compete and test under WAPS in their CAFSC held on the PECD. WAPS consists of up to six weighted factors: specialty knowledge test (SKT), promotion fitness examination (PFE), TIS, TIG, decorations, and EPRs. Each of these factors is "weighted" or assigned points based on its importance relative to promotion. The total number of points possible under WAPS is 460. The PFE and SKT account for 200 points. The PFE contains a wide range of Air Force knowledge, while the SKT covers AFSC broad technical knowledge. Table 15.4 shows how to calculate points. The Air Force makes promotions under WAPS within each AFSC, not across them. This means eligibles compete for promotion only 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.

15.41.3.2. **STEP Program.** The STEP Program, established in 1980, is designed to meet those unique circumstances that, in the commander's judgment, clearly warrant promotion. Under STEP, commanders of MAJCOMs and FOAs and senior officers in organizations with large enlisted populations may promote a limited number of Airmen with exceptional potential to the grades of SSgt through MSgt (each MAJCOM determines its own procedures and STEP selection levels). The commander must ensure personnel who are promoted meet eligibility requirements including completion of the appropriate PME. An individual may not receive more than one promotion under any combination of promotion programs within a 12-month period. (**Exception:** A SrA must serve 6 months of TIG before being promoted to SSgt.) Isolated acts or specific achievements should not be the sole basis for promotion under this program. Commanders should guard against using STEP as an enlisted BTZ promotion program. Commanders should give WAPS the opportunity to promote top performers and incline toward promoting deserving hard-chargers who are behind their peers when comparing years of service to the number of stripes they wear. DOR and effective date is the date the selection authority announces the promotion.

Table 15.3. Minimum Eligibility Requirements for Promotion. (Note 1)

	A	B	C	D	E	F
R U L E	**If promotion is to the grade of (note 2)**	**and the PAFSC as of PECD is at the**	**and time in current grade computed on the first day of the month before the month promotions are normally made in the cycle is**	**and the TAFMS on the first day of the last month of the promotion cycle is (note 3)**	**and the member has**	**then**
1	SrA	3 level (note 4)	Not applicable	1 year		the Airman is eligible for promotion if recommended in writing by the promotion authority. He or she must serve on active duty in enlisted status as of the PECD, serve in continuous active duty until the effective date of promotion, and is not in a condition listed in AFI 36-2502, Table 1.1, on or after the PECD. The individual must be in promotion eligibility status code X on effective date of promotion. (note 6)
2	SSgt	5 level (note 4)	6 months	3 years		
3	TSgt	7 level (note 4)	23 months (Effective 95A6 cycle)	5 years		
4	MSgt	7 level	24 months	8 years		
5	SMSgt	7 level (note 4)	20 months	11 years	8 yrs of cumulative enlisted service (TEMSD) creditable for basic pay (note 5)	
6	CMSgt	9 level (note 4)	21 months	14 years	10 yrs cumulative enlisted service (TEMSD) creditable for basic pay (note 5)	

NOTES:

1. Use this table to determine standard minimum eligibility requirements for promotion consideration. HQ USAF may announce additional eligibility requirements. The individual must serve on enlisted active duty and have continuous active duty as of PECD.

2. The HYT policy applicable as of PECD may affect promotion eligibility in grades SrA and above.

3. Use years of satisfactory service for retirement in place of the TAFMSD to determine promotion eligibility for ANG and AFR Airmen ordered to active duty. (**Exception:** Active Guard or Reserve or statutory tours.) AFR or ANG Airmen are eligible for promotion if extended active duty is on or after PECD.

4. Airmen must meet skill-level requirements by the effective date of promotion for SrA and by the PECD for SSgt. SSgts test and compete for promotion to TSgt if they have a 5-skill level as of PECD; however, they must have a 7-skill level before promotion. MSgts and SMSgts must meet minimum skill-level requirements listed above. In some cases, commanders may waive this to allow them to compete for promotion. Airmen demoted to SrA and who are past their HYT for that grade will have their HYT adjusted based on TIG requirements only. The HYT is adjusted regardless of whether or not they are eligible to compete for promotion. The HYT date will be the fourth month after selections are made for the first SSgt promotion cycle the Airman is TIG eligible. It is not mandatory that an Airman be considered for promotion if ineligible according to AFI 36-2502, Table 1.1.

5. Service in a commissioned, warrant, or flight officer status is creditable for pay. Such service does not count for this requirement (38 Comptroller General 598). You may consider a promotion for Airmen who meet this requirement on the first day of the last month promotions are normally made in the cycle. Actual promotion does not occur earlier than the first day of the month following the month the Airman completes the required enlisted service. This applies if the selectee had a sequence number in an earlier promotion increment; however, if the Airman meets the required enlisted service on the first day of the month, the DOR and effective date is that date.

6. If a TDY student meets the requirements of this table but does not maintain satisfactory proficiency, the MPF that services the Airman's TDY unit notifies the MPF servicing the Airman's unit of assignment.

Table 15.4. Calculating Points and Factors for Promotion to SSgt through MSgt.

R U L E	A	B
	If the factor is	**then the maximum score is**
1	SKT	100 points. Base individual score on percentage correct (two decimal places). (note 1)
2	PFE	100 points. Base individual score on percentage correct (two decimal places). (note 1)
3	TIS	40 points. Award 2 points for each year of TAFMS up to 20 years, as of the last day of the last month of the promotion cycle. Credit 1/6 point for each month of TAFMS (15 days or more = 1/6 point; drop periods less than 15 days). Example: The last day of the last month of the cycle (31 Jul 03 minus TAFMS date (18 Jul 96) equals 7 years 14 days (inclusive dates considered equals 7 x 2 = 14 points). (note 1)
4	TIG	60 points. Award 1/2 point for each month in grade up to 10 years, as of the first day of the last month of the promotion cycle (count 15 days or more as 1/2 point; drop periods less than 15 days). Example: The first day of the last month of the promotion cycle (1 Jul 03) minus current DOR (1 Jan 00) equals 3 years 6 months 1 day (inclusive dates considered) equals 42 x .5 = 21 points. (note 1)
5	Decorations	25 points. Assign each decoration a point value based on its order of precedence. (note 2) Medal of Honor: 15 Air Force, Navy, or Distinguished Service Cross: 11 Defense Distinguished Service Medal, Distinguished Service Medal, Silver Star: 9 Legion of Merit, Defense Superior Service Medal, Distinguished Flying Cross: 7 Airman, Soldier, Navy-Marine Corps, Coast Guard Bronze Star, Defense/Meritorious Service Medals, Purple Heart: 5 Air, Aerial Achievement, Air Force Commendation, Army Commendation, Navy-Marine Corps Commendation, Joint Services, or Coast Guard Commendation Medal: 3 Recruiter Ribbon: 2 (note 3) Navy-Marine Corps, Coast Guard, Air Force, Army, or Joint Service Achievement Medal: 1
6	EPRs	135 points. Multiply each EPR rating that closed out within 5 years immediately preceding the PECD, not to exceed 10 reports, by the time-weighted factor for that specific report. The time-weighted factor begins with 50 for the most recent report and decreases in increments of five (50-45-40-35-30-25-20-15-10-5) for each report on file. Multiply that product by the EPR conversion factor of 27. Repeat this step for each report. After calculating each report, add the total value of each report for a sum. Divide that sum by the sum of the time-weighted factors added together for the promotion performance factor (126.60). (notes 1 and 4) **Example:** EPR string (most recent to oldest): 5B-4B-5B-5B-5B-4B 5 x 50 = 250 x 27 = 6,750 4 x 45 = 180 x 27 = 4,860 5 x 40 = 200 x 27 = 5,400 28,485 ÷ 225 = 126.60 5 x 35 = 175 x 27 = 4,725 5 x 30 = 150 x 27 = 4,050 4 x 25 = 100 x 27 = 2,700 225 28,485

NOTES:

1. Cutoff scores after the second decimal place. Do not use the third decimal place to round up or down.
2. The decoration closeout date must be on or before the PECD. The "prepared" date of the DECOR 6 recommendation for decoration printout must be before the date HQ AFPC made the selections for promotion. Fully document resubmitted decorations (downgraded, lost, etc.) and verify they were placed into official channels before the selection date.
3. Individuals performing duty in the 8R000 AFSC on 21 June 2000 or later who have accrued 36 months in that duty and are certified by their recruiting service commander are entitled to two WAPS points. The two WAPS points count toward promotion when the 36-month certification date is on or before the PECD. No additional points are awarded for additional years and tours served in special duty identifier (SDI) 8R000.
4. Do not count nonevaluated periods of performance, such as break in service, report removed through appeal process, etc., in the computation. For example, compute an EPR string of 4B, XB, 5B, 4B the same as 4B, 5B, 4B EPR string.

15.41.4. **SMSgt and CMSgt.**

Consideration for promotion to the grades of SMSgt and CMSgt is a two-phase process. Airmen compete and are selected for promotion in the superintendent level (for SMSgt) or the CEM code (for CMSgt) of the CAFSC they held as of the PECD. Individuals with a reporting identifier or special duty identifier, designated as their CAFSC on the PECD, will compete within that reporting identifier or special duty identifier. Phase I is similar to the WAPS evaluation, although some promotion factors differ. Phase II consists of a central evaluation board at HQ AFPC using the whole-person concept. These two phases are worth up to 795 points. The Air Force selects senior noncommissioned officers (SNCO) with the highest scores in each AFSC for promotion, within the quota limitations. If more than one SNCO has the same total score at the cutoff point, the Air Force promotes everyone with that score.

15.42. Weighted Airmen Promotion System Testing:

15.42.1. **General Responsibilities and Score Notices.**

Preparing for promotion testing is solely an individual responsibility. WAPS 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 his or her commander. An Airman's scores cannot be disclosed without the Airman's written consent. CSS, first sergeants, supervisors, etc., are not authorized access to an Airman's WAPS scores. The commander has the specific duty to notify Airmen of promotion selection or nonselection 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 Airman and must not allow further dissemination of scores. Individuals may retrieve a copy of their score notice on the vMPF after the initial promotion selection for the current cycle.

15.42.2. **Individual Responsibilities.**

Personal involvement is critical. As a minimum, all Airmen testing must:

15.42.2.1. Know their promotion eligibility status.

15.42.2.2. Maintain their specialty and military qualifications to retain their eligibility.

15.42.2.3. Use a self-initiated program of individual study and effort to advance their career under WAPS.

15.42.2.4. Obtain all current study references for a particular promotion cycle.

15.42.2.5. Review the annual WAPS catalog to check availability and receipt of correct study references.

15.42.2.6. Be prepared to test the first day of the testing window and throughout the testing cycle. Members who will be unavailable during the entire testing cycle due to a scheduled TDY must be prepared to test prior to TDY departure even if the TDY departure is before the first day of the testing cycle. Airman may opt to test early provided the correct test booklets are available.

15.42.2.7. Ensure they receive at least 60 days' access to study materials prior to testing.

15.42.2.8. (For SMSgt and CMSgt eligibles) Ensure their selection folder at HQ AFPC is accurate and complete.

15.42.3. **Data Verification Record (DVR).**

The MPF will instruct eligible Airmen to obtain and review his or her DVR on vMPF to verify the data used in the promotion selection process. Each eligible Airman must review the DVR and report any errors to the MPF. If an error is noted, the Airman must immediately contact his or her MPF for assistance. The MPF will update Military Personnel Data System (MilPDS) with the correct data. Except for updating EPR data, each change will produce an updated promotion brief at HQ AFPC and update the DVR on vMPF. Airman's receipt of the updated DVR ensures changes were made. Airmen should verify the updated information. Supplemental promotion consideration may not be granted if an error or omission appeared on the DVR and the individual took no corrective or followup action before the promotion selection date for SSgt through MSgt and before the original evaluation board for SMSgt and CMSgt. Individuals may retrieve a copy of their DVR on vMPF before the initial promotion selection for the current cycle.

15.43. Study Materials:

15.43.1. **WAPS Catalog.**

The WAPS catalog contains a list by AFSC of all study reference material. The WAPS catalog can also be accessed on the worldwide Web. The WAPS catalog is published each August and contains a study reference list for every promotion test authorized for administration. For example, the study reference for all PFEs and US Air Force supervisory examinations (USAFSE) is AFPAM 36-2241, *Professional Development Guide (PDG),* and SKTs are written from CDCs and technical references identified within the WAPS catalog. The WAPS catalog identifies CDCs including the volume number and publication date. Often, the CDCs used as test references are different from CDCs used for upgrade training so it is especially important to check the WAPS catalog. If there is no CDC or if a CDC has been supplemented with other references, that information will appear in the WAPS catalog. The test cycle number in the subject block on the WAPS test notification is the same cycle number that appears at the top of each page of the catalog.

15.43.2. **Distribution of WAPS CDCs.**

The HQ AU/A4L (previously Air Force Institute of Advanced Distributed Learning) provides each member eligible for promotion a personal set of WAPS CDCs. CDCs are requested automatically through the PDS in July (for SSgts and TSgts) and August (for SrA) each year. A WAPS CDC order notification printout is sent to each individual when CDCs are ordered. Eligible members receive an initial set of CDCs during their first year of eligibility and only new or updated material each year thereafter. They must promptly contact their unit WAPS monitor if the WAPS CDCs have not arrived within the time indicated on the WAPS CDC order notification. Non-CDC study reference materials, such as Air Force instructions or technical orders, are available at unit or base level at a ratio of one publication for every five eligibles. Additionally, most Air Force standard publications are available for download at http://www.e-publishing.af.mil/. Individuals may ask the unit WAPS monitor to order any study reference listed in the WAPS catalog that is not available locally. According to AFI 36-2605, *Air Force Military Personnel Testing System,* members are granted 60 days' access to all reference material or they may request a delay in testing provided they initiated timely followup.

15.44. Promotion Test Development:

15.44.1. **Test Writers.**

The Air Force Occupational Measurement Squadron (AFOMS), located at Randolph AFB TX, produces all Air Force promotion tests, which are literally written "by Airmen—for Airmen." Although the tests are developed at AFOMS, SNCOs from field units sent TDY to AFOMS write the actual test questions. These SNCO subject-matter experts are handpicked based on their extensive knowledge of, and experience in, their career fields. They provide the technical expertise to write their career field's SKT, while the resident psychologists at AFOMS provide the psychometric expertise required to ensure the tests are not only valid, but also as fair as possible to all examinees. Each test is revised annually.

15.44.2. **Test-writing Process.**

AFOMS personnel work closely with Air Force career field managers to stay abreast of changes affecting career fields, which may impact test development. At the beginning of a test development project, the tests under revision are administered to the subject-matter experts. This gives test writers the point of view of the test takers and helps them focus on evaluating how well the test content relates to performance in their specialties. They carefully check the references of each question and earmark some for reuse on later test revisions. Only after this is accomplished do they begin writing new test questions. Every question on a test comes from one of the publications appearing on the study reference list published in the WAPS catalog. The answer to every single question on a particular PFE, USAFSE, or SKT can be found in one of the publications on the study reference list for that test. If a document does not appear on the study reference list, it is not used as a test reference.

15.44.3. **SKTs.**

The SKTs measure knowledge important to the job performance of SSgts, TSgts, and MSgts in a particular specialty. SNCOs from each career field write tests for their AFSC using the career field's career field education and training plan, occupational analysis data, and their experiences to tie test content to important tasks performed in the specialty. In addition, AFOMS psychologists ensure tests are valid and relevant by comparing test questions to actual occupational analysis performance data provided by Airmen in a given specialty.

15.44.4. **PFE and USAFSE.**

The PFE measures the military and supervisory knowledge required of SSgts, TSgts, and MSgts. The USAFSE evaluates practical military, supervisory, and managerial knowledge required in the top two NCO grades.

15.45. Test Administration and Scoring.

Promotion tests are administered to all Airmen competing for promotion to the grades of SSgt through CMSgt. To the greatest extent possible, test administration procedures are standardized to ensure fairness for all members competing for promotion. Strict procedures are used for handling, storing, and transmitting test booklets and answer sheets to preclude the possibility of loss or compromise. All promotion tests are electronically scored at HQ AFPC following thorough quality control steps to ensure accurate test results for each member. The test scanning and scoring process contains many safeguards to verify accuracy, including hand-scoring a percentage of answer sheets (pulled randomly), hand-scoring answer sheets with extremely high and low scores, and physically reviewing answer sheets. Because of the difficulty of the tests, some individuals may receive scores they believe do not reflect their study efforts. Likewise, some members may receive the same score as the previous year. Information concerning verification of test scores is contained in AFI 36-2605.

15.46. Weighted Airmen Promotion System Test Compromise.

Group study (two or more people) 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 effort. Air Force members who violate these prohibitions are subject to prosecution under Article 92 of the Uniform Code of Military Justice (UCMJ) for violating a lawful general regulation. Conviction can result in a dishonorable discharge, forfeiture of all pay and allowances, and confinement for 2 years. Information concerning WAPS test compromise is contained in AFI 36-2605. In addition to group study, specific test compromise situations include, but are not limited to:

15.46.1. Discussing the contents of an SKT, PFE, or USAFSE with anyone other than the test control officer or test examiner. Written inquiries or complaints about a test are processed through the test control officer.

15.46.2. Sharing pretests or lists of test questions recalled from a current or previous SKT, PFE, or USAFSE; personal study materials; underlined or highlighted study reference material; and commercial study guides with other individuals.

15.46.3. Sharing marked or highlighted commercial study guides with anyone else. Although the Air Force does not recommend or support commercial study guides, they may be used to prepare for promotion testing. Placing commercial study guide software on government computers is prohibited because doing so would imply Air Force sanctioning of the guides. Additionally, there are prohibitions against developing commercial study guides.

15.46.4. Creating, storing, or transferring personal study notes on government computers. Government computers may be used to view electronic versions of official study references such as this pamphlet, Air Force instructions, Air Force policy directives, technical orders, etc.

NOTE: Training designed to improve general military knowledge, such as NCO of the quarter or SrA BTZ boards, 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. However, individuals may not collaborate in any way or at any time to prepare for promotion testing.

15.47. Supplemental Promotion Actions.

HQ AFPC conducts in-system promotion consideration as needed after the initial promotion selection and announces supplemental selection board dates for eligible Airmen. Remember, supplemental promotion consideration may not be granted if the error or omission appeared on the DVR in the unit personnel record group (UPRG) or in the senior NCO selection record and the individual did not take the necessary steps to correct it prior to promotion selection or prior to the evaluation board. Fully documented supplemental consideration requests are submitted to the MPF in writing with the recommendation of the individual's unit commander. The MPF forwards the request to HQ AFPC for final approval.

For promotion testing purposes, this ends the chapter for SrA through TSgts, who will proceed to the next chapter. MSgts and SMSgts continue studying this chapter.

Section 15J—SNCO Promotion Program

15.48. Individual Responsibility:

15.48.1. The importance of individual responsibility cannot be overemphasized. Each individual is responsible for ensuring he or she is properly identified as eligible. (See AFI 36-2502, *Airman Promotion Program*, Table 13.1, for minimum eligibility requirements for promotion.) Eligibles should have the current study reference materials, know when the testing cycle starts, study and test when scheduled, and ensure the information in their selection folder at HQ AFPC is accurate and complete.

15.48.2. Eligibles for promotion to SMSgt and CMSgt should obtain their DVR (Figure 15.3) through vMPF. The DVR displays current career information as of the PECD, some of which is included in the Senior NCO Evaluation Brief (Figure 15.4) reviewed by the evaluation board.

15.48.3. Along with reviewing the DVR, eligibles should review their AF Form 10, *Unit Personnel Record Group*, and SNCO selection folder to ensure data is accurate and appropriate documents are filed. Eligibles should notify their MPF of any errors. A copy of the SNCO selection folder may be obtained from HQ AFPC by written request.

15.49. Promotion Criteria:

15.49.1. Table 15.5 in this guide shows how to calculate weighted factors for SMSgt and CMSgt promotions. Table 15.3 shows the minimum eligibility requirements for promotion to SMSgt and CMSgt.

15.49.2. Persons being considered for promotion to CMSgt will compete for promotion in the CEM code of the CAFSC they held as of the PECD. Personnel being considered for promotion to SMSgt will compete for promotion in the superintendent level of the CAFSC they held as of the PECD.

15.49.3. The board considers academic education completed on or before the PECD. Up to three academic education levels can be reflected on the SNCO evaluation brief. When the academic education level is updated in the PDS, the promotion file is updated and a new DVR and evaluation brief is produced to reflect the change. If the Community College of the Air Force or any other accredited college requirements were completed before the PECD but the evaluation brief was completed within 30 days of the board convening date, the education services office will update the PDS and notify HQ AFPC by message with an information copy to the individual's MPF. This information is then used to post the senior NCO evaluation brief filed in the SNCO selection folder. Eligible Airmen are responsible for ensuring this data is posted on their DVR and evaluation brief.

15.49.4. The PECD is used to determine content of the selection folder and information on promotion evaluation briefs. The number of EPRs included is limited to those reports closed out 10 years before the PECD. However, only the last 5 years (maximum of 10 EPRs) are used to compute the EPR weighted factor score. Approved decorations, resubmissions, or decorations being upgraded must be submitted and placed into official channels before the selection date. The data shown on the senior NCO evaluation brief includes the member's name, social security number, grade, DOR, Air Force specialty information, service dates (to include projected retirement date), academic education level, decorations, duty information, duty history, deployment history, and PME.

15.50. Evaluation Board.

The evaluation board is very important because it accounts for over half the total score. Understanding how board members are selected, the evaluation board process, and those areas considered by board members can provide valuable insight into what it takes to get promoted.

15.50.1. **Selection of Board Members.**

The number of eligible personnel identified by MAJCOM and AFSCs determines the number and career field backgrounds of the board members. Board members are divided into panels, each consisting of one colonel and two CMSgts. The board president is always a general officer. Before evaluating records, board members are briefed on the task objective, eligible population profile, and selection folder content. Board members are then 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.

15.50.2. **Areas the Board Considers.**

The board looks at performance, education, breadth of experience, job responsibility, professional competence, specific achievements, and leadership. In each area, the individual has control over the information the board reviews. Individuals therefore, not board members, are responsible for their own promotions by ensuring the board receives the most current updates.

Figure 15.3. Sample Senior NCO Promotion DVR.

<div style="border:1px solid;">

Enlisted Data Verification Record (DVR)

The following data is reflected in your Weighted Airman Promotion System (WAPS) Record. The data reflected is AS OF the Promotion Eligibility Cutoff Date (PECD) and may not be the same as what is in the Military Personnel Data System (MILPDS).

The information reflected on this DVR will be used in the promotion process for the cycle indicated. Review this data in detail, especially your CAFSC, decorations, PME and education data and retain for your personal records. Information reflected is as of Promotion Eligibility Cutoff Date (PECD), except a projected retirement date will continue to be updated until the actual promotion brief is produced (about 30-45 days prior to the board). For the weighted portion of your score, only performance reports for 5 years (max of 10) that closeout on or before the PECD are used. The evaluation board reviews all reports closing out up to 10 years prior to the PECD. Any additional reports are listed for your information only. If you have recently retrained or entered a Special Duty Identifier, your CAFSC effective date is the date you departed for training. If you detect any errors or have any questions, contact your customer service center or personnel representative immediately. Your personal involvement is a must—it's your promotion

This is considered an official document and it is your responsibility to verify your promotion information.

<div align="center">GENERAL INFORMATION   AS OF: 03 DEC 2007</div>

NAME: SMITH, JOHN A.   **RANK:** SMSG   **SSAN:** XXX-XX-4321
UNIT: DET DPSO AF PERSONNEL CTR FO,   **DATE OF RANK:** 01 NOV 2002   **PROMOTION CYCLE:** 007E9
       RANDOLPH AFB, TX 78150-0000

PROMOTION ELIGIBILITY CUTOFF DATE (PECD): 31 JUL 2007
PROMOTION ELIGIBILITY STATUS: ELIGIBLE - PENDING TEST(S)

<div align="center">DUTY INFORMATION</div>

PECD UNIT: 0007 MISSION SUPT SQ   **DUTY TITLE:** SUPT, MISSION SUPPORT SQ
DYESS AFB, TX 78150-0000   **DUTY LEVEL:** W/B

<div align="center">AIR FORCE SPECIALTY CODE (AFSC) INFORMATION:</div>

PRIMARY AFSC: 3S091   **CONTROL AFSC:** 3S0X0   **DUTY AFSC:** 3S091   **PROMOTION AFSC**: 3S0X0

<div align="center">CAREER INFORMATION</div>

TOTAL ACTIVE FEDERAL MILITARY SERVICE DATE: 01 MAY 1981   **PROJECTED RETIREMENT SEPARATION DATE:**
HIGH YEAR TENURE DATE: MAY 09   **RETIREMENT REASON:**

<div align="center">PROFESSIONAL MILITARY EDUCATION</div>

COURSE	DATE COMPLETED
USAF SENIOR NCO ACADEMY	DEC 2002
NCO ACADEMY	JUL 2000
AIRMAN LEADERSHIP SCHOOL	MAY 1994

<div align="center">ACADEMIC EDUCATION</div>

LEVEL	SPECIALTY	DATE
AA ASSOCIATE DEGREE	HUM RES MGT/PERS ADM	MAY 2005

DECORATIONS   **EPR**

DECORATIONS	TOTAL AWARDED	CLOSING DATE	REASON	RATING	CLOSEOUT DATE
MERIT SVC MED	1	10 AUG 2006	PCS	5B	21 DEC 2006
AF COMM MED	4	01 OCT 2000	PCS	5B	21 DEC 2005
AF ACHIEV MED	1	01 AUG 1989	ACH	5B	21 DEC 2004
NAVY ACH MED	2	19 JUN 1997	ACH	5B	15 NOV 2003
				5B	15 NOV 2002

<div align="center">DEPLOYMENT HISTORY</div>

FROM	TO	LOCATION
15 DEC 05	29 APR 06	OCONUS

<div align="center">ASSIGNMENT HISTORY</div>

EFF DATE	DAFSC	DUTY TITLE	COM LV	ORGANIZATION
05 May 2005	3S091	MPF SUPERINTENDENT	WB	0008 MISSION SUPPORT SQ
19 Nov 2004	3S071	NCOIC, ACFT MXS/NUM CEM MATTER	H2	AF WIDE SPT
20 Nov 2002	3S071	NCOIC, GENERAL INTEL ASGNS	H2	AF PERSONNEL CTR
31 Dec 2000	3S071	NCOIC COMMANDER'S SUPPORT STAFF	2E	AF LEGAL SER AG
31 Dec 1999	3S051	NCOIC, AFLSA ORDERLY ROOM	2E	AF LEGAL SER AG
01 Apr 1999	3S071	ASGNS NCO, MEDICAL SPT ASGNS	H2	AF PERSONNEL CTR

</div>

Figure 15.4. Senior NCO Evaluation Brief.

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┌─────────────────────────────────────────────────────────────────────────────────┐
│                  PRIVACY ACT OF 1974 (AS AMENDED) APPLIES                          │
│                  AIR FORCE SENIOR NCO EVALUATION BRIEF                             │
├─────────────────────────────────────────────────────────────────────────────────┤
│   PREPARED:  26-OCT-06        BOARD NUMBER: 5616.00          CYCLE:  06E9          │
├────────────────────────────────────┬──────────────────────────────────────────────┤
│           PERSONAL DATA            │              AFSC DATA                       │
│      NAME: SNCO BRIEF              │      CONTROL AFSC: 3S091                      │
│      SSAN: 123456789              │      PROMOTION AFSC: 3S0X0                    │
├────────────────────────────────────┼──────────────────────────────────────────────┤
│           GRADE DATA               │             SERVICE DATA                     │
│      GRADE: SMS                    │      TAFMSD: 01 MAY 1981                      │
│      DOR: 01 NOV 2002              │  HIGH YEAR TENURE: 01 MAY 2009               │
│                                    │      PROJ RET DATE                           │
│                                    │      RET REASON:                             │
└────────────────────────────────────┴──────────────────────────────────────────────┘
```

DUTY DATA

DAFSC: 3S091   DUTY TITLE: SUPERINTENDENT, MISSION SUPPORT SQ
        DUTY LEVEL: W/B   UNIT: 0007 MISSION SUPPORT SQ
          EFF DATE: 10 JUL 2006   DYESS AFB TX

ACADEMIC EDUCATION

LEVEL	SPECIALTY	DATE
BACH DEGREE	HUM RES MGT/PERS ADM	200607
ASSOCIATE DEGREE	HUM RES MGT/PERS ADM	200501
ASSOCIATE DEGREE	INFORMATION SYSTEMS MGT	199606

DECORATIONS

TYPE	NBR	CLOSE DATE	REASON
MERIT SVC MED	1	10 AUG 2006	PCS
AF COMM MED	3	01 OCT 2000	PCS
AF ACHIEV MED	4	30 SEP 2006	ACH
ARMY ACHV MED	1	23 AUG 1996	ACH

SENIOR NCO ACADEMY   **DEPLOYMENT HISTORY**

COMPLETED: YES

FROM	TO	LOCATION
30-MAY-06	02-AUG-06	OCONUS
25-OCT-02	29-DEC-02	CONUS

ASSIGNMENT HISTORY

EFF DATE	DAFSC	DUTY TITLE (see chap 7)	LVL	ORGANIZATION
05 MAY 2005	-3S091	MPF SUPERINTENDENT	WB	0008 MISSION SUPPORT SQ KUNSAN ABS SKORE
17 NOV 2004	-3S071	MISSING PERSONS PROGRAM MANAGE	H2	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
01 JUL 2004	-3S071	MISSING PERSONS PROGRAM MANAGE	H2	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
21 FEB 2002	-3S071	MISSING PERSONS PROGRAM MANAGE	H2	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
22 JAN 2001	-3S071	SUPT, BCMR/SSB/REGAF APPT SECT	H2	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
28 FEB 2000	-3S071	SUPT, AFBCMR APPEALS & SSB SEC	H2	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
31 JUL 1999	-3S071	NCOIC, AFBCMR APPEALS SECTION	WB	0000 AF PERSONNEL CTR FO RANDOLPH AFB TX
03 AUG 1996	-3S071	NCOIC, COMMANDER SUPPORT STAFF	WB	0065 MISSION SUPPORT SQ LAJES FLD PORTU

15.50.2.1. **Performance.** The evaluation board reviews all EPRs for the 10 years preceding the PECD. The board members consider all aspects of the EPR—job description (key duties, tasks, and responsibilities), individual rating factors, periods of supervision, overall evaluations, levels of endorsements, and each narrative word picture. If the person is a strong performer, the EPRs should convey to the board he or she has demonstrated the highest qualities required of a leader and manager.

15.50.2.2. **Education.** Although the Air Force does not require enlisted members to have any education beyond high school, many enlisted members are pursuing postsecondary education. When considering educational opportunities, enlisted members should focus on a degree program that complements their career field and enhances their ability to do their job. When the board evaluates academic education as part of the whole-person assessment, the most important consideration should be the degree to which the education enhances the NCO's potential to serve in the next higher grade.

15.50.2.3. **Breadth of Experience.** This factor refers to the individual's overall professional background, experience, and knowledge gained during his or her career to the present. Board members consider knowledge and practical experience in areas other than the current AFSC. If the eligible individual remained in one career field, board members consider whether he or she had wide exposure across the career field. Board members also consider potential to fill other types of jobs, as well as supervisory and managerial experience.

15.50.2.4. **Job Responsibility.** This factor does not refer entirely to the career field's command-level positions, although experience at this level is a consideration. Many base-level jobs demand just as much of an individual as jobs at higher command levels. Consideration is primarily given to what was asked of the individual and how well the individual accomplished the task. Did the job require significant decisions, or was it a job in which the individual routinely carried out the decisions of others? Is the individual a proven, effective manager, responsible for directing the work of others, or is the person responsible only for his or her own performance?

15.50.2.5. **Professional Competence.** What do rating and endorsing officials say about the individual's expertise? Is it truly outstanding? How much does the individual know about the job, and how well does he or she accomplish it? The Air Force Chief of Staff has emphasized the need for careful selection of individuals for promotion to the top two NCO grades. Therefore, those selected must be the best qualified. They must have sufficient leadership and managerial experience to prepare them for the challenges they, and the Air Force, face.

15.50.2.6. **Specific Achievements.** These are often recognized in the form of awards and decorations. However, many other significant accomplishments are often addressed in the EPR's narrative comments. Such recognition, either in the form of decorations or narrative comments, can help board members identify the truly outstanding performer.

15.50.2.7. **Leadership.** Board members use their judgment, expertise, and maturity when reviewing records to assess a SNCO's potential to serve in a higher grade. In particular, board members evaluate leadership potential. How well does he or she manage, lead, and interact with peers and subordinates? What have rating officials said about the person's leadership qualities and potential? What haven't they said?

15.51. Evaluation Process:

15.51.1. **Trial Run.**

As previously mentioned, board members are given two selected sets of records to score as a practice exercise before the actual scoring process. Using the whole-person concept, they score the records using secret ballots. This process helps establish a scoring standard they can apply consistently throughout the board process.

15.51.2. **Scoring:**

15.51.2.1. 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 in a stack of 20, and after they are scored, the ballots are given directly to a recorder. This ensures each panel member has scored each record independently.

15.51.2.2. A record scored with a difference of more than 1 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 point, all panel members may discuss the record openly among themselves. This allows them to state why they scored the record as they did. Only panel members who caused 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.

15.51.2.3. Actual scores will vary between panels; the specific reason why certain panels scored the way they did cannot be determined because this is a subjective decision. However, because a single panel reviews each CEM code or AFSC, all records within a CEM code or AFSC are evaluated under the same standard. Some panels may award high scores, while others may award low ones. Therefore, whether a panel scores "easy" or "hard" is not significant. The important part of the final board score is how one eligible compares to his or her peers in the final order of merit. This allows each eligible to see how competitive he or she was.

15.51.2.4. Because each board is completely independent, board members do not know how an individual scored or ranked during the previous cycle. Each board arrives at its own scoring standard. However, as long as everyone competing in a CEM code or AFSC is looked at under the same standard, fair and equitable consideration is ensured. A number of factors affect board scores from year to year—new panel members with different thought processes, previous eligible with changed or improved records, and a large pool of new eligibles. As a result, board scores do vary (often significantly) from one board to the next.

15.51.2.5. Board members do not have access to the weighted scores of individuals competing for promotion. Their primary concern is to align all eligible in a relative order of merit, based on their panel score, within their CEM code or AFSC. When board members leave, they do not know who was selected. They only know they have reviewed and scored each record within the standard that evolved from the trial run.

15.51.3. **Not Fully Qualified (NFQ) Process:**

15.51.3.1. A process associated with enlisted promotion boards often misunderstood is the NFQ process. As previously stated, SNCO Evaluation Board members use the whole-person concept to align eligible SNCOs in a relative order of merit within their CEM code or AFSC based on the quality of each eligible's SNCO evaluation record. Also, board members are formally charged to ensure individuals are not only best qualified, but also fully qualified to assume the responsibility of the next higher grade.

15.51.3.2. If the board determines an individual is NFQ based on an evaluation of the record, the individual is rendered NFQ for promotion. In this case, HQ AFPC removes the individual from promotion consideration and deactivates his or her promotion record, rendering the individual ineligible for promotion. The parent MAJCOM and MPF are then notified of the board's decision in writing. The parent MAJCOM must immediately notify the individual through the unit commander. The board is not allowed to disclose the exact rationale for its findings. However, factors contributing to the decision can be as general as an overall noncompetitive record when compared to peers or as specific as a demonstrated substandard performance and disciplinary problems. In any event, the member is ineligible for that cycle.

15.51.4. **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 MPF. Questions regarding the SMSgt and CMSgt promotion selection process should be directed to the MPF career enhancement office.

15.51.5. **Score Notice.**

All eligible personnel receive a score notice that reports how they compare to their peers in their CEM code or AFSC in the specific promotion cycle. To determine weak areas, individuals can also compare their scores with the promotion statistics available in the MPF and (or) posted on the Internet via the vMPF. Personnel can access the vMPF through the AFPC Web site at http://ask.afpc.randolph.af.mil/.

Table 15.5. Calculating Points and Factors for SMSgt and CMSgt Promotions.

R U L E	A	B
	If the factor is	then the maximum score is
1	USAFSE	100 points. Base individual score on percentage correct (note 1).
2	TIS	25 points. Credit one-twelfth point for each month of TAFMS, up to 25 years, computed as of the last day of the cycle (note 1).
3	TIG	60 points. Credit one-half point for each month in current grade based on DOR up to 10 years, computed as of the first day of the last month of the cycle (note 1).
4	Decorations/ Awards	25 points. Assign each decoration a point value based on its order of precedence as follows (note 2): Medal of Honor: 15 Air Force, Navy, or Distinguished Service Cross: 11 Defense Distinguished Service Medal, Distinguished Service Medal, Silver Star: 9 Legion of Merit, Defense Superior Service Medal, Distinguished Flying Cross: 7 Airman, Soldier, Navy-Marine Corps, or Coast Guard Bronze Star, Defense/Meritorious Service Medals, Purple Heart: 5 Air, Aerial Achievement, Air Force Commendation, Army Commendation, Navy-Marine Corps Commendation, Joint Services Commendation, or Coast Guard Commendation Medal: 3 Recruiter Ribbon: 2 (note 3) Navy-Marine Corps Achievement, Coast Guard Achievement, Air Force Achievement, Army Achievement, or Joint Service Achievement Medal: 1
5	EPRs	135 points. Multiply each EPR rating that closed out within 5 years immediately preceding the PECD (not to exceed 10 reports) by the time-weighted factor for that specific report. The time-weighted factor begins with 50 for the most recent report and decreases in increments of 5 (50-45-40-35-30-25-20-15-10-5) for each report on file. Multiply that product by the EPR conversion factor of 27. Repeat this step for each report. After calculating each report, add the total value of each report for a sum. Divide that sum by the sum of the time-weighted factors added together for the promotion performance factor; for example, 126.60 (notes 1 and 4). **Example:** EPR string (most recent to oldest): 5B-4B-5B-5B-5B-4B 5 x 50 = 250 x 27 = 6,750 4 x 45 = 180 x 27 = 4,860 5 x 40 = 200 x 27 = 5,400 28,485 ÷ 225 = 126.60 5 x 35 = 175 x 27 = 4,725 5 x 30 = 150 x 27 = 4,050 4 x 25 = 100 x 27 = 2,700 _____ 225 28,485

NOTES:

1. Cutoff scores after the second decimal place. Do not use the third decimal place to round up or down.

2. The decoration closeout date must be on or before the PECD. The "prepared" date of the DECOR 6, Recommendation for Decoration Printout, must be before the date AFPC made the selections for promotion. Fully document resubmitted decorations (downgraded, lost, etc.) and verify they were placed into official channels before the selection date.

3. Individuals performing duty in the 8R000 AFSC on 21 June 2000 or later who have accrued 36 months in that duty and are certified by their Recruiting Service commander are entitled to 2 WAPS points. The points will count toward promotion when the 36-month certification date is on or before the PECD. The two points remain a weighted factor for all future promotion cycles regardless of AFSC. No additional points are awarded for additional years and (or) tours served in SDI 8R000.

4. Do not count nonevaluated periods of performance (break in service, report removed through appeal process, etc.) in the computation. For example, compute an EPR string of 4B, XB, 5B, 4B the same as an EPR string of 4B, 5B, 4B.

15.52. Supplemental Promotion Actions:

15.52.1. Reviewing the DVR and SNCO selection folder and taking prompt action to correct any errors provides the evaluation board the most accurate career assessment. However, if data errors or omissions occur, supplemental promotion consideration *may* be granted. Supplemental consideration is *not* granted if the error or omission appeared on the DVR or in the UPRG and appropriate corrective and followup action was not taken before the board met.

15.52.2. Table 15.6 provides specific information concerning supplemental consideration. Requests for supplemental consideration are submitted in writing containing the unit commander's recommendation and processed through the MPF. In addition, the MPF can answer questions about the DVR, which may eliminate the need for supplemental consideration.

Table 15.6. Reasons for Supplemental Consideration by the SNCO Promotion Evaluation Board. (Note 1)

R U L E	A If the item is	B and correction is to	C then consideration by the supplemental evaluation board is
1	PME (note 2)	add the SNCO or NCO Academy course	authorized.
2	EPR	add, remove, or make a significant change	
3	Academic education	show increased academic level (note 3)	
4		correct academic specialty (note 3)	
5		change year of completion	not authorized.
6	Decoration	add a decoration citation. (This is not authorized if the citation or order was filed or if the decoration was listed on the brief used by the board.) (note 3)	authorized.
7	Projected retirement data (individuals who were eligible and considered by original board)	delete a projected retirement that is not valid at the time the board met	
8		delete a projected retirement that was valid when the board convened, but was later withdrawn	not authorized.
9		change the projected retirement date	
10	Any eligibility factor	render an Airman eligible (as of the PECD) who was erroneously ineligible when the board convened	authorized.
11	Projected HYT date (for individuals who were ineligible because of an HYT date and not considered by the original board)	show approved extension of HYT date (and reason is best interest of the Air Force)	

NOTES:

1. Do not allow supplemental consideration for Airmen needing more than the maximum board score (450 points) for selection.

2. Give credit if the Airman takes the course examination (CE) on or before the PECD and successfully completes the course, even if this CE is not scored until after the PECD. The MilPDS will not change; only the individual's promotion record. **Note:** Effective cycles 95E9 to 98E9/97E8 to 98E8, PME was masked on the Senior NCO Evaluation Brief and WAPS points were not awarded.

3. Prior to rescoring the record, panel members consider the type of error, degree of impact on the promotion score, and the points needed for selection. Records the panel considers, but chooses not to rescore, are nonselectees.

Section 15K—Manpower Management

15.53. Keeping Unit Manning Documents Current.

Work center supervisors should periodically review their UMD to ensure it accurately reflects unit requirements. The UMD displays current and projected requirements and can be configured to display desired fields in various formats. Unit commanders and supervisors may request a UMD from the installation MOF on an as-needed basis. Typically, the unit manpower point of contact (POC) serves as the liaison between the unit and MOF; thus, work center supervisors should coordinate any UMD changes, etc., with their unit manpower POC.

15.54. Funded and Unfunded Requirements and the Enlisted Grades Allocation Program:

15.54.1. The terms "manpower authorization" and "manpower requirement" are often misunderstood. A manpower requirement is a statement of manpower needed to accomplish a job, workload, mission, or program. There are two types of manpower requirements: funded and unfunded. Funded manpower requirements are those that have been validated and allocated. Funded manpower requirements are also known as authorizations. Unfunded requirements are validated manpower needs that are deferred because of budgetary constraints.

15.54.2. Some actions not only affect authorization levels but can also impact funded grades. The Enlisted Grades Allocation Program is designed to ensure enlisted grades are equitably allocated to HQ USAF, MAJCOMs, FOAs, and DRUs, and at the same time to ensure constraints are met. A grade imbalance between what is required and what is funded (authorized) can occur as a result of legislative and budgetary constraints on the allocated grades. For example, CMSgts are congressionally constrained to 1 percent of the total enlisted force.

15.54.3. HQ USAF implements congressional and DoD grade constraints by creating grade factors. Two types of factors created and distributed are: (1) overall command grade factors for each enlisted grade and (2) career progression group (CPG) factors for each AFSC to the first three digits. Command grade factors ensure authorized grades do not exceed command-ceiling constraints. A CPG factor ensures equitable allocation of the grades within each AFSC in each command. Both types of factors are applied to the budgeted end-strength. Air Force career field managers can recommend adjustments to HQ USAF/A1M. When making adjustments, they must maintain a zero balance of total grades allocated for each command.

15.55. Initiating and Tracking Manpower Changes:

15.55.1. Periodically, a unit may need to change an existing requirement on the UMD. An authorization change request (ACR) is used to request this change. The unit POC identifies the requested change and provides detailed justification to the servicing MOF. The MOF evaluates the request, enters it into the MPES, and makes a recommendation for approval or disapproval to the MAJCOM.

15.55.2. Many actions necessitate an ACR. Some of the most frequent are AFSC changes, position realignments, redistribution of funding from a funded requirement to an unfunded requirement, and grade conversions. Many factors must be considered when a unit proposes a change. Common considerations include: (1) determining how the change affects the organizational structure, (2) ensuring the manpower realignment does not exceed the requirements allowed by Air Force manpower standards, (3) ensuring the requested change does not cross program elements, and (4) ensuring the requested change does not adversely impact the unit's ability to deploy or perform its wartime mission.

15.55.3. Changes to the UMD must be processed within resource constraints minus no net increase in resources, grades, etc. For example, if a unit wants to fund a position that is currently unfunded, a funded position must be identified for conversion to unfunded and detailed rationale for the change provided. The servicing MOF will work closely with the unit POC when developing an ACR. Unit commander approval of all ACR actions is required prior to submission of the ACR to the MAJCOM POCs.

15.55.4. Approved changes to the UMD are reflected by an authorization change notice (ACN) generated by the MPES. The ACN provides details of the approved change and the rationale for the change. The MOF will, in turn, provide a copy of the ACN to the affected unit's POC. If the request is disapproved, the MAJCOM provides rationale to the submitting unit through the servicing MOF.

15.56. Manpower and Organization Flight.

The installation MOF performs a variety of functions to help effectively manage manpower resources. The core competencies of the MOF encompass organization structure, requirement determination, program allocation and control, and performance management. Personnel within the MOF provide day-to-day manpower resource management services to include UMD management, assisting with ACRs, ACNs, and organizational structure changes. MOF personnel also provide other management services, such as performance management, commercial activity services, Performance Enhancement Capital Investment Program services, Innovative Development through Employee Awareness (IDEA) Program management, and consulting services.

Section 15L—Competitive Sourcing (CS)

15.57. Purpose.

CS is a program designed to maximize cost effectiveness and efficiency and to enhance mission capability by taking advantage of services available through the private commercial sector. The four principal goals of CS are to sustain readiness, improve performance and quality by doing business more efficiently and cost effectively, generate savings

for force modernization, and focus available personnel and resources on core Air Force missions. A function that is competitively sourced and remains in-house will be converted to an all-civilian (DoD) workforce. Air Force policy is not to include military personnel in the in-house organization because an important byproduct of CS is force-size reduction which frees up military positions for reallocation to military-unique requirements. CS is not about the elimination of a service or function; it is about the most effective and efficient procurement of a service or function through a competitive process. CS will not affect military-essential skills or those functions that are inherently governmental.

15.57.1. **Military-essential Skills.** Military-essential skills are defined as skills that:

15.57.1.1. Directly contribute to the prosecution of war (combat or direct combat support).

15.57.1.2. Exercise UCMJ authority.

15.57.1.3. By law must be filled with military people.

15.57.1.4. Are military by custom or tradition (bands and honor guards).

15.57.1.5. Are needed to support overseas rotations and to sustain certain career fields.

15.57.1.6. Are not available in the private sector.

15.57.2. **Inherently Governmental Function.**

An inherently governmental function is one performed by government personnel, either military or civilian, and includes activities that require making decisions or obligating money on behalf of the government. For example, warranted contracting officers are inherently governmental because they are responsible for making decisions on behalf of the government. They are the signature authority for committing government funds. The entire contracting staff, however, does not necessarily satisfy the same criteria. Contracting personnel who research and provide information, advice, etc., to the warranted contracting officers do not necessarily have to be government personnel.

15.57.3. **CS Process Is Mandated.**

The Office of Management and Budget's Circular A-76, *Performance of Commercial Activities*, and AFI 38-203, *Commercial Activities Program,* define a structured process for determining whether to perform work in-house or through contract. No such process exists for privatizing functions. Today, most of the Air Force support services are readily available commercially and can often be provided more economically from commercial firms.

15.57.4. **Responsibilities.**

HQ USAF/A1M is responsible for implementing the Air Force CS program. The MAJCOM A1M is the manpower function responsible for competitive sourcing at command levels and provides guidance to MOFs for implementation of the CS program at the respective wings.

15.58. Competitive Sourcing Study.

A CS study compares the total cost of the in-house government operation of an activity to the total cost of a private-sector bid to perform the same activity. The study results determine whether a commercial activity can be done more economically and efficiently by contract or by an in-house workforce.

15.59. Competitive Sourcing Impact:

15.59.1. Air Force policy is to minimize both the adverse effects on personnel and the disruption to the affected organizations. Adversely affected personnel are provided the "right of first refusal" for contractor jobs in the event the government is unable to place them in other Federal positions.

15.59.2. CS generates savings by finding better ways to accomplish a particular function, thereby reducing the number of people needed. A CS study also frees up military personnel to perform core military-essential activities. In a CS study, the mission remains essentially unchanged; it is the composition of the workforce that changes. Where "bluesuiters" were doing the mission, civilians (either contract employees or civil servants) will now do the mission. Additionally, contract personnel could replace civil servants.

Section 15M—Civilian Personnel Management and Programs

15.60. Civilian Personnel Services.

The Air Force provides most civilian personnel services from two sources: installation civilian personnel flights (CPF), usually located in mission support squadrons, and AFPC, Randolph AFB, TX. Interim civilian personnel centers in Air Force Materiel Command, US Air Forces in Europe, and the 11th Wing will transition to the CPF-AFPC model in the next few years.

15.61. Civilian Resource Management:

15.61.1. While military pay is centrally managed by HQ USAF, civilian pay is a budget line item at MAJCOM, FOA, and installation level, as well as at HQ USAF. The availability of performance payout and numbers of authorized civilian positions comprise the base line for civilian employment levels. Funds are also needed for civilian overtime; performance awards; retention, recruitment, and relocation bonuses; seasonal and longer-term overhires; and voluntary separation incentive payments to minimize involuntary reduction-in-force (RIF) separations.

15.61.2. Civilian resources management is a team effort. Commanders and senior leaders depend on human resource officers, financial managers, and manpower officers to recommend effective use of employees, funds, and manpower authorizations to meet mission requirements. AFPC has a subsystem on their Web site called Civilian Personnel Management Information Support System (PERMISS), designed specifically for supervisors. MAJCOMs and installations use a board structure, meeting at least quarterly, to manage annual appropriations, revolving funds, or reimbursements used for civilian employment costs.

15.61.3. Civilian overhire positions can be established when funds are available to handle peak workloads, military manning shortfalls, and contractor defaults or other short-notice requirements that cannot be met through normal manpower requirements or personnel assignment processes. Most overhire positions are filled using temporary appointments (not to exceed 1 year). If the workload continues beyond a year, term appointments of up to 6 years may be used. Permanent appointments to overhire positions are unusual, although a permanent employee may be placed in an overhire position in a RIF.

15.62. Job Descriptions:

15.62.1. Civilian employees, except those above grade General Schedule (GS)-15 or National Security Personnel System (NSPS) equivalent pay schedule, do not have a rank. Instead, they take the grade or pay band of the position they occupy. Since the position is graded, not the employee, detailed written job descriptions are the basis for determining pay, qualification requirements, and performance appraisal ratings.

15.62.2. Position descriptions historically have covered duties, responsibilities, and supervisory controls. The Air Force has expanded the scope of core personnel documents (CPD) to include performance standards, qualifications required for recruitment, and training requirements for a new employee in the position. The new NSPS position description is broad in nature and does not require specific/detailed duty information that is provided in CPDs.

15.62.3. Supervisors are responsible for the accuracy of the CPD and for implementing standard core personnel documents (SCPD) and NSPS standard position descriptions (SPDs) from a growing library of these documents. AFMA/MAH coordinates SCPD and SPD content with appropriate HQ USAF functional representatives before issuing new SCPDs or SPDs. Supervisors who select SCPDs or SPDs save time in writing a new document and save the time needed by a position classification specialist in determining the correct pay plan or schedule, occupation series or code, and grade or pay band. SCPDs can also be used as a template for a unique CPD that requires a new classification analysis. SPDs will eventually cover all NSPS positions.

15.62.4. Air Force CPFs with relatively large numbers of serviced civilian personnel retain position classification authority and responsibilities until they transition to the Air Force Manpower Agency (AFMA). AFMA/MAH performs classification support for installations with smaller civilian employee populations. From either source, supervisors can seek assistance in developing CPDs or selecting or modifying SCPDs.

15.63. Filling Jobs:

15.63.1. Vacant civilian positions are filled using a variety of recruitment sources consistent with the priorities established and subject to the requirements of other pertinent Office of Personnel Management (OPM), DoD, and Air Force procedures. Employees with mandatory selection or priority referral rights normally include employees adversely affected by RIF through downgrade or separation. These priorities may also include transfer of function declinations, overseas returnees, RIF reclassification, civilian spouses, or spouses of active duty military following a change in duty location. As a result of these mandatory selections or priority referrals, supervisors do not always have an opportunity to select from a list of applicants. Supervisors may consult with a staffing specialist in the CPF or

AFPC to determine appropriate recruitment sources. A vacancy for competitive fill actions is announced, candidates are screened by HQ AFPC, and one or more lists of candidates are referred to the supervisor.

15.63.2. Civilians with qualifying experience and (or) education can enter civil service at different grade levels or pay schedules/bands. The competitive staffing process used by the Air Force and other Federal agencies attempts to determine the relative qualifications of the candidates and refers only the best qualified for selection. Directly related experience and college education are the primary indicators of qualifications in most GS or equivalent pay schedules (white collar) occupations. Technical schools and craft certifications add to work experience for ranking the quality of employees or applicants in Federal Wage System (FWS) crafts and trades.

15.63.3. Competitive placements require collaboration between supervisors and staffing specialists at AFPC. Staffing specialists advise supervisors regarding recruitment sources. Supervisors have the option of choosing internal, external, or both recruitment sources. Internal recruitment includes current permanent Air Force employees. External recruitment may include several options such as all US citizens, transfers from other agencies, reinstatement of former career and (or) career-conditional employees, various veterans' preference applicants.

15.63.4. Once established priority requirements are cleared, the vacancy is announced for competitive actions. The supervisor is issued a candidate referral list containing the names of best qualified candidates. Once the supervisor receives the candidate referral list, he or she may confer with the CPF for interview procedures. If an interview is used as part of the selection process, the supervisor arranges the interview. Should the selecting official choose to interview, questions must be approved by the CPF prior to use. All candidates should be asked the same questions, and the interview periods should be of relatively equal length. Some interview requirements may be defined by a locally negotiated agreement with the representative union.

15.63.5. Centrally managed career programs cover most vacancies in grades GS-12 through GS-15 or NSPS equivalent pay schedules. Senior functional managers set career development and placement policies for employees in career program covered positions. These positions are subject to the same recruitment processes as noncentrally managed positions.

15.64. Training and Development.

Air Force policy provides for necessary training to improve skills needed in employee performance. Supervisors are responsible for determining training requirements and working with the CPF or education and training function to identify appropriate training sources. Organizational funds must often be used to support training needs; however, civilian training funds are often also available.

15.64.1. **Identifying Training Requirements:**

15.64.1.1. A training-needs survey is conducted annually and provides an opportunity for the supervisor to project training requirements for the upcoming fiscal year. Due to unforecasted mission requirements, however, supervisors may request an out-of-cycle training need at any time during the year.

15.64.1.2. Although first-line supervisors are the key individuals in determining development needs, they may need additional guidance from higher-level management, other supervisors, or the employees themselves. The servicing employee development specialist (EDS) is available to assist in training needs analysis and identification of methods and training sources.

15.64.1.3. Not all training and developmental needs can or should be met through Air Force sponsorship. Employees are responsible for independently pursuing training and education that will prepare them for promotion or develop them for career transitions. Such self-development activity is employee initiated and accomplished during off-duty hours. Supervisors should encourage civilian employees to participate in self-development activities, when appropriate. Civilian tuition assistance is available in some MAJCOMs and FOAs.

15.64.2. **Training Sources:**

15.64.2.1. **Primary Training Sources.** Once training needs are identified, the next step is to determine training sources. The three primary sources of training are agency (Air Force), interagency, and nongovernment. Training away from the work site is requested, approved and documented using SF Form 182, *Authorization, Agreement and Certification of Training.*

15.64.2.2. **Agency Training.** Agency training is conducted by the employer (Air Force) and may include on-the-job training (OJT), in-house training, and Air Force formal schools. OJT and in-house training are often the most effective because the supervisor tailors the training to meet the specific job requirements. OJT usually is as casual as giving a few pointers to a new worker or as formal as a fully structured training

program with timetables and specified subjects. Therefore, OJT can include directing employees to appropriate publications for self-study. Some functional activities also use in-house training. This type of training is very effective when a large number of employees need instruction on common aspects of occupational skill requirements.

15.64.2.3. **Air Force Formal Schools.** More formalized agency classroom training is available through Air Force formal schools listed in the Web-based *Education and Training Course Announcements (ETCA)* located at https://etca.randolph.af.mil/. The career field management programs plan for and sponsor developmental assignments, tuition assistance, formal training, and education to develop current and future managers. Leadership and management developmental opportunities, including intermediate service school and senior service school, are available to eligible high-potential civilian employees. Information is available at http://ask.afpc.randolph.af.mil/.

15.64.2.4. **Interagency Training.** This training may be needed if agency sources are not adequate to meet identified training needs. Interagency training includes all training sponsored by other US government agencies. OPM, the US Departments of Army and Navy, and the US Departments of Labor and Agriculture are just a few sources from which to obtain training.

15.64.2.5. **Nongovernmental Training.** Federal regulations require agencies to consider and select government training sources before turning to nongovernment alternatives. However, nongovernment sources may be considered when agency or interagency courses cannot satisfy the training need or when nongovernment training is more advantageous. Nongovernment sources incorporate a wide range of seminars, conferences, courses, and workshops, as well as curricula offered by private educational institutions.

15.65. Performance, Conduct, and Discipline:

15.65.1. **Performance Planning, Appraisals, and Awards for Non-NSPS Employees.**

The employee is advised of the duties and responsibilities of the job and the supervisor's performance expectations in their CPD. Employees are given annual appraisals on how well they perform their duties. Supervisors may reward employees for performing their duties well. A performance award is a management option to recognize high performance.

15.65.1.1. Supervisors set the performance elements (duties and tasks) for the civilian employees they supervise. In developing an employee's performance elements, supervisors determine the major and important requirements of the employee's job based on the employee's direct contribution to the organization's or work unit's objectives.

15.65.1.2. Performance standards prescribe how a particular element or duty is to be accomplished. Set by supervisors, the standards must reflect levels necessary for acceptable performance. When possible, supervisors should identify observable behaviors that lead to success on the job. **Note:** Elements and standards are documented in writing on AF IMT 860, *Civilian Performance Plan*, if a CPD is not used.

15.65.1.3. 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 the employee's performance of each element and rate the performance against each element's standards and then render an overall summary rating. AFI 36-1001, *Managing the Civilian Performance Program*, provides guidance for evaluating civilian employee performance for GS and FWS employees.

15.65.1.4. Performance awards (performance cash award, time-off award, and quality step increase) can be used as tools to motivate GS and FWS 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. Employees cannot grieve management decisions regarding performance awards. For NSPS employees, management may use performance payout or a bonus to recognize employees for their performance.

15.65.1.5. Poor performance must be corrected. Employees who fail one or more performance elements are given an opportunity to improve. Causes for poor performance are identified (medical conditions, training deficiencies, etc.). However, if performance does not improve to a satisfactory level, the employee is removed from the position. Placement in another position at the same or lower grade is possible. Separation from civilian employment is also possible.

15.65.2. **Personal Conduct:**

15.65.2.1. **Standards of Conduct.** AFI 36-703, *Civilian Conduct and Responsibility*, and the DoD 5500.7-R, *Joint Ethics Regulation*, cover activities that are mandatory for civilian employees and activities that are prohibited. Employees are required to comply with standards of conduct in all official matters. 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*.

15.65.2.2. **Required Activities.** Among required activities are: 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 and complying with reasonable dress and grooming standards; and maintaining professional relationships with fellow workers, subordinates, and supervisors.

15.65.2.3. **Prohibited Actions.** Prohibited actions follow the guidance in Federal laws and government-wide regulations as well as DoD and Air Force instructions. 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 off-duty behavior that reflects adversely on Air Force employment are among the prohibited activities. The Air Force does not attempt to list all possible forms of improper conduct but warns employees that misconduct will not be tolerated.

15.65.3. **Discipline:**

15.65.3.1. Disciplinary action is taken to correct an employee's misconduct or performance when the employee can control the essentials of the performance problems and has the skills, knowledge, and capacity to perform well but is unwilling to do so. The guidance is found in AFI 36-704, *Discipline and Adverse Actions*.

15.65.3.2. The Air Force goal in the area of civilian discipline is to maintain a constructive work environment. If a disciplinary or adverse action must be taken against a civilian employee, it must be done without regard to race, color, religion, sex, national origin, age, disability, or other factors (such as marital status or politics). Actions based on an employee's inability to perform because of a physical or mental disability should only be taken when the employee's disability cannot be reasonably accommodated.

15.65.3.3. The employee must receive advance notice of impending actions. Disciplinary or adverse actions must be prompt and equitable and comply with the intent and letter of all governing requirements, and respect must be given to the private nature of the actions.

15.65.3.4. Proper administration of discipline is a chief concern of labor organizations representing Air Force employees. Procedures governing disciplinary and adverse actions are common features of most Air Force labor agreements. Moreover, a basic tenet of Federal labor relations law states that an employee who is a member of a bargaining unit has a right to union representation, upon the employee's request, during an investigatory interview where the employee reasonably believes disciplinary action may result from the interview.

15.65.3.5. The oral admonishment—the least severe disciplinary action—is often adequate to affect improvement or correction of work habits or behavior. For significant misconduct or repeated infractions, a written reprimand may be an appropriate penalty. Written reprimands are recorded in the employee's personnel record for a specified period as directed by AFI 36-704 or an applicable negotiated labor-management contract.

15.65.3.6. Suspension is a disciplinary action that may be imposed for more serious infractions when the situation indicates that a lesser penalty is not adequate. A suspension is a particularly severe disciplinary action that places the employee in a nonpay and nonduty status, usually for a specific length of time. Employees accused of serious crime may be suspended indefinitely until criminal justice is complete.

15.65.3.7. For employees who have received oral admonishments, written reprimands, or suspensions and whose behavior continues to be inappropriate, or for such a onetime egregious event of misconduct, removal may occur. Like all other disciplinary actions, the supervisor must ensure it is warranted and well documented. Reprimands, suspensions, and removals must be coordinated with the CPF and the staff judge advocate (SJA) so a procedural violation or an administrative oversight does not jeopardize a valid disciplinary action.

15.66. Equal Employment Opportunity (EEO):

15.66.1. The Air Force divides civilian EEO responsibilities between CPFs and wing-level EEO discrimination offices. CPFs lead efforts to improve workforce representation by minorities and women and to improve employment opportunities for people with disabilities.

15.66.2. EEO managers lead efforts to resolve informal complaints of discrimination based on race, color, religion, sex (to include sexual harassment), national origin, age, or disability. If not resolved at the informal stage, EEO complaints are investigated by the DoD Civilian Personnel Management Service, Investigations and Resolutions Division (IRD). Appeals to the US Equal Employment Opportunity Commission (EEOC) or suits in Federal court are possible if the final Air Force decision is not accepted by the complainant.

15.67. Working Conditions:

15.67.1. **Pay:**

15.67.1.1. Civilian employees are paid every 2 weeks. GS and NSPS employee pay is expressed as an annual salary. High cost areas have higher GS and NSPS pay rates. All GS and NSPS pay rates in the United States include locality pay. GS and NSPS pay rates overseas do not include locality pay and are approximately 10 percent lower than US rates. All GS and NSPS pay scales are increased each year in January.

15.67.1.2. The FWS consists of wage grade (WG), wage leader (WL), and wage supervisor (WS). The FWS pay is expressed as hourly wage rates. FWS rates vary more between local areas than GS and NSPS rates. FWS rates are also increased annually but on an area-by-area basis throughout the year.

15.67.1.3. Both GS and FWS have steps in each grade. Employees progress through the steps via longevity. The GS grades have 10 steps. Within grade or step increases start at 1-year intervals, but slow to 3-year intervals in the higher steps. FWS grades have five steps. FWS within grade increases start at 6-month intervals and slow to 2-year intervals. There are no grades or steps in NSPS.

15.67.1.4. Pay for overtime is at time and a half or 1.5 times base pay. Overtime pay for GS employees is capped at 1.5 times the GS-10 step 1 pay rate; for employees with rates of basic pay greater than the basic pay for GS-10, step 1, the overtime hourly rate is the **greater** of either the hourly rate of basic pay for GS-10, step 1, multiplied by 1.5, or the employee's hourly rate of basic pay. An hour of compensatory time is earned for each hour of overtime. Work at night, on Sunday, and on a Federal holiday earns extra pay.

15.67.1.5. NSPS pay bands cover a wide salary range, with minimum and maximum rates set based on national labor market factors and conditions. These open pay ranges allow DoD components the flexibility to pay employees at the level necessary to be competitive in the applicable (e.g., local, regional) marketplace.

15.67.2. **Work Hours:**

15.67.2.1. Civilian work hours are more precisely defined and less flexible than those of active duty military personnel. 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. Normally, this is five 8-hour days, Monday through Friday. Uncommon tours of duty (a 40-hour basic workweek that includes Saturday and (or) Sunday or fewer than 5 days, but not more than 6 days of a 7-day administrative workweek) are authorized when necessary for mission accomplishments.

15.67.2.2. 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 9-hour days each week, an 8-hour day in 1 week, and a regular day off in the other week. AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observances,* covers work scheduling.

15.67.3. **Absence and Leave:**

15.67.3.1. 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. Annual leave accumulation is capped at 30 days for most GS and NSPS and FWS employees. Employees working overseas can accumulate 45 days. There is no cap on sick leave accumulation.

15.67.3.2. 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 usually 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. 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.

15.67.3.3. Absence for jury duty, 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. Absence and leave are covered in AFI 36-815, *Absence and Leave.*

15.68. Unions in the Air Force:

15.68.1. Approximately 70 percent of Air Force civilian employees are covered by labor agreements between unions and installations or MAJCOMs. As such, they are members of the bargaining unit, even if they are not dues-paying union members. (In many cases, dues-paying members are the minority of the bargaining unit.) Unions have legal status under Federal law. Guidance is included in AFI 36-701, *Labor Management Relations.*

15.68.2. A labor relations officer (LRO) or specialist in the CPF is the usual liaison between supervisors and other management officials and union officials. The job can be full-time or part of a larger assignment. The LRO 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.

15.68.3. A variety of union officials may act for, and make commitments for, unions. These include elected officers such as the president, vice presidents, and treasurers; and appointed officials such as stewards and union delegates to special meetings or projects. As part of a democratic organization, the union official may be required to present issues to a committee, such as a bargaining committee for approval. At other times, the official may have been delegated authority to make commitments. One of the duties of union officials is to raise employee concerns in the early stages of policy formulation and to resolve employee complaints. Managers should strive to work with union officials, particularly where grievances have been filed, in a professional, nondefensive manner.

15.68.4. Management and union representatives negotiate labor agreements (union contracts) covering grievance procedures, use of official time for union matters, use of Air Force resources by unions such as office space, telephone, and computers, and other local or MAJCOM-wide items of interest. These contracts bind both sides with disagreements subject to interpretation by parties outside DoD and Air Force. Contracts do not cover pay, benefits, or other matters governed by Federal laws and government-wide regulations. However, revised Air Force instructions that differ from provisions in a union contract may need to be negotiated. In recent years, civilian performance appraisal changes were not implemented at some installations until conclusion of lengthy negotiations between management and unions.

15.69. Dispute Resolution:

15.69.1. Civilian employees have a variety of avenues to use in resolving disputes. Union contracts always include a negotiated grievance procedure that must 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). Formal grievances follow two or more steps before one side (usually the union) decides to refer the dispute to a paid, outside arbitrator. Costs are usually shared equally by the union and management, so union decisions to pursue arbitration are not routine. Subject to challenge on points of law or contract terms, arbitrators' decisions are final.

15.69.2. Supervisors, managers, and professional employees who are not members of the bargaining unit follow different grievance procedures. AFI 36-1203, *Administrative Grievance System,* covers the administrative grievance process. Administrative grievances are decided by Air Force officials, usually the installation commander or designee, although outside factfinders may be used at management's option. NSPS employees must follow a reconsideration process when disputing a performance appraisal.

15.69.3. A number of personnel decisions, for example, nonselection for promotion and performance recognition, are excluded from administrative grievances and most negotiated grievance procedures. Appeals of adverse actions covered by legal appeal rights are also excluded from grievances. The Merit System Protection Board (MSPB) hears appeals of suspensions without pay of 14 days, demotions (change to lower grade), and removals. Disputes pursued as grievances cannot be duplicated as EEO complaints and vice versa. Appeals of adverse actions that include allegations of discrimination may be reviewed by both MSPB and EEOC.

15.69.4. A different route is taken to resolve disputes between a union and management concerning union activities. The Federal Labor Relations Authority investigates charges of Unfair Labor Practice (ULP) brought by either union or management. The union files most ULP charges when managers or supervisors are accused of changing working conditions or calling formal meetings without proper communications; if found guilty, management may be required to revert back to the previous working condition. And the commander of the organization, including a wing commander, can be required to post an apology on employee bulletin boards.

15.70. The National Security Personnel System:

15.70.1. NSPS is the DoD flexible and responsive civilian management system that values performance and contribution, encourages communication, supports broader skill development, and promotes excellence in the workplace. NSPS modernizes a 50-year-old civil service system, allowing DoD to better attract, recruit, retain, compensate, reward, and manage employees. The system focuses on people, performance, and employment decisions that are cost effective and best for business practice.

15.70.2. To allow ample opportunity for training and program evaluation, employees have been, or will be, converted into NSPS over a period of time in "spirals." Nonbargaining employees converted initially. Bargaining unit employees (with the exclusion of all Federal Wage System employees) will convert in future spirals.

15.70.3. The NSPS performance management system promotes a performance culture in which the performance and contributions of the workforce are recognized and rewarded more accurately and fully. Performance is an ongoing process comprised of five phases: plan, monitor, develop, rate, and reward.

15.70.3.1. **Plan Phase.** During this phase supervisors, with input from employees, develop performance plans. These plans describe what the employee is expected to achieve (measurable job objectives) and how the employee will achieve these results (contributing factors) during the appraisal cycle.

15.70.3.2. **Monitor Phase.** Employees and supervisors work together to monitor performance. Frequent, ongoing communication ensures there is a shared understanding about what is working and what is not, and the performance plan accurately reflects the major performance expectations. Along with ongoing monitoring activities, there is one required event—an interim review. Typically, an interim review occurs midway through the performance cycle. During this activity, employees and supervisors should discuss the employee's performance to date, document the conversation, and make adjustments to the plans, if necessary.

15.70.3.3. **Develop Phase.** Developing performance is integrated into the performance management process. Along with meaningful performance-related discussions that help reinforce employee strengths and correct weaknesses, discussing developmental opportunities occurs during the develop phase. Professional or technical development opportunities further enhance an employee's contribution to the organization's mission and assist with achieving career goals. Developmental opportunities may include training, mentoring, and coaching.

15.70.3.4. **Rate Phase.** Employee performance is rated based on two factors. First, the employee is rated on what was accomplished. Each job objective is rated between 1 and 5 using the "measuring stick" of the NSPS performance indicator appropriate to an employee's pay schedule and pay band. Second, the rating official determines how the contributing factors overall influenced the performance of the associated job objective and indicates whether it increases the job objective rating by a factor of 1, decreases the rating by a factor of 1, or has no effect (0).

15.70.3.4.1. Combining the job objective rating and contributing factor assessment (expressed as +1, 0, or –1) results in an adjusted rating for each job objective.

15.70.3.4.2. The adjusted rating of each job objective is averaged to determine the recommended rating of record.

15.70.3.5. **Reward Phase.** During the reward phase, supervisors, based on the recommended rating of record, are responsible for recommending number of shares and payout distribution.

15.70.3.5.1. This information is provided to pay pool panels responsible for reviewing the recommended ratings of record, share assignments and payout distributions, and making final determinations.

15.70.3.5.2. When the pay pool process is completed, supervisors are informed of the final rating and payout decisions. In turn, supervisors meet with employees to discuss the results.

15.70.4. Employees are advised of their duties and responsibilities of the job in their written job objectives. NSPS employees are given job objectives on DD Form 2906, *Performance Plan Interim Review(s)/Closeout Assessment Annual Performance Appraisal*, and these objectives should be linked to the organization's goals and missions. Job objectives should be clear, concise, measurable statements that describe the specifics of what the supervisor needs the employee to employees plan to accomplish during the year. While the number of job objectives established depends on the nature of individual work, employees typically have between one and eight job objectives. When employees write their job objectives, ensure they meet the requirements identified in Figure 15.5 and keep the following things in mind.

15.70.4.1. This should not be complicated.

15.70.4.2. This is not about being a good writer—it is about supervisors and employees effectively documenting what they want to accomplish during the year.

15.70.4.3. This is an opportunity for supervisors and employees to discuss what they should be focusing on during the year so there is a shared understanding of expectations.

15.70.4.4. This is a chance for supervisors to help employees think about what they want to do with their career and what opportunities they need to take advantage of to acquire the knowledge, skills, and abilities they need to progress.

15.70.4.5. Supervisors should be preparing for the individual-performance meeting that generally occurs at the beginning of the performance cycle.

15.70.4.5.1. The information within the job objectives is provided to pay pool panels responsible for reviewing the recommended ratings of record, share assignments and payout distributions, and making final determinations.

15.70.4.5.2. Payout distributions can be in the form of base salary increase, bonuses, or a combination of both.

Figure 15.5. Writing Performance Objectives.

Specific – objectives should describe what you expect to be accomplish **Measurable** – employees should have some way to demonstrate their accomplishments **Achievable** – objectives should align with the organization's goals and mission **Realistic** – objectives should be something obtainable **Timely** – objectives should identify realistic time frames

15.70.5. Understanding the linkage between organizational goals and objectives and individual performance is key to implementing the NSPS performance-management system. Supervisors are responsible for ensuring employees understand NSPS and their involvement in the performance-management process. Give employees an idea of how the work and performance relate to the organization and mission, which starts with analyzing the work that everyone performs. Do the employees focus on the right type of work? Can the supervisor identify the relationship between what their employees do and how this helps the organization achieve its mission? Is the work properly aligned? By taking time to assess what employees are doing, supervisors can focus on high-value tasks and eliminate low-value tasks, where possible. Identifying gaps and redundancies will maximize individual performance and give supervisors a picture of how each individual contributes to the success of the organization. This information also provides the foundation for supervisors and employees to develop performance plans.

15.70.6. For additional information and the latest updates, visit: http://www.cpms.osd.mil/nsps/, and DoDM 1400.25/AFMAN 36-115, *National Security Personnel System.*

15.71. Conclusion:

15.71.1. The Air Force mission requires our military members to be prepared for service at all times. Mission support organizations ensure each Airman's family is taken care of; pay and entitlements are properly addressed; and their individual rights are secured. This chapter included information on manpower management, enlisted assignments, family care, reenlistment and retraining opportunities, benefits and services, personnel records and individual rights, the awards and decorations program, and the Airman promotion system.

15.71.2. This chapter continued with the SNCO Promotion Program; manpower management identifying how manpower requirements are quantified and how supervisors initiate changes; and competitive sourcing's purpose of maximizing cost-effectiveness, efficiency and enhance mission capability by taking advantage of services available through the private commercial sector. This chapter introduced civilian personnel management covering such areas as job descriptions, filling positions, training, performance, conduct, and discipline; and working conditions, EEO working conditions, unions and the new NSPS. SNCOs require a basic understanding of the subject areas to effectively lead.

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Chapter 16

WING SUPPORT

Section 16A—Overview

16.1. Introduction.

Wing support is comprised of ever-growing self-service technology, as well as men and women who ensure Airmen are ready for mission accomplishment. Programs encompassed include, but are not limited to, the Air Force Portal, military pay and allowances, leave management, LeaveWeb, military equal opportunity (MEO), legal services, ground safety, operational risk management (ORM), and procedures for prevention of and response to sexual assault. These available services make Airmen ready to focus on the mission versus personal issues.

Section 16B—Air Force Portal

16.2. Air Force Portal Simplifies Access:

16.2.1. In 2000, the US Air Force launched the Air Force Portal to simplify access to information. The mission of the Air Force Portal is to provide ready access to the latest online information and services. Since it was first introduced, the Air Force Portal has changed the way we do business. Everyday this technology helps us connect, collaborate, and perform our duties in service to our nation. Access is available anytime, anywhere, from any Internet-connected computer whether at home, at the office, or deployed. The Air Force Portal has become an important Internet destination for the Air Force.

16.2.2. The Air Force Portal provides a single point of entry to Web-based information, self-service applications, collaboration tools, and combat support systems, all without a separate user identification and password. You have access to key applications like information protection training, myPay, Air Force virtual education center, Air Force fitness management system, virtual military personnel flight (vMPF), and many more. On the library page, you can access online periodicals, do research, and find valuable training and education materials. The Portal is the entry point to the Global Combat Support System (GCSS-AF). The goal of GCSS-AF is to provide timely, accurate, and trusted combat support information to joint and Air Force commanders at all echelons.

16.2.3. There is tremendous growth with the number of registered users quickly approaching 850,000 and serving over 6 million Web pages every day. It's all there—information, collaboration, and applications—so you can do your job, manage your career, and live your life in the Air Force.

Section 16C—Military Pay, Allowances, and Entitlements

16.3. Military Pay and Allowances.

DoD 7000.14-R, Volume 7A, *Military Pay Policy and Procedures—Active Duty and Reserve Pay,* and AFMAN 65-116, Volume 1, *Defense Joint Military Pay System Active Component (DJMS-AC) FSO Procedures*, contain guidance on pay and allowances and related entitlements.

16.3.1. **Military (Basic) Pay:**

16.3.1.1. Basic pay is the fundamental component of military pay; typically, it is the largest component of a member's pay. Except during periods of unauthorized absence, excess leave, and confinement after an enlistment expires, every member is entitled to basic pay while on active duty. Annual military pay raises are linked to increases in private sector wages, as measured by the employment cost index. The annual military pay raise was capped at one-half percent below private-sector growth unless specifically granted a larger increase by Congress. Pay raises beginning in 2007 are to be equal to the increase in the employment cost index. Pay raises may exceed these automatic levels if authorized and funded by Congress.

16.3.1.2. Grade and length of military service determine the actual rate of basic pay. Military pay date is important because it determines the length of service for pay purposes. In general, the pay date should be the same date the individual entered on active duty if he or she had no prior service before entering the Air Force. However, if the individual previously served in certain governmental agencies or enlisted under the Delayed Enlistment Program before 1 January 1985, the Air Force adjusts the pay date to reflect credit for these periods. On the other hand, periods of absence without leave (AWOL), desertion, and sickness or injury due to personal misconduct will result in negative pay date adjustments.

16.3.2. **Leave and Earnings Statement (LES).**

DFAS Form 702, *Defense Finance and Accounting Service Leave and Earnings Statement*, is a comprehensive statement of a member's entitlements, deductions, allotments, leave information, tax-withholding information, and Thrift Savings Plan (TSP) information. Verify and keep your LES each month. If your pay varies significantly and you don't understand why or if you have any questions, consult your finance office. The LES is available electronically, and members use the myPay system to view the LES as well as to initiate changes to selected items affecting their pay.

16.4. Military Allowances and Entitlements.

Allowances are monies 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, the quantity of government housing is not sufficient to house all military members and their families. Those who live in government housing do not receive full housing allowances. Those who do not live in government housing receive allowances to assist in obtaining commercial housing. The most common allowances are basic allowance for subsistence (BAS) and basic allowance for housing (BAH). A majority of the force receives both of these allowances, and in many cases, these allowances comprise a significant portion of the member's total pay. Most allowances are not taxable, which is an additional embedded benefit of military pay.

16.4.1. **BAS.**

BAS is a non-taxable allowance used to offset the cost of the service member's meals. Members assigned to single-type government quarters at their permanent duty station (PDS) are required to eat in the government dining facilities, receive BAS, and are charged the discounted meal rate which is deducted from their pay. When certified by the commanding officer or their designee, members are allowed to claim reimbursement for missed meals.

16.4.2. **Housing Allowances.**

Housing allowances are based on member's grade, dependency status and location. The location determines whether the allowance is BAH or overseas housing allowance (OHA).

16.4.2.1. **BAH.** The intent of BAH is to provide uniformed service members accurate and equitable housing compensation based on housing costs in local civilian housing markets and is payable when government quarters are not provided. Based on the BAH legislation, members of each grade receiving the median allowance will have zero out-of pocket expense. BAH is paid incident to assignments to a PDS in the United States and is based on median cost, not actual expense. The Secretary of Defense (SECDEF) achieved his commitment to reduce out-of-pocket expense in 2005. Members residing in family-type government quarters are not entitled to BAH. Many Air Force installations are privatizing their quarters, meaning that private contractors are taking over much of the previously Air Force-owned-and-operated family housing. Members in these privatized quarters are entitled to BAH, and the rental agreement requires a rent amount equal to the BAH entitlement paid via allotment. Members without dependents residing in government single-type quarters are entitled to partial BAH 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 basic allowance for housing differential (BAH-DIFF). The LES displays the BAH rate below the heading ENTITLEMENTS, listed as BAH. The PAY DATA portion of the LES shows the BAH type and BAH dependents, as well as other housing-related data.

16.4.2.2. **OHA.** OHA is a cost reimbursement-based allowance to help defray housing costs incident to assignments to a PDS outside the United States. Members are reimbursed actual rental costs not to exceed the maximum OHA rate for each locality and grade. There are two types of allowances paid under OHA: Move-in housing allowance (MIHA) and monthly OHA including a utility/recurring maintenance allowance. The location MIHA (for those who qualify) is based on the average "move-in" costs for members. The monthly OHA is the rent, up to the rental allowance at a PDS, plus the utility/recurring maintenance allowance.

16.4.3. **Clothing Replacement Allowance (CRA).**

Enlisted military members receive an annual allowance to help maintain, repair, and replace initial issue uniform items as it becomes necessary. There are two types of CRA: CRA Basic, a preliminary replacement allowance paid annually between the 6th and 36th month of active duty; and CRA Standard, an allowance that automatically replaces CRA Basic after 36 months of active duty. Entitlement to either allowance depends on the individual's "entered on active duty date" in his or her master military pay account. This

allowance is paid on or near the anniversary date of active duty and appears on the LES opposite CLOTHING under the ENTITLEMENTS heading.

16.4.4. **Family Separation Allowance (FSA) and Family Separation Housing Allowance (FSH).**

FSA and FSH are two types of allowances payable to members. Both types are payable in addition to any other allowance or per diem to which a member may be entitled. A member may qualify for FSA and FSH for the same period. In this case, concurrent payment of both types is authorized. A member, however, may not receive more than one payment of FSA for the same period, even though qualified for FSA-R (restricted) and FSA-S (serving on ships) or FSA-T (temporary).

16.4.4.1. **FSA.** The purpose of FSA is to compensate qualified members serving inside or outside the United States for added expenses incurred because of an enforced family separation. FSA has three different categories: FSA-R, FSA-S, and FSA-T. Members are eligible for FSA-R if transportation of dependents, including dependents acquired after effective date of orders, is not authorized at government expense, and the dependents do not live in the vicinity of the member's PDS. FSA-S applies to members serving on ships away from the homeport continuously for more than 30 days. A member is eligible for FSA-T if the member is on temporary duty (TDY) away from the permanent station continuously for more than 30 days, and the member's dependents are not residing at or near the TDY station. This includes members required to perform a period of the TDY before reporting to their initial station of assignment.

16.4.4.2. **FSH.** The purpose of FSH is to pay a member for added housing expenses resulting from enforced separation from dependents. It is not payable under any condition to a member permanently assigned to a duty station in Hawaii or to any duty station under permissive orders. FSH is payable to each member with dependents who is on permanent duty outside the United States or in Alaska and meets all of the certain conditions. For additional guidance, consult Joint Federal Travel Regulation (JFTR), Volume 1, Chapter 10.

16.4.5. **Station Allowances Outside the United States.**

The aim of overseas-station allowances is to help defray the higher than normal cost of living or cost in procuring housing in overseas areas. Allowances the DoD authorizes only at certain overseas locations 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.

16.4.6. **Family Subsistence Supplemental Allowance (FSSA).**

The FSSA program increases the BAS of a service member to remove the member's household from eligibility under the United States Department of Agriculture Food Stamp Program. The FSSA is a monthly entitlement paid in whole dollars, equal to the amount required to bring the member's household income to 130 percent of the Federal poverty line but not to exceed $500.

16.5. Special and Incentive Pay.

A number of special and incentive pays recognize certain aspects of duty, to include hazardous duty incentive pay, imminent danger pay, special duty assignment pay, enlisted flying duty incentive pay, and foreign language proficiency pay. Also included are enlistment and reenlistment bonuses.

16.6. Deductions.

The two general categories of payroll deductions are involuntary and voluntary deductions.

16.6.1. **Involuntary Deductions.**

Involuntary deductions include:

16.6.1.1. **Withholding Income Tax:**

16.6.1.1.1. DoD 7000.14-R, Volume 7A, Chapter 44, outlines specific taxable and nontaxable items. Basic pay is considered income for Federal and state income tax purposes. Incentive pay, special pay, lump-sum payment of accrued leave, and separation pay may or may not be taxable. The taxable value of certain noncash fringe benefits, in excess of statutory limitations, provided to some members is also subject to Federal and applicable state income taxes. Allowances considered nontaxable on 9 September 1986 remain nontaxable. For example, BAS remains nontaxable.

16.6.1.1.2. 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. Defense Finance and Accounting Service (DFAS) is responsible for ensuring the LES provides the necessary pay and entitlement information.

16.6.1.2. **Federal Insurance Contributions Act (FICA) Taxes.** The 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.

16.6.1.3. **Federal Income Tax Withholding (FITW).** FITW is used to provide for national programs such as defense, community development, and law enforcement. The FITW complies with the Treasury Department Circular E as implemented in Military Service directives. A member may authorize an additional monthly amount of FITW.

16.6.1.4. **State Income Tax Withholding (SITW).** The tax laws of the State of which the member is a legal resident determines whether the member must pay State taxes. 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.

16.6.1.5. **Armed Forces Retirement Home (AFRH).** Monthly deductions, up to a maximum of $1, are set by the SECDEF after consulting with the AFRH Board. The money helps support the United States Soldiers' and Airmen's Home and the Naval Home.

16.6.2. **Voluntary Deductions:**

16.6.2.1. Military members may establish voluntary deductions such as allotments to help administer their personal finances. Each member may have up to six purely discretionary allotments covering a variety of financial obligations, such as repayment of home loans, automobile loans, and loans from debt consolidation companies. Members may also have an allotment for a personal savings program, support of family members, and payment of insurance premiums. However, there can be no more than one discretionary allotment to the same allottee. Nondiscretionary allotments have limited uses, such as bonds, charitable contributions, child or spousal support, commercial debts, and for delinquent travel charge card debt.

16.6.2.2. To allow for sufficient processing time, allotments should be requested about 30 days before the desired month. Occasionally, an allotment transaction may occur after the cutoff date for the midmonth payday. This will result in the entire amount of the allotment being deducted from the end-of-month pay. Normally, if paid twice a month, the allotment is deducted in equal amounts from the midmonth and end-of-month pay. If the individual receives pay once a month, the entire amount is deducted from the monthly paycheck. There are certain cutoff dates that affect when allotments can be processed. Contact your local finance office for assistance.

16.6.2.3. Effective 1 September 2005, Public Law increased the maximum amount of Servicemembers' Group Life Insurance (SGLI) coverage from $250,000 to $400,000. SGLI automatically insures an eligible member against death when the member is performing active duty or active duty for 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. There is a monthly deduction for spousal coverage: the amount of the deduction depends 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. The military personnel flight (MPF) is the office of primary responsibility for administering the program.

16.7. Military Pay Schedules:

16.7.1. **Regular Payments.**

Military members are paid on a monthly basis with the option to receive payments once or twice per month. Members receive a statement of net pay and the financial organization to which it was sent at midmonth (if receiving a payment) and a comprehensive statement of pay, the LES, at the end of the month. These statements are created centrally by DFAS and may be viewed by the member via the myPay system. Military members must understand the pay system has cutoff dates that affect updates to their pay. The cutoff date is the day when the DFAS stops processing transactions against pay accounts so the regular payroll process can begin. The cutoff is necessary to compute, prepare, and transfer funds. While the cutoff dates fluctuate from month to month, they're generally around the 6th for the midmonth payday and the 20th for the end-of-month payday.

16.7.2. **Local, Partial, and Emergency Partial Payments.**

These 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. Under extenuating circumstances, a stateside member may receive an emergency partial payment if the payment is deemed time sensitive and required within 24 hours due to an unforeseen set of circumstances. The member's commander may authorize immediate cash payments up to the amount of accrued entitlement to date when deemed appropriate to the mission.

16.7.3. **Permanent Change of Station (PCS) Advance Payments.**

Advance payments provide members with funds to meet extraordinary expenses incident to a government-ordered relocation. A PCS advance payment is an advance of up to 3 months of basic pay, less the mandatory deductions of FICA, FITW, SITW, Air Force Retirement Home, and all known debts currently being deducted. A1Cs and below must have the approval of their immediate commander for advance pay. If the desired repayment period is greater than 12 months or the amount requested is greater than 1 month's basic pay, then all members must have the approval of their immediate commander. **Note:** Repayment periods greater than 12 months are only approved in cases of financial hardship.

16.8. Permanent Change of Station Allowances:

16.8.1. **Transportation Allowance.**

When military members go PCS, they may receive a variety of travel allowances. Some of these allowances include:

16.8.1.1. **Government-procured Transportation.** Available US flag air carriers shall be used for all commercial foreign air transportation of persons and property when air travel is funded by the US Government. When the order-issuing official determines US flag air carriers are unavailable, commercial foreign air transportation on a noncertificated air carrier may be authorized and approved. Documentation explaining why US flag 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 regulations, 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.

16.8.1.2. **Use of Privately Owned Conveyance.** Uniformed Service policy is to authorize/approve (as distinguished from permit) POC 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 is authorized for privately owned conveyance over the most direct route between the stations involved. The member is also authorized a flat per diem at the standard continental United States (CONUS) rate for each PCS travel day between authorized points, up to the allowable travel time.

16.8.1.3. **Personally Procured Transportation.** DoD policy mandates the use of the commercial travel office (CTO) for all official transportation requirements. A member who, despite the DoD policy, procures common carrier transportation at personal expense for official travel is authorized reimbursement 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. Commands/units are expected to take appropriate disciplinary action when a member and (or) an approving official fail to follow the regulations concerning CTO use. Consult the JFTR for additional information.

16.8.1.4. **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 JFTR. The local finance office can provide specific guidance.

16.8.2. **Dependent Travel.**

A military member receives monetary allowance in lieu of transportation (MALT) and flat rate per diem for the official distance dependents travel with him or her by privately owned vehicle (POV). 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 place within the CONUS the member designates. With special approval, dependents may move outside the CONUS.

16.8.3. **Dislocation Allowance.**

This allowance is paid at a rate determined by the SECDEF. It is 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 PDS.

16.8.4. **Temporary Lodging Expense (TLE) and Temporary Lodging Allowance (TLA).**

A member arriving or departing PCS at a location within the CONUS may receive TLE to help defray the added living expenses incurred while occupying temporary lodging. A member arriving or departing PCS at a location outside the CONUS may receive TLA to help defray the added living expenses incurred while occupying temporary lodging.

16.8.5. **Shipment of Household Goods (HHG).**

A member experiencing a PCS move may ship HHGs within certain weight limitations at government expense. Authorized weight allowances normally depend on the grade of the member and whether he or she has dependents. A member may be reimbursed for personally arranging for the shipment of HHGs. Claims should be prepared and submitted according to Service regulations. The government's cost limit is based on the member's maximum HHGs weight allowance (that is, if the member transports HHGs in excess of the authorized weight allowance, all payments are based on the authorized weight allowance).

16.8.6. **Shipment of Unaccompanied Baggage.**

This provision refers to the portion of the PCS weight allowance members can ship by air transportation. Members may ship a maximum of 1,000 pounds (net).

16.8.7. **Shipment of POV.**

When authorized, members may ship one POV at government expense when ordered to go on a PCS to, from, or between locations overseas. POV storage may be provided when shipment is prohibited or restricted.

16.8.8. **Mobile Home Shipment.**

Members who own a mobile home should contact the traffic management office to arrange for its transportation. In certain circumstances, members may arrange or contract personally for the movement of the mobile home. Shipment of a mobile home precludes entitlement to ship unaccompanied baggage and household goods.

16.9. Temporary Duty Entitlements:

16.9.1. **Per Diem.**

This allowance helps defray the cost of quarters, meals, and incidentals, such as tips to waiters and money for laundry and dry cleaning. TDY per diem rates depend on the TDY 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.

16.9.2. **Transportation.**

Policy mandates that uniformed service members use available CTOs 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. The member may drive a POV and be reimbursed mileage if authorized by the orders issuing authority.

16.9.3. **Miscellaneous Reimbursable Expenses.**

Reimbursable expenses include lodging taxes (United States and possessions only); tips for baggage handling at airports; official telephone calls; travel from home or place of lodging to the servicing transportation terminal by either taxi, limousine, bus, or POV; fees for traveler's checks, passports, and visas; and rental vehicles when authorized on travel orders.

16.9.4. **TDY Expenses:**

16.9.4.1. When the TDY is completed, the traveler is responsible for electronically filing a voucher or preparing his or her DD Form 1351-2, *Travel Voucher or Subvoucher*, to claim reimbursement for official travel. Even when someone else prepares the voucher, the traveler is responsible for the truth and accuracy of the information. When the traveler signs the form (and this signature authority must never be delegated), he or she attests that the statements are true and complete and that he or she is aware of the liability for filing a false claim. All claims and attached statements shall be completed using ink, typewriter, or computer-generated forms. The member is expected to pay the amount billed from the travel card company upon receipt of the monthly statement.

16.9.4.2. Electronic funds transfer (EFT) is the mandatory means by which a travel claim is settled. Supervisors may authorize alternate methods of payment in limited situations where the traveler does not have access to an account at a financial institution that can receive EFT transmissions. Split disbursement—which permits direct payment via EFT to the travel card contractor for charges incurred on the travel card and to the cardholder for any residual amount—shall be made available to travelers as a payment option. This payment option enables travelers to elect a split disbursement for the amount of money to be forwarded to the card contractor. In cases where the traveler is TDY for 45 days or more, he or she shall file an interim voucher every 30 days and utilize split disbursement to pay the bill. An extended TDY trip is no excuse for late payment of the bill.

16.10. The Government Travel Card Program:

16.10.1. **Purpose.**

The travel card program is intended to facilitate and standardize the use by DoD travelers of 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 DoD cash management, reduce DoD and traveler administrative workloads, and facilitate better service to DoD travelers. In addition, because of the refund feature of the travel card program, the program results in cost savings for the Department.

16.10.2. **Agency Program Coordinators (APC).**

APCs are appointed in writing, act on behalf of the unit commander, and are responsible for program execution and management of the day-to-day operations for their component's DoD travel card program. Each APC, in conjunction with the card contractor, maintains an up-to-date list of all current cardholders and accounts to include information such as account names, account numbers, addresses, and telephone numbers.

16.10.3. **Card Use.**

Unless otherwise exempted, all DoD personnel are required to use the government-sponsored, contractor-issued 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. The cardholder, while in a travel status, may use the card for nonreimbursable 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 and are reasonable.

16.10.3.1. Government travel charge cardholders shall obtain cash, as authorized, through automated teller machines (ATM), rather than obtaining cash advances from a DoD disbursing officer.

16.10.3.2. Travelers may use the travel card at a specified network of ATMs to obtain cash needed to pay for "out-of-pocket" travel-related expenses. The card contractor shall assign a personal identification number (PIN) to each cardholder, together with card issuance to permit ATM access. **Note:** The PIN is unique to the specific card and must be safeguarded. ATM advances shall not be obtained earlier than 3 working days before scheduled travel and are limited to authorized expenses exempt from mandatory card usage (meals, incidentals, miscellaneous expenses, etc.). The card contractor will charge the cardholder a transaction fee for ATM use. This includes International Transaction Fees made as a result of any foreign currency conversion. These charges, which appear on the cardholder's billing statement, are reimbursable expenses. In addition, some banks charge a service fee for ATM access. This fee is also reimbursable.

16.10.4. **Card Abuse.**

Commanders or supervisors will not tolerate the misuse of the DoD travel card. Cardholders who misuse their DoD travel cards are subject to appropriate administrative or disciplinary action. The cardholder will only use the travel card for reimbursable expenses associated with official travel, such as lodging, transportation, meals, and incidentals.

16.10.5. **How To Pay the Card Company.**

The travel card contractor provides detailed monthly bills. Cardholders are responsible for payment in full of outstanding balances due in the monthly billing statement from the card contractor. Payments should be made promptly (within the current billing cycle). Military service members who travel TDY and use government credit cards must use the split disbursement feature which automatically pays the credit card vendor for credit card charges while on official travel. Cardholders must designate the total outstanding balance incurred while traveling as split-disbursement when filing their vouchers. 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.

16.10.6. **Travel Card Considerations During a PCS.**

Individuals are required to use the travel card during a PCS. Credit limit increases and deferred payment options are available to accommodate the extended travel times of a PCS move. The individual is still responsible for keeping the bill current while in a PCS status. The cardholder must notify the losing APC before departing the old duty station and gaining APC upon reporting to the new duty station. The losing APC will set a future date in the card company's Electronic Access System (EAS) to deactivate the cardholder's account based on PCS travel order report no later than date. The APC will also submit a transfer request to the card company so the individual is removed from that unit's reporting hierarchy level. The gaining APC will ensure the transfer request is processed by the card company when the member arrives so the account information can be updated. The gaining APC will also clear the deactivation date within the card company's EAS.

16.10.7. **Delinquencies:**

16.10.7.1. Cardholders are responsible for payment in full of the amount stated on the monthly billing statement. The card contractor may also initiate pay garnishment proceedings through the judicial system against cardholder accounts over 126 days delinquent. Upon written request of the card contractor, DoD may act on their behalf and collect by payroll deduction from the amount of pay owed to the cardholder any funds the cardholder owes to the charge card contractor as a result of delinquencies not disputed by the cardholder on the government travel charge card.

16.10.7.2. If the card contractor cannot initiate pay garnishment proceedings and the cardholder account is over 210 days delinquent, the card contractor 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 card contractor.

16.10.8. **Collection of Debts:**

16.10.8.1. **Debts to the Federal Government.** An Air Force member who owes debts to the federal government or instrumentalities of the government does not have to give his or her consent for the Air Force to collect. Generally, for debts that exceed $100, the individual must be given due process (that is, 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. Due process may not apply 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 reenlistment bonus not served, delinquent hospital bills for family members, excess shipment of HHGs, loss or damage to government property, and erroneous payments made to or on behalf of the member by the Air Force.

16.10.8.2. **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 (FSO) has specific guidance and can provide assistance regarding these programs.

16.10.8.3. **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.

16.10.8.4. **Remission.** An active duty or separated member, or his or her commander, may apply for remission of a member's indebtedness to the United States. The Secretary of the Air Force (SECAF) may consider any indebtedness for remission. However, the Air Force may not remit or cancel any debt due to noncollection 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 is a factor for consideration.

16.11. The US Air Force Uniformed Thrift Savings Plan:

16.11.1. **Purpose.**

TSP is a retirement savings and investment plan established for federal employees as part of the Federal Employees' Retirement Act of 1986. Participation in the plan for uniformed service members is authorized by the FY2000 National Defense Authorization Act (NDAA) as amended by the FY2001 NDAA. The plan offers tax-deferred advantages similar to those in an individual retirement account (IRA) or 401(k) plan. TSP contributions are taken out of pay before taxes are computed; as a result, individual tax obligations are reduced.

16.11.2. **Participating in the TSP.**

The maximum contribution of basic pay may not exceed the Internal Revenue Service (IRS)-established cap. Members may also choose to contribute up to 100 percent of special and incentive pays and bonuses. Members must be contributing from basic pay in order to contribute from any other pays and bonuses. In 2006 the annual limit became $15,000. The amounts contributed within each authorized category must be stated as a whole percent. Members requiring customer assistance for TSP pay-related questions, LES interpretations, and financial issues should contact their FSO.

16.11.3. **Education and Awareness.**

The Personal Financial Management Program is a core program of the Airman and Family Readiness Center. It offers information, education, and personal financial counseling to help individuals and families maintain financial stability and reach their financial goals.

Section 16D—Leave Management

16.12. Policy.

As stated in AFI 36-3003, *Military Leave Program*, lengthy respites from the work environment tend to have a beneficial effect on an individual's psychological and physical status. Therefore, an aggressive leave program is an essential military requirement. According to DoDI 1327.6, *Leave and Liberty Procedures*, all officers in command, major headquarters, and the military departments shall ensure that secondary and nonessential efforts are not imposed which may prevent an aggressive leave program.

16.13. Accruing Leave.

16.13.1. Leave accrues at the rate of 2 1/2 calendar days per month of active duty. Military requirements may prevent members from using their planned leave. Annual leave accrual is temporarily (until December 31, 2010) increased from 60 to 75 days. Service members may now carryover up to 75 days of accrued leave, beginning with the fiscal year changeover from fiscal year (FY) 08 to FY 09 (i.e. a service member with 75 days of leave on September 30, 2008, will not lose that leave on October 1, 2008). The expression "use or lose" means that leave in excess of 75 days is lost if not used by the end of the FY (30 September). In the event service members are unable to use their excess accrued leave prior to 30 September due to mission requirements, approval may be requested to carry over the excess leave days (refer to paragraph 16.14).

16.13.2. The Air Force can pay members for unused leave at certain points in their careers, such as reenlistment, retirement, separation under honorable conditions, or death. By law, members may receive accrued leave payment up to a maximum of 60 days during their military careers. However, the DoD policy expresses congressional concern that members use leave to relax from the pressures of duties and not as a method of compensation. **Note**: Members do not earn leave when they are AWOL, in an unauthorized leave status, in confinement as a result of a court-martial sentence, in an excess leave status, or on appellate leave under Section 876a of Title 10, US Code.

16.14. Special Leave Accrual (SLA).

SLA retention limits are increased. Under the new limits, SLA earned in combat zones may now be kept for 4 fiscal years; SLA earned in support of operations may now be kept for 2 fiscal years. An additional one-time SLA sell back is authorized for enlisted service members. Under this provision, an enlisted service member may sell back up to 30 days of SLA. Such a sell back counts toward the service member's cap of 60 days over a career. This provision has no termination date. Members lose any leave in excess of 75 days at the end of the FY unless they are eligible for SLA of up to 30 days. Eligible members who lose leave on 1 October may have only that portion of leave restored that could not possibly have been used before the end of the FY. Major command (MAJCOM) or field operating agency directors of personnel or equivalents (colonel or above) will approve SLAs for their organizations. Any commander in the chain of command may deny a member's request for SLA without referring it to a higher-level authority. Members are eligible for SLA if any of the following circumstances prohibit them from taking leave:

16.14.1. Deployment to an operational mission at the national level for at least 60 consecutive days.

16.14.2. Assignment or deployment for at least 60 consecutive days to unit, headquarters, and supporting staffs when their involvement supporting a designated operational mission prohibited them from taking leave.

16.14.3. Deployment to a hostile-fire or imminent danger pay area for 120 or more consecutive days and receive hostile-fire and (or) imminent danger special pay for 4 or more consecutive months. In this situation, DFAS-DE automatically carries over up to 60 days of leave. **Note:** In some instances, the deployment may overlap two (2) FYs, for example, a deployment from 15 September until 14 November.

16.15. 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 en route to a PCS or TDY assignment. In this case, the local area, as defined at the old and new PDS, applies. The old PDS is for beginning leave; the new PDS is for ending leave. Making a false statement of leave taken may result in punitive action under the Uniform Code of Military Justice (UCMJ). Regardless of the amount of leave authorized, finance calculates leave based on the actual date of departure and date of return. General rules on charging leave are as follows:

16.15.1. Use AF IMT 988, *Leave Request/Authorization*, for all types of leave and permissive temporary duty (PTDY) when LeaveWeb cannot be used. (See AFMAN 65-116, Volume II, *Defense Joint Military Pay System (DJMS) Unit Procedures Excluding FSO*, Chapter 7, for information concerning LeaveWeb.) (**Exception:** When members take leave en route with PCS or TDY travel, the FSO 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 it 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.

16.15.2. A member who is unable to report to duty upon expiration of leave because of illness or injury must advise the leave approving authority. The next of kin, attending physician, representative at the nearest medical treatment facility, or American Red Cross representative may act on the member's behalf when the member is incapacitated and unable to provide notification. Upon returning from leave, the member must present a statement from the nearest medical treatment facility or attending physician regarding the member's medical condition. (**Note:** The unit commander evaluates the statement before authenticating the leave document.) If a member on leave requires hospitalization or quarters status, leave is not charged while hospitalized or on quarters. Chargeable leave ends the day before and starts again the day following hospitalization or quarter's status, regardless of the hour of admission or discharge or release from quarters. The unit commander issues an amended leave authorization, if required.

16.15.3. The MPF and HQ AFPC/DPWCS (Casualty Services Branch) change the member's leave status to AWOL when the member fails to return to duty at the end of his or her leave period.

16.16. Extension of Leave.

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.

16.17. Recall from Leave.

Unit commanders may recall members from leave for military necessity or in the best interest of the Air Force. Refer to the JFTR 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 AF IMT 988 or orders must be prepared.

16.18. Types of Leave.

AFI 36-3003 outlines many types of leave, such as:

16.18.1. **Annual Leave.**

Another name for "ordinary" leave is annual leave. Normally, members request leave, as accruing (earning), within mission requirements. Members use annual leave to take vacations, attend to parental family needs such as illnesses, celebrate traditional national holiday periods, attend spiritual events or other religious observances, or as terminal leave with retirement or separation from active duty.

16.18.2. **Advance Leave.**

Advance leave is leave granted based on a reasonable expectation that a member will accrue leave during the remaining period of active military service. The purpose of advance leave is to enable members to resolve emergencies or urgent personal situations when they have limited or no accrued leave. When a member has taken all the advance leave that he or she will be accruing during the remaining period of active service, unit commanders change member's leave status from advance to excess leave. The FSO stops or collects, if applicable, all pay and allowances paid after the member's leave status changes from advance to excess leave.

16.18.3. **Convalescent Leave.**

Convalescent leave is an authorized absence normally for the minimal time needed to meet the medical needs for recuperation. Convalescent leave is not chargeable leave. Unit commanders normally approve convalescent leave based on recommendations by either the medical treatment facility authority or physician most familiar with the member's medical condition. When a member elects civilian medical care at personal expense and an Air Force physician determines the medical procedure as elective by military medical treatment facility authorities, such as cosmetic surgery, the member must use ordinary leave for all absences from duty, including convalescence. When medical authorities determine a medical procedure is necessary, such as childbirth, and the member elects civilian medical care, the commander, upon the recommendation by either the medical treatment facility authority or the attending physician most familiar with the member's medical condition may grant convalescent leave.

16.18.4. **Emergency Leave.**

Emergency leave is chargeable leave granted for personal or family emergencies involving the immediate family. Unit commanders approve emergency leave; however, commanders can delegate leave approval to no lower than the first sergeant for enlisted personnel. Normally, verification by the America Red Cross is not necessary. However, when the official granting leave has reason to doubt the validity of an emergency situation, he or she 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 for no more than 30 days with possible extensions of an additional 30 days. If the individual needs an extension while on emergency leave, he or she must contact the unit commander or first sergeant for approval. 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. HQ AFPC approves emergency leave if leave requested results in a member having a cumulative negative leave balance of over 30 days. The member may not request emergency leave for reasons such as attending court hearings or the resolution of marital or financial problems; the member may, however, request ordinary leave for these situations. Situations when emergency leave is normally authorized include:

16.18.4.1. To visit a terminally ill person in the immediate family of either the member or the member's spouse.

16.18.4.2. When there has been a verified death in the member's immediate family or the spouse's immediate family.

16.18.4.3. Because the member or someone in the member's or spouse's immediate family has a life-threatening condition due to an accident, illness, or major surgery.

16.18.4.4. Because the member is affected by a natural disaster, such as a hurricane, tornado, flood, or earthquake, and a severe or unusual hardship would result if the member failed to return home.

16.18.5. **En Route Leave.**

En route leave is ordinary leave members use in connection with PCS, including their first PCS upon completion of technical training. Members may request advance leave when they do not have enough accrued

leave to use as en route leave. Normally, the losing unit commander approves up to 30 days en route leave with any PCS move if the leave does not interfere with the reporting date to either a port or new assignment. Members who complete basic or technical training may request 10 days of leave en route if their first duty station is in the CONUS. They may request 14 days if going to an overseas assignment.

16.18.6. **Terminal Leave.**

Terminal leave is chargeable leave taken in conjunction with retirement or separation from active duty. The member's last day of leave coincides with the last day of active duty. 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 (see AFI 36-3003 for guidance).

16.18.7. **Excess Leave.**

Excess leave is leave members normally use 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. A member will not receive disability pay, if injured, for time spent on excess leave. The period of excess leave will not count toward the fulfillment of any active duty service commitment.

16.18.8. **Environmental and Morale Leave (EML).**

EML is leave authorized at overseas installations where adverse environmental conditions require special arrangements for leave in desirable places at periodic intervals. The EML taken is ordinary leave. Funded EML is charged as ordinary leave, but members are authorized to use DoD-owned or -controlled aircraft; plus, travel time to and from the EML destination is not charged as leave. Unfunded EML is also charged as ordinary leave, but members are authorized space-available air transportation from the duty locations, and travel time to and from the leave destination is charged as leave.

16.19. Regular and Special Passes.

A pass period is an authorized absence from duty for a relatively short time. It starts from the end of normal work hours on a duty day and ends at the beginning of normal work hours the next duty day. There are no mileage restrictions. However, approval authorities may require members to be able to return to duty within a reasonable time in the event of an operational mission requirement such as a recall, unit alert, or unit emergency.

16.19.1. **Regular Pass.**

A regular pass starts after normal work hours on a given day and stops at the beginning of normal work hours the next duty day. This includes nonduty days Saturday, Sunday, and a holiday for up to 3 days total if a member normally works Monday through Friday or up to 4 days for a member who works a nontraditional work schedule, such as a compressed workweek. The combination of nonduty days and a public holiday may not exceed 4 days. DoD or higher management levels 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.

16.19.2. **Special Pass.**

Unit commanders may award 3- or 4-day special passes for special occasions or circumstances, such as reenlistment or for some type of special recognition or compensatory time off. They 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 4th day for a 3-day special pass or the 5th day for a 4-day special pass. A 3-day special pass can be Friday through Sunday, Saturday through Monday, or Tuesday through Thursday. A 4-day special pass can be Thursday through Sunday or Saturday through Tuesday or Friday through Monday. This applies to a normal Monday through Friday workweek. When it is essential to control authorized absences for security or operational reasons and other special circumstances, commanders can use DD Form 345, *Liberty Pass, Armed Forces*.

16.20. Permissive Temporary Duty.

PTDY is a period of authorized absence limited to attend or participate in a designated official or semi-official program for which funded TDY is not appropriate. Commanders may not authorize PTDY in place of leave or a special pass or in conjunction with special passes. Normally, AF IMT 988 is used for all types of PTDYs. See AFI 36-3003 for complete information.

16.20.1. **Authorized PTDYs.**

Types of authorized PTDYs include, but are not limited to:

16.20.1.1. Traveling to or in the vicinity of a new PDS to secure off-base housing before the member outprocesses the old PDS. (Generally, members request PTDY after signing in at the new PDS.)

16.20.1.2. Accompanying a dependent patient or military member patient to a designated medical treatment facility not in the local area when the medical authority deems it essential.

16.20.1.3. Traveling to a MAJCOM or AFPC Career Development Division, either as an individual or part of a group to discuss career management or to review records.

16.20.1.4. Attending national conventions or meetings hosted by service-connected organizations such as the Air Force Sergeants Association and the Noncommissioned Officers Association.

16.20.2. **PTDY Not Authorized.**

Members are not authorized PTDYs:

16.20.2.1. To search for a house in a close proximity PCS move.

16.20.2.2. In conjunction with a permissive reassignment.

16.20.2.3. To attend a professional military education (PME) graduation when the graduate is a coworker, friend, or military spouse.

16.20.2.4. To attend a change of command or retirement ceremony. **Note:** The revision of Air Force policy has upgraded the status of a retirement ceremony from personal in nature to that of an official function. This official recognition of retirement ceremonies offers commanders the opportunity to fund travel for the presiding official; however, it does not fund travel for attendees who are not officiating in the ceremonies.

16.21. Post-Deployment/Mobilization Respite Absence (PDMRA):

16.21.1. PDMRA is in support of the SECDEF utilization of the total force policy. The program applies to creditable deployments and mobilizations underway on, or commencing after, 19 January 2007.

16.21.2. The SECDEF has directed establishment of programs to recognize members who are required to mobilize or deploy with a frequency beyond established rotation goals and established PDMRA as a new category of administrative absence.

16.21.3. The concept of operations is to establish a yearly rotation goal of a deployment-to-dwell ratio of 1:2. That is, for every 1 year a service member of the active component is deployed he or she must have 2 years at his or her home station. The yearly mobilization-to-dwell ratio goal for the Reserve Component is 1:5 years. PDMRA earned under these conditions is considered administrative absence.

16.21.4. For the purpose of accruing PDMRA under this program, the Department of the Air Force defines criteria as creditable deployments/TDYs to the land areas of Afghanistan or Iraq. Aircrew participating in missions into, out of, within or over the area of eligibility in support of military operations, count each day of operation as one day of eligibility. Deployment is defined as a member TDY under contingency, exercise, and deployment orders to these locations.

16.21.5. Creditable time continues to accrue during periods of rest and relaxation (R&R), leave, and for TDYs outside of Afghanistan or Iraq of 30 consecutive days or less.

16.22. Program Administration:

16.22.1. Commanders can only delegate ordinary leave approval to the lowest supervisory level to meet the needs of the unit. Supervisors should train personnel on the requirements of the leave program and ensure they know how to use AF IMT 988 to request leave and PTDY.

16.22.2. Before approving leave, supervisors should ensure members requesting leave have a sufficient leave balance. Also, they must ensure members provide a valid address and emergency telephone number where they can be reached. Before signing the AF IMT 988, follow the unit's procedures to obtain a leave authorization number. Leave numbers normally will not be given earlier than 14 days prior to the leave effective date. Members on leave should use ORM principles to assess all hazards and control risks before excessive or hazardous travel, especially when traveling by automobiles. Also, make sure the member has sufficient funds to return to duty on time. If the documentation is not processed digitally, the supervisor sends Part I with authorization number to the servicing finance office and gives Part II to the member after obtaining a leave authorization number. The supervisor retains Part III for completion after the member returns from leave.

16.22.3. When the member returns from leave, the supervisor determines how the member's actual leave dates compared to the first and last days of chargeable leave reported on AF IMT 988, Part I. The member signs Part III, and the supervisor certifies the dates of leave and sends Part III to the commander support staff for processing. If there is a change in the actual number of days the member took, supervisors will follow the instructions listed in Part III. **Note:** The Air Force adopted the current method of recording leave to prevent fraud in the leave reporting system.

16.22.4. LeaveWeb is an Air Force system that automates the method of requesting and processing leave (in lieu of using the hard copy AF Form 988). Under LeaveWeb, the member requests leave which generates an e-mail to his or her supervisor. The supervisor approves or disapproves the leave and, if approved, sends the leave information to the unit leave monitor to validate. Once validated, the leave 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 his or her supervisor for endorsement. This electronic process reduces waste in materials as well as man-hours.

Section 16E—Equal Opportunity (EO)

16.23. EO Program Objectives:

16.23.1. The primary objective of the EO program is to improve mission effectiveness by promoting an environment free from personal, social, or institutional barriers that prevent Air Force members from rising to the highest level of responsibility possible. Commanders and supervisors shall only evaluate members on individual merit, fitness, and capability. It is DoD and Air Force policy not to condone or tolerate unlawful discrimination or sexual harassment within the Armed Forces or in the civilian workforce. The EO office assists commanders at all levels by conducting EO programs, conduct climate assessments, and teach human relations education classes at every Air Force installation.

16.23.2. The EO program encourages members to use the chain of command to identify and correct unlawful discrimination and sexual harassment. The EO program is a function of effective leadership and command based on fairness, equity, and justice to improve mission effectiveness.

16.24. Unlawful Discrimination:

16.24.1. This type of discrimination can be either written, verbally communicated, or combinations of both on the basis of color, national origin, race, religion, or sex. Unlawful discrimination can also include degrading communications concerning an individual's birthplace, ancestry, culture, or the linguistic characteristics common to a specific ethnic group. Unlawful discrimination can also occur on or off base.

16.24.2. The operational language of the Air Force is English. Air Force personnel must maintain sufficient proficiency in English to perform their military duties. All official communications must be understood by everyone who has a need to know their content. Commanders may require Air Force personnel to use English only when such use is clearly necessary and proper for the performance of military duties. Accordingly, commanders, supervisors, and managers at all levels must not require the use of English for personal communications that are unrelated to military functions.

16.25. Sexual Harassment:

Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

16.25.1. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career.

16.25.2. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting this person.

16.25.3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

NOTE: This definition emphasizes that workplace conduct, to be actionable as an "abusive work environment," harassment need not result in concrete psychological harm to the victim, but rather need only be so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the work environment as hostile or offensive. Workplace is an expansive term for military members and may include conduct on or off duty, 24 hours a day. 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. Similarly,

any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

16.26. Military Equal Opportunity Complaint Procedures:

16.26.1. **Purpose of the MEO Complaint Process.**

The purpose of the MEO complaint process is for military personnel, their family members, and retirees (complainant or offended party) to provide allegations of unlawful discrimination or sexual harassment to the EO office. The EO office:

16.26.1.1. When appropriate, should encourage complainants to use the chain of command (e.g., request assistance from their supervisor, first sergeant, or commander) to informally resolve unlawful discrimination and sexual harassment complaints.

16.26.1.2. Will immediately refer all complaints involving allegations of suspected criminal activity, such as assault, sexual assault, rape, child abuse or molestation, or incest to the Air Force Office of Special Investigations (AFOSI) or Security Forces.

16.26.1.3. Must refer concerns by civil service and nonappropriated fund employees involving allegations of unlawful discrimination or sexual harassment to Equal Employment Opportunity (EEO) for resolution, regardless of the status of the alleged offender.

16.26.1.4. Must refer concerns by DoD contractor personnel involving allegations of unlawful discrimination or sexual harassment to the contracting commander for resolution regardless of the status of the alleged offender.

16.26.2. **Complaint Process.**

The EO office must publicize procedures for filing informal and formal complaints of unlawful discrimination and sexual harassment.

16.26.2.1. Military members have options available to assist them in resolving complaints prior to filing a formal complaint.

16.26.2.2. 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 for the alternate dispute resolution process, or use the chain of command (for example, request assistance from the supervisor, first sergeant, or commander). When filing a formal complaint more than 60 days after the alleged offense, the complainant must provide an explanation. The installation commander may waive the time limits for good cause based on a memorandum with sufficient justification provided by the member and submitted through the EO office.

16.26.3. **Complaint Clarification.**

Complaint clarification is the process of gathering information regarding a formal MEO complaint or hotline complaint to determine whether a "preponderance of evidence" exists that unlawful discrimination or sexual harassment has occurred. 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. The complaint clarification process must be complete within 20 duty days: 9 duty days for the EO office to conduct a clarification; 6 duty days for legal review; and 5 duty days for commander action. The EO staff will advise the complainant on the status of the case.

16.27. Equal Opportunity and Treatment Incident.

An equal opportunity and treatment incident is an overt, adverse act, occurring on or off base, directed toward an individual, group, or institution which is motivated by or has overtones based on race, color, national origin, religion, or sex which has the potential to have a negative impact on the installation human relations climate. An equal opportunity and treatment incident may include subjects other than military members such as retirees and family members. The Air Force classifies these incidents as minor, serious, or major based on the number of participants, property damages, physical injury, assault, arson, and an act resulting in death. The use of a slur(s) based on race, color, national origin, religion, or sex, vandalism (degrading graffiti), hate group activity, discriminatory epithets, signs, or symbols may be classified as an equal opportunity and treatment incident.

Section 16F—Legal Services

16.28. Legal Office.

Legal offices ensure Air Force legal readiness through a variety of services. Legal readiness is the state of legal preparation in which Air Force members are ready to deploy, both in their personal and mission capacities.

16.29. Personal Legal Readiness.

On a personal level, legal readiness involves the member's awareness of the personal legal issues that may arise in preparation for or during a deployment and the remedies available to avoid or lessen any adverse effects of those issues. This is usually provided through legal assistance available to active duty members, reservists, and guardsmen on Federal active duty, their dependents, and civilian employees stationed overseas and their families. Legal assistance for personal civil legal matters includes wills, powers of attorney, notary services, dependent care issues, casualty affairs, and landlord-tenant and lease issues.

16.30. Mission Legal Readiness.

Regarding the mission, legal readiness involves the ability of individuals and their organizations to deal with the military-legal aspects of the operational environment. Legal readiness preparation extends from the legal assistance provided to Air Force members and their families to the individual knowledge members have of various legal issues (e.g., the Law of Armed Conflict) and to the operational legal advice provided to military decisionmakers at all levels.

16.31. Complaints of Wrongs Under Article 138, Uniform Code of Military Justice.

The UCMJ, Article 138, is another provision for protecting individuals' rights. Members of the Armed Forces who believe they have been wronged by their commanding officers may request redress under the provisions of Article 138.

16.31.1. A member may use Article 138 when a discretionary act or omission by his or her commander adversely affects the member personally. Examples include acts that violate law or regulation; those that exceed the legitimate authority of the commander; ones that are arbitrary, capricious, or an abuse of discretion; or those that clearly apply administrative standards unfairly. However, the Article 138 complaint system will not provide redress for:

16.31.1.1. Acts or omissions not initiated or ratified by the member's commander (against whom the complaint is lodged).

16.31.1.2. Complaints relating to military discipline under the UCMJ including Article 15 (other appeal systems are provided).

16.31.1.3. Complaints relating to an action initiated against any Air Force member where the governing directive for such action requires that the office of the SECAF take final action.

16.31.1.4. Complaints against an officer exercising general court-martial (GCM) jurisdiction for failing to resolve Article 138 complaints properly. However, a complaint may be filed for failing to forward a complaint to SECAF.

16.31.1.5. Complaints filed to seek disciplinary action against another.

16.31.2. A member who believes himself or herself wronged by the action of his or her commander, before submitting a complaint under Article 138, must apply in writing through channels to that commander for redress of the grievance. A complaint (in writing) to that commander, or his or her designated representative, is sufficient. Absent unusual circumstances, the member must apply for redress within 180 days of the member's discovery of the wrong for which complained. The complaint should contain all available supporting evidence.

16.31.3. The commander must send a written response to the member. If the commander refuses a properly submitted request for redress, the member may then submit the complaint directly, or through any superior commissioned officer, to the officer exercising general court-martial authority (GCMA) over the officer against whom the complaint is made. Unless there are unusual circumstances, the member must submit this complaint within 90 days of receiving the commander's denial of redress. An intermediate commander or any other superior commissioned officer receiving such a complaint will immediately forward the file to the GCMA over the officer against whom the complaint is made. The GCMA will conduct or direct further investigation as deemed appropriate and will act based on the facts and circumstances of the complaint and any investigation. In all cases, the GCMA must inform the member, in writing, of both the action taken on the complaint and the reasons for the action. If the complaint concerns an area that cannot be resolved through the Article 138 process, the officer exercising GCM jurisdiction may refer the member to other more appropriate complaint channels for possible resolution. Consult AFI 51-904, *Complaints of Wrongs Under Article 138, Uniform Code of Military Justice*, for filing procedures.

Section 16G—Ground Safety

16.32. Mishap Prevention Program:

16.32.1. **Background.**

When the Air Force became a separate military service, one of its specific goals was to minimize personnel loss and property damage due to mishaps. As new weapon systems are added to the Air Force inventory, deployments stretch our resources; technological improvements are made; new safety problems must be solved. To assist leaders in meeting this challenge, the Air Force established the Mishap Prevention Program. Continuing to meet this goal is critical to our mission effectiveness. 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, recreation, sports, and other off-duty activities. Every Air Force individual has responsibilities in the Mishap Prevention Program.

16.32.2. **Mishap Defined.**

An Air Force mishap is an unplanned event or series of events resulting in death, injury, occupational illness, or damage, to or loss of, equipment or property. Air Force mishaps also include injury to on duty civilian personnel, damage to public and private property, or injury or illness to non-DoD personnel caused by DoD operations.

16.32.3. **Mishap Prevention Responsibilities.**

Commanders, functional managers, supervisors, and individuals identify rules, criteria, procedures, and safety standards that help eliminate unsafe acts or conditions that cause mishaps. Applying sound standards is basic to preventing mishaps. An effective program depends on individuals integrating mishap prevention at every functional level and being responsible for complying with applicable safety standards.

16.32.3.1. **Safety Office.** At the installation level, personnel assigned to host and tenant safety offices are responsible for implementing the Air Force Safety Program. The host safety staff implements mishap prevention programs and processes for all Air Force units and programs on base unless otherwise outlined in a host-tenant support agreement. With the assistance of the safety staff, commanders, supervisors, and individuals identify rules, criteria, procedures, Air Force Occupational Safety and Health standards, Federal Occupational Safety and Health Administration standards, and other guidance that help eliminate unsafe acts or conditions. The safety staff also conducts safety education programs and ensures all mishaps are properly investigated and reported.

16.32.3.2. **Commanders.** Commanders implement safety and health programs within their units. They must ensure all individuals receive the necessary job safety and off-duty safety training and provide a safe and healthful workplace. They also ensure the principles of ORM are actively implemented and used within the unit at all levels.

16.32.3.3. **Supervisors.** Supervisors must know the safety and occupational health standards that apply to their areas. They analyze the job environment and tasks for hazards, develop job safety standards and job safety training outlines for their assigned work areas, and train all personnel. They make sure all work complies with safety and health standards and exercise control over job tasks to ensure personnel correctly follow all precautions and safety measures, including the proper use of personal protective equipment. They must immediately report all mishaps and subsequent employee absences to the supporting safety office.

16.32.3.4. **Individuals.** A key element in the mishap prevention process is to ensure Air Force personnel understand that mishaps are preventable and that each individual plays a vital role in the preventive effort. Individuals are responsible to comply with safety standards, identify and report hazards, use personal protective equipment when required, and report any job-related injury.

16.33. Occupational Safety Program:

16.33.1. Each safety and health program has a single purpose: mission accomplishment with zero mishaps. Supervisors are responsible for training; establishing work methods and job instructions; assigning jobs; and supervising personnel. Therefore, 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.

16.33.2. One of the greatest influences on successful mission accomplishment is a highly trained workforce that recognizes the importance of safety precautions and procedures and adheres to standards incorporating the basic elements of ORM.

16.33.3. Safety training may be integrated into task performance training or conducted separately. Before any operation begins and any safety training can take place, the supervisor must determine where people may be injured or equipment damaged. 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. The job safety analysis can be used to evaluate both industrial and non-industrial operations and processes. A supervisor can use a job safety analysis to analyze any operation to discover where, within a particular task, potential risk factors exist that need to be controlled or eliminated. After performing the analysis, the supervisor knows what hazards are present in the workplace and can determine appropriate measures to ensure the safety of work center personnel and equipment, greatly improving the odds of mission success. If unsafe and unhealthful working conditions exist, eliminate or control them through engineering, substitution, isolation, administrative controls, revised procedures, special training, or personal protective equipment. Commanders must provide personal protective equipment for Air Force military members and civilian employees. The use of personal protective equipment is appropriate only if other controls are not possible or practical for nonroutine use.

16.33.4. Supervisors must provide specialized safety, fire protection, and health on-the-job training to all Air Force personnel. They train newly assigned individuals initially, and when there is a change in equipment, procedures, processes, or safety, fire protection, and health requirements. Safety, fire protection, and health officials will provide technical assistance to supervisors in developing an appropriate lesson plan for this training. The safety, fire protection, and health on-the-job-training plan includes: job hazards and safety procedures, work area hazards to include physical and chemical hazards, the use of personal protective equipment, location and use of emergency and fire protection equipment, occupational safety and health guidance, and principles of risk management. The plan also covers the required use of safety belts, work-related personal protective equipment, and other safety requirements. By preparing a standardized training outline, supervisors can ensure all personnel are thoroughly trained on all aspects of their jobs. Just as importantly, established safety guidance must be enforced. Safety education, compliance, and the elimination of unnecessary risks are key to mishap prevention. Supervisors will review the lesson plan annually and update it when equipment, procedures, or the work environment changes.

16.33.5. The AF Form 55, *Employee Safety and Health Record*, is used to document safety, fire protection, and health on-the-job training (job safety training) unless other specific documentation is directed elsewhere. Supervisors must maintain a training outline and document the completion dates of initial and refresher (as required) training on AF Form 55. All personnel must have job safety training. The supervisor will maintain the AF Form 55 in the workplace and will update training when necessary.

16.34. Hazard Reporting.

Mishap prevention depends on personnel identifying, reporting, and correcting hazards promptly and efficiently. Any person assigned, attached, or under contract to the Air Force may report a hazard. Submit a hazard report (HR) on any event or condition that affects flight, ground, weapons, or space safety. Reportable hazards include unsafe procedures, practices, or conditions.

16.34.1. Report hazards to the responsible supervisor or local agency. If the hazard is eliminated on the spot, no further action is required; sharing information with other units or agencies may prevent duplicating hazards and deficiencies elsewhere and is recommended. If the hazard presents imminent danger, the supervisor or individual responsible for that area must take immediate action to correct the situation or apply interim control measures. Report hazards to the safety office that cannot be eliminated immediately using AF IMT 457, *USAF Hazard Report*, by telephone or in person. Reports can be submitted anonymously. The safety staff investigates the HR. The investigator discusses the HR with the member who submitted the report (if known), the responsible supervisor or manager, and other parties involved to validate the hazard and determine the best interim controls and corrective action.

16.34.2. AF IMT 457 must be readily available to all unit personnel in the work center. The base safety office will maintain a small quantity of the IMTs to help ensure they are available. The safety office must respond promptly (within 10 work days) to the reporting member on its findings, status of the AF IMT 457, and any recommendations.

16.35. Traffic Safety.

Traffic mishaps cause the highest number of Air Force injury-related deaths each year. For this reason, each Air Force installation must have an effective traffic safety program as part of its mishap prevention program. The goal of the traffic safety program is to prevent or reduce the frequency and severity of vehicular mishaps involving Air Force personnel and equipment.

16.35.1. In order to prevent mishaps, we must first understand the root causes, and then act on that understanding by making wise choices. The Air Force Safety Center has analyzed data and identified the top causes of fatal USAF mishaps. Speeding or driving too fast for conditions is the most common fatal error. That is followed, in order, by failure to comply with traffic laws (other than speeding), driving beyond your skill level, drinking and driving under the influence, driving fatigued, being distracted by nondriving tasks, and driving without appropriate protective equipment (helmets for motorcycles and nonuse of seatbelts for cars and trucks).

16.35.2. The proper use of vehicle occupant protective devices and personal protective equipment, such as seatbelts and motorcycle helmets, has been proven to save lives in motor vehicle crashes. All Air Force personnel riding in a motor vehicle (on or off base) to conduct official business must ensure available installed occupant protective devices (seatbelts, shoulder harnesses, airbags, etc.) are operational and properly used. Military personnel, regardless of duty status or location, are require to comply with Air Force instructions on the wear and use of specific safety equipment for motor vehicles, motorcycles, motor scooters, and mopeds.

16.35.3. Operation of motorcycles, motor scooters, and mopeds as a means of transportation and recreation has been increasing in popularity. Unfortunately, this increased popularity has resulted in a substantial increase in Air Force injuries and deaths. Training and continuing education play important roles in changing dangerous riding behaviors. Most Air Force installations provide traffic safety education and training as part of the overall safety program. Military and Air Force civilian personnel operating motorcycles, motor scooters, or mopeds on Air Force installations must complete a certified safety course that includes hands-on training and evaluation.

16.36. Sports and Recreation.

Sports and recreational activities provide an opportunity for escape from the daily routine. Each person who participates in sports or recreational activities should evaluate the risks and take reasonable measures to prevent or reduce the potential for injury. Sports and fitness programs recognize the value in preventing injuries and address safety precautions related to equipment, facilities, and rules of play. Preventing injuries from unsupervised sporting and recreational activities is a daunting task. This is where personal responsibility and sound risk decisions play a crucial role. Water-related activities and the use of off-road vehicles are two examples where Airmen sustain serious and sometimes fatal injuries each year. Mishap prevention efforts must be targeted toward mishap trend areas that pose the greatest risk of loss. Participation in sports and recreation is essential for maintaining our fitness and personal well-being, but these benefits are lost if we allow our peers, subordinates, and ourselves to make unnecessary high-risk decisions. Commanders, supervisors, and managers at all levels develop and implement safety, risk management, and health programs that integrate hazard reduction and safety policy into all on-duty and off-duty operations and activities.

Section 16H—Operational Risk Management (ORM)

16.37. ORM:

16.37.1. **ORM—Continuous Decisionmaking Process.**

Operational risk management is a continuous decisionmaking process to systematically evaluate possible courses of action, identify risks and benefits, and determine the best course of action for any given situation. ORM enables commanders, functional managers, supervisors, and individuals to maximize operational capabilities while limiting all dimensions of risk by applying a simple, systematic process appropriate for all personnel and functions both on- and off-duty. Appropriate use of ORM increases both an organization's and individual's ability to accomplish their mission.

16.37.2. **ORM Principles.**

Four principles govern all actions associated with the management of risk. These principles, continuously employed, are applicable before, during, and after all tasks and operations.

16.37.2.1. **Accept No Unnecessary Risk.** Unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. All Air Force missions and daily routines involve risk. The most logical choices for accomplishing a mission are those that meet all mission requirements while exposing personnel and resources to the lowest acceptable risk.

16.37.2.2. **Make Risk Decisions at the Appropriate Level.** Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission must be included in the risk decision process.

16.37.2.3. **Accept Risk When Benefits Outweigh the Costs.** All potential benefits should be compared to all potential costs. The process of weighing risks against opportunities and benefits helps to maximize unit capability. 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.

16.37.2.4. **Integrate ORM into Operations and Planning at All Levels.** To effectively apply risk management, commanders must dedicate time and resources to integrate ORM principles into planning and operational processes. Risk assessments of operations are most mission supportive when they are done as a normal way of conducting a mission, not an add-on process performed by people not otherwise involved.

16.38. Purpose of Safety Investigations and Reports.

Units have the primary responsibility to notify the Wing Safety office of any squadron mishap while unit commanders have the primary responsibility to establish an internal notification system to ensure prompt notification of on- and off-duty mishaps. Safety investigations and reports are conducted and written solely to prevent future mishaps. Safety investigations take priority over any corresponding legal investigations, except Friendly Fire mishaps. Safety and legal investigations are conducted separately to protect privileged safety information in the safety report. Privileged safety information will be used solely for mishap prevention.

16.38.1. **General Information.** Investigations conducted by safety personnel normally involve members of various organizations. Testimony given during these investigations is provided to safety investigators under the auspices of confidentiality and immunity. All safety reports contain privileged safety information, but not all information in a safety report is privileged. **Exception:** The preliminary message, Hazardous Air Traffic Reports, Wildlife Strike Reports, and non-DOD aviation safety reports do not contain privileged safety information.

16.38.2. **Identifying and Handling Privileged Safety Information.** Privileged safety information refers to information that is exempt by statute or case law from disclosure outside the Air Force safety community. The military safety privilege is judicially recognized and protects the investigative process. The Air Force treats this information confidentially to ensure commanders quickly obtain accurate mishap information thereby promoting safety, combat readiness, and mission accomplishment.

16.38.3. **Controlling and Handling Privileged Safety Reports and Information.** Personnel having access (authorized access or unauthorized access) to privileged safety reports and information have a duty to control the reports to prevent their use for anything other than mishap prevention. When these reports and information are no longer needed for mishap prevention purposes, dispose of them according to the Air Force Records Disposition Schedule located at https://www.my.af.mil/gcss-af61/afrims/afrims.

Section 16I—Sexual Assault

16.39. Air Force Policies and Procedures for Prevention of and Response to Sexual Assault:

16.39.1. **Sexual Assault is a Crime.**

Sexual assault is criminal conduct, and it violates Air Force Core Values. Inherent in our Core Values of Integrity First, Service before Self, and Excellence in All We Do is *respect*: self-respect, mutual respect, and respect for our Air Force as an institution. Incidents of sexual assault corrode the very fabric of our Wingman culture; therefore, we must strive for an environment where this type of behavior is not tolerated, and all Airmen are respected.

16.39.2. **Sexual Assault.**

The following definition of sexual assault has been defined by DoD and is for training and educational purposes only. This definition does not affect in any way the definition of any offenses under the UCMJ.

Sexual assault is a crime. Sexual assault is defined as intentional sexual contact, characterized by use of force, physical threat, or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or fondling), or attempts to commit these acts. Sexual assault can occur without regard to gender or spousal relationship or age of victim.

'Consent' shall not be deemed or construed to mean the failure by the victim to offer physical resistance. Consent is not given when a person uses force, threat of force, coercion or when the victim is asleep, incapacitated, or unconscious.

16.40. Installation Sexual Assault Response Coordinator (SARC).

The SARC implements and manages the installation-level sexual assault prevention and response programs. The SARC reports directly to the installation vice commander.

16.40.1. The SARC serves as the single point of contact for integrating and coordinating sexual assault victim care from an initial report of sexual assault through disposition and resolution of issues related to the victim's health and well-being.

16.40.2. The SARC is also responsible for assisting commanders in meeting annual sexual assault prevention and response training requirements, including newcomer and orientation briefings, and will provide community education regarding available sexual assault prevention and response services. The SARC maintains, compiles, and submits reports required by Air Force and (or) DoD Directive. The SARC ensures available avenues of reporting sexual assault receive the widest possible publicity. These avenues include restricted and unrestricted reports, explained below in detail.

16.41. Victim Advocate.

Air Force victim advocates provide essential support, liaison services, and care to the victim. Responsibilities include providing crisis intervention, referral, and ongoing noncliniral support, including information on available options and resources to assist the victim in making informed decisions about the case. Victim advocate services will continue until the victim states support is no longer needed, or the SARC determines that services are no longer required.

16.41.1. Victim advocates are volunteers who must possess the maturity and experience to assist in a very sensitive situation. Only active duty military personnel and DoD civilian employees selected by the SARC may serve as victim advocates.

16.41.2. Victim advocates may accompany the victim, at the victim's request, during investigative interviews and medical examinations. However, the victim advocate and the victims that they accompany must be made aware that the victim advocate's presence could later result in the victim advocate being called as witnesses in court-martial or administrative proceedings.

16.42. Response to a Sexual Assault Incident.

Upon notification, the SARC will immediately assign a victim advocate to the victim. The assigned victim advocate will immediately contact the victim. Unless victim advocate assistance is declined, the victim advocate will provide the victim accurate information on the sexual assault response process, including the option of unrestricted or restricted reporting as applicable. The victim advocate will inform the victim of the availability of healthcare, including the option of a forensic medical examination and the collection of evidence.

16.43. Confidentiality and Restricted Reporting:

16.43.1. Sexual assault is the most underreported violent crime in the military and American society. Although the victim's decision to report is a crucial step following a sexual assault, reporting is often precluded by the victim's desire that no one know what happened.

16.43.2. The DoD has directed the implementation of confidentiality in the form of a restricted reporting option that enables military members to report allegations of sexual assault to specified personnel, without triggering an investigation. This reporting option gives the individual access to medical care, counseling, and a victim advocate but does not initiate the investigative process.

16.43.3. DoD and the Air Force are committed to ensuring that victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. Our policy strongly supports effective command awareness and prevention programs, as well as law enforcement and criminal justice activities that maximize accountability and prosecution of anyone guilty of sexual assault. To achieve these objectives, we recommend prompt, complete, unrestricted reporting of sexual assault allegations to activate victim services and accountability responses. Victims should be appropriately encouraged to make unrestricted reports. However, the DoD recognizes there are significant barriers which deter some victims from reporting sexual assaults.

16.43.4. Restricted reporting is intended to give a victim additional time and increased control over the release and management of the victim's personal information and to empower the victim to seek relevant information and support to make an informed decision about participating in the criminal process. A victim who receives appropriate care and treatment and is provided an opportunity to make an informed decision about filing an unrestricted report with law enforcement or command authorities is more likely to develop increased trust that the victim's needs are a primary concern.

16.44. Who May Make a Restricted Report?

Restricted reporting is available only to military personnel of the Armed Forces. Military personnel include members on active duty and members of the Reserve component (Reserve and National Guard) provided they are performing federal duty (active duty training or inactive duty training and members of the National Guard in Federal [Title 10] status). Members of the Reserve Component not performing federal duty are not eligible. Retired members of any component are not eligible. Dependents are not eligible. Air Force civilian employees are not eligible.

16.45. Who May Receive a Restricted Report?

Only SARCs and healthcare personnel may receive restricted reports of sexual assault. Victim advocates may receive restricted reports from a designated victim only after they have been appointed by the SARC to act as the victim advocate for that individual. Healthcare personnel will provide appropriate emergency medical care and immediately notify the SARC to initiate the restricted reporting process. The requirement of AFI 44-102, *Medical Care Management*, to report incidents of sexual assault to the AFOSI or other authorities as appropriate is expressly waived for restricted reports.

16.46. Notification to Command of a Restricted Report:

16.46.1. Within 24 hours of receipt of a restricted report of an alleged sexual assault, the SARC will notify the vice wing commander that a restricted report has been made. The incident will be characterized as recent (within the last 30 days) or not recent (older than 30 days). The SARC will also provide the following information while ensuring that the information is not sufficient to identify the victim or incident: date and time (night or day), general information as to location (a dorm, parking lot, off base, etc), number of alleged assailants, number of alleged victims, and nature of assault (rape, forcible sodomy, indecent assault, etc.).

16.46.2. Because nonidentifying information under the restricted reporting option is intended to provide commanders with general environmental information, neither commanders nor law enforcement officials may initiate investigations based on information provided by SARCs. Commanders, however, may use the information to enhance preventive measures, to enhance the education and training of their personnel, and to more closely scrutinize their organization's climate and culture for contributing factors.

16.47. Unrestricted Report:

16.47.1. Any report of a sexual assault made through normal reporting channels, including the victim's chain of command, law enforcement, and the AFOSI or other criminal investigative service is considered an unrestricted report. A report made to a SARC or healthcare personnel where the individual does not elect restricted reporting is considered an unrestricted report.

16.47.2. The SARC will be notified of any unrestricted report and will assign a victim advocate to the individual. Details of the allegation will be provided only to those personnel who have a legitimate need to know.

16.48. Use of Information:

16.48.1. In cases of an unrestricted report of a sexual assault or information concerning a sexual assault is otherwise known, 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 a valid need to know in the Air Force routinely include law enforcement, the commanders of the victim and subject, legal personnel, the SARC and victim advocate, and medical providers as required to provide health care. the intent of this restriction is to protect the privacy of the victim.

16.48.2. Commanders notified of a sexual assault through unrestricted reporting must take immediate steps to ensure the victim's physical safety, emotional security, and medical treatment needs are met, and that the AFOSI or appropriate criminal investigative agency is notified. The appropriate commanders should determine whether temporary reassignment or relocation of the victim or subject is appropriate.

16.49. Addressing Victim Collateral Misconduct in Sexual Assault Cases.

An investigation into the facts and circumstances surrounding an alleged sexual assault may develop evidence that the victim engaged in misconduct like underage drinking or other related alcohol offenses, adultery, drug abuse, fraternization, or other violations of instructions, regulations, or orders. According to the UCMJ, the Manual for Courts-Martial, and Air Force instructions, commanders are responsible for ensuring victim misconduct is addressed in a manner that is consistent and appropriate to the circumstances.

16.50. Prevention and Response for the Deployed Environment:

16.50.1. According to DoD policy, deploying members will receive training on sexual assault issues before departing for deployment.

16.50.2. The Air Force will identify trained military SARCs (and [or] trained civilian SARCs who volunteer) for air expeditionary force (AEF) rotational support for global contingency operations consistent with requirements established by a Commander of Air Force Forces. Normally, each Air Expeditionary Wing will warrant at least one SARC requirement. For deployments smaller than an AEF, deployed commanders must provide a sexual assault response capability consistent with DoD and Air Force requirements.

16.51. Conclusion.

This chapter discussed some of the aspects of Wing Support including the Air Force Portal, military pay and allowances, leave management, LeaveWeb, MEO, legal services, ground safety, ORM, and policies and procedures for prevention of and response to sexual assault. Supervisors need to ensure their Airmen understand the value of applying the knowledge outlined in this chapter.

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Chapter 17

DRESS AND APPEARANCE

Section 17A—Overview

17.1. Introduction.

The Air Force military uniform combinations developed slowly into what is worn today. During this evolution, uniform design changed from one of many devices to a very plain one. The present Air Force uniform with its authorized badges, insignia, and devices is plain, yet distinctive, providing the appearance of a military professional. Wearing the Air Force uniform means carrying on a tradition—one that identifies the person as a member of a historical profession, a close-knit society, quietly assured of his or her competence and professionalism. This chapter identifies the most common uniform items and combinations for enlisted members. **Note:** Consult AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, for items not included in this chapter.

Section 17B—Dress and Appearance

17.2. Individual Responsibilities.

When wearing the uniform, all Air Force members will adhere to standards of neatness, cleanliness, safety, and military image to provide 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 will not stand or walk with hands in pockets of any uniform combination (other than to insert or remove items); walk in uniform while using cell phones, radios, hands-free headsets unless required in the performance of official duties using a government-issued device. Air Force members will not smoke and (or) use smokeless tobacco products, drink, or eat while walking in uniform. If required to wear civilian clothes to perform assigned duties, enlisted members may request a civilian clothing allowance according to AFI 36-3014, *Clothing Allowances for Air Force Personnel*, when required to wear civilian clothes; for reasons such as safety or security, to perform assigned duties.

17.3. When To Wear the Uniform:

17.3.1. **Military Duties.**

Air Force members must wear a uniform while performing military duties. Installation commanders will provide (at no cost) to enlisted members required organizational and (or) functional items directed for wear. When members perform duty on other Services' installations, they must comply with order of dress for that Service, provided their standards are not less restrictive than the Air Force.

17.3.2. **Traveling.**

Wearing a uniform is optional when a member is departing from a military airfield on Department of Defense aircraft or US government commercial contracted flights. Those choosing to wear civilian clothing will ensure items are neat, clean, and warm enough for in-flight operations and appropriate for the mode of travel and destination. Examples of inappropriate clothing include: ripped, torn, frayed, or patched clothing; tank tops, shorts, short skirts, undergarments worn as outer garment, bathing suits, sandals, and any garments which are revealing or display obscene, profane, or lewd words or drawings. The battle dress uniform (BDU) or Airman battle uniform (ABU) is an acceptable uniform when traveling between military installations. Airmen may wear the ABU, BDU, and DCU (when appropriate) while traveling in an official capacity on commercial flights in the continental United States per official policy message 031513Z Apr 08.

17.4. Uniform Wear Restrictions.

Air Force members are also restricted from wearing the uniform items that do not meet Air Force specifications. Additionally, Air Force members may not wear uniform items when participating in public speeches, interviews, picket lines, marches or rallies, or any public demonstration when the Air Force sanction of the cause for which the activity is conducted may be implied; to further political activities; or for private employment or commercial interests.

17.5. Personal Grooming Standards:

17.5.1. **Hair.**

Hair will be clean, well-groomed, and neat. If dyed, hair will look natural. Hair will not contain an excessive amount of grooming aids, touch the eyebrows, or protrude below the front band of properly worn headgear. **Exception:** Hair may be visible in front of the women's flight cap.

17.5.1.1. **Men.** Men's hair must have a tapered appearance on both sides and back, both with and without headgear. Their hair will not exceed 1-1/4 inches in bulk, regardless of length, and will not exceed 1/4 inch at the natural termination point. Extreme or faddish hairstyles or hair that violate safety requirements are not permitted. Men's hair will not touch the ears; only closely cut or shaved hair on the back of the neck may touch the collar. The block cut is permitted with tapered appearance. Men are also authorized cleanly shaven heads, military high-and-tight, or flat-top haircuts. Men's hair will not contain nor have any visible foreign items attached to it.

17.5.1.2. **Women.** Women must style their hair to present a professional appearance. Hair will not be worn in an extreme or faddish style or violate safety requirements. Hair cannot extend below any side of an invisible line drawn parallel to the ground at the bottom edge of the shirt collar regardless of length. Hairstyles must allow the wear of conservative hairpins, combs, headbands, elastic bands, and barrettes. The wear of a "scrunchy" is prohibited as a hair accessory. Women may not have shaved heads, military high-and-tight, or flat-top haircuts. Minimum length and (or) bulk required is 1 inch not to exceed 3 inches in bulk. Hair pins and bands must match hair color. Long hair worn in a bun will be secured with no loose ends. When hair is in a pony tail, it must be pulled all the way through the elastic band, hang naturally downward, and not extend below the collar. Bangs, if worn, will not touch the eyebrows.

17.5.1.3. **Wigs and Hairpieces.** Wigs and hairpieces are restricted according to the same standards required for natural hair, must be of good quality, fit properly, and not exceed limits stated for natural hair. Personnel engaged in aircraft flight line or in-flight operations are not authorized to wear wigs or hairpieces.

17.5.2. **Beards, Mustaches, and Sideburns (Men):**

17.5.2.1. Beards are not worn except for health reasons when authorized by a commander on the advice of a medical official. If *authorized* by the commander, members must keep facial hair trimmed not to exceed 1/4 inch in length. If granted a shaving waiver, members will not shave any facial hair. Commanders and supervisors will monitor progress in treatment to control shaving waivers.

17.5.2.2. Mustaches, if worn, will not extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn *upward* from the corners of the mouth.

17.5.2.3. Sideburns, if worn, will be neatly trimmed and tapered in the same manner as the haircut. They will be straight and of even width (not flared) and end in a clean-shaven horizontal line. They will not extend below the lowest part of the exterior ear opening.

17.5.3. **Cosmetics (Women).**

Cosmetics must be conservative and in good taste and will not be worn in field conditions.

17.5.4. **Fingernails.**

Fingernails must be clean, well-groomed, not exceed 1/4 inch in length past tip of finger, and not interfere with duty performance or hinder proper fit of prescribed safety equipment or uniform items. When worn, nail polish will be a single color (complement skin tone) or a French manicure. The polish will not contain any decorations.

17.6. Uniform Standards:

17.6.1. **Service Dress Uniform (Figure 17.1).**

This uniform consists of the blue service coat and trousers/slacks or skirt (women), light blue long- or short-sleeved shirt, and polyester herringbone twill tie for men or tie tab for women. With arms hanging naturally, the sleeves of the service coat will end approximately 1/4 inch from the heel of the thumb. Ensure the bottom edge of the coat extends 3 to 3-1/2 inches below the top of the thigh.

17.6.1.1. **Mandatory Accouterments.** Mandatory accouterments to be worn with the service dress coat are:

17.6.1.1.1. **US Lapel Insignia.** The US lapel insignia is placed halfway up the seam, resting on but not over it. The "US" letters in the insignia are parallel with the ground. Circles are worn around the US insignias for enlisted personnel. "US" insignias for officers do not have circles. Implementation date was 1 January 2007.

17.6.1.1.2. **Name Tag.** The name tag is metal engraved, brushed satin finish with blue letters; center metallic name tag on right side between the sleeve seam and the fold of the lapel. Bottom of name tag is parallel with bottom of ribbons.

17.6.1.1.3. **Ribbons.** Center ribbons resting on but not over the edge of the welt pocket. Wear a maximum of four devices on each ribbon. Wear all authorized ribbons and devices.

17.6.1.1.4. **Chevrons.** Center the sleeve chevron (4 inch for men; 3-1/2 or 4-inch for women) halfway between the shoulder seam and elbow bent at a 90-degree angle.

17.6.1.1.5. **Aeronautical and Chaplain Badges.** Aeronautical and chaplain badges are mandatory.

17.6.1.2. **Optional Accouterments.**

Optional accouterments include:

17.6.1.2.1. **Badges.** Air Force members are highly encouraged to wear their current occupational badge. Aeronautical badges and Chaplain badges are mandatory; others are optional. Wear highly polished badges only, midsized or regular; do not mix sizes. (**Note:** The oxidized heritage wings are authorized for wear. Midsized or regular badges may be worn with the medical badge.) Center the aeronautical, occupational, or miscellaneous badge 1/2 inch above the top row of ribbons. Center an additional badge 1/2 inch above the first one. Men center the duty or miscellaneous badge 1-1/2 inches below the top of the welt pocket and centered, and/or on the right side centered 1-1/2 inch below the name tag. Women wear duty or miscellaneous badges centered 1/2 inch above the name tag and centered 1/2 inch apart. Center a third badge 1/2 inch above the name tag. No more than four badges will be worn at one time.

17.6.1.2.2. **Tie (Men).** The necktie is mandatory. Center the optional tie tack or tie clasp (Air Force symbol, grade insignia, or wing and star) between bottom edge of knot and bottom tip of the tie.

Figure 17.1. Service Dress Uniform.

17.6.1.2.3. **Tie Tab (Women).** Wear of the blue satin inverted V-tie tab is mandatory.

17.6.2. **Service Uniform.**

The service uniform consists of the light blue, long- or short-sleeved shirt/blouse, and trousers/slacks or skirt (women). The following paragraphs provide further guidance on the service uniform:

17.6.2.1. **Short-Sleeved Shirt/Blouse (Figure 17.2).** Sleeves must barely touch or come within 1 inch of touching the forearm when the arm is bent at a 90-degree angle. The tie (men) and tie tab (women) are optional unless the short-sleeved shirt is worn with the service dress uniform. Mandatory accouterments consist of the following:

17.6.2.1.1. **Name Tag.** Men will center the name tag on but not over the edge of the right pocket. Women will center the name tag on the right side, even with to 1-1/2 inches higher or lower than the first exposed button.

17.6.2.1.2. **Chevrons.** Center the 3-1/2-inch sleeve chevron halfway between the shoulder seam and bottom edge of sleeve.

17.6.2.1.3. **Aeronautical Badges**. Aeronautical badges are mandatory. See paragraph 17.6.2.2.2 for information on the wear of aeronautical badges.

17.6.2.2. **Optional Accouterments.** Optional accouterments include:

17.6.2.2.1. **Ribbons.** Men center ribbons resting on but not over the edge of the left pocket between the left and right edges. Women center ribbons on the left side parallel with the ground, aligning the bottom of the ribbons with the bottom of the name tag. Air Force members may wear only authorized awards and devices when wearing ribbons. Ribbons are optional. When worn, all ribbons and devices must be worn. Members wear regular or miniature size ribbons. Sizes are not mixed. Ribbons must be clean, unfrayed, and not have a

visible protective coating. Wear the ribbon with the highest precedence nearest the lapel on the top row. Ribbons are not worn on outer garments such as raincoats, all-weather coats, or lightweight blue jackets. For additional information on placement and arrangement of ribbons, see AFI 36-2903.

17.6.2.2.2. **Badges.** A maximum of four earned badges may be worn on all blue service uniforms. A maximum of two badges are worn on the left side of the uniform above ribbons or pocket if ribbons are not worn. Wear only aeronautical, occupational, and miscellaneous badges in this location. Aeronautical and space badges are worn above occupational and miscellaneous badges. When more than one aeronautical badge is worn, the second badge becomes optional. A maximum of two occupational badges may be worn; the badge representing the current career field (regardless of level earned) is worn in the top position. With the exception of the heritage wings, wear highly polished badges only, midsized or regular size, and do not mix sizes. (**Note:** The medical badge may be worn with midsized or regular badges.) The following paragraphs provide specific guidance for men and women on the wear of badges:

Figure 17.2. Short-Sleeved Shirt/Blouse.

17.6.2.2.3. **Men.** Aeronautical and chaplain badges are mandatory. Others are optional. Center the aeronautical, occupational, or miscellaneous badge 1/2 inch above ribbons or pocket if not wearing ribbons. Center an additional badge 1/2 inch above the first one. Center the duty or miscellaneous badge on the lower portion of the left pocket between the left and right edges and bottom of the flap and the pocket, and on the right pocket between the left and right edges and bottom of the flap and bottom of the pocket. **Exception:** The missile badge is only worn centered on the left pocket.

17.6.2.2.4. **Women.** Aeronautical and chaplain badges are mandatory. Others are optional. Center the aeronautical, occupational, or miscellaneous badge 1/2 inch above ribbons or center badge parallel to the name tag if not wearing ribbons. Center an additional badge 1/2 inch above the first one. Center the duty and miscellaneous badge 1/2 inch above the name tag. **Exception:** The missile badge can be centered 1-1/2 inches below bottom of ribbons or on the right side 1/2 inch above the name tag.

17.6.2.3. **Long-Sleeved Shirt/Blouse (Figure 17.3).** The collar of the shirt/blouse shows 1/4 or 1/2 inch above the coat collar, with arms hanging naturally and sleeves extended to the heel of the thumb. The men's shirt has two pleated pockets and convertible cuffs. The women's blouse will have a tapered fit, while a tapered fit is optional for men. Military creases are prohibited. **Note:** The mandatory and optional accouterments are the same as the short-sleeved shirt/blouse. **Exception:** The tie or tab is mandatory when wearing the long-sleeved shirt/blouse.

17.6.2.4. **Tie (Men):**

17.6.2.4.1. The polyester herringbone twill tie is worn with the service dress coat. This tie is mandatory when wearing the service dress uniform, including semiformal and the long-sleeved shirt.

17.6.2.4.2. The tie must not have a design or sheen. It can be 2 or 3 inches wide and may be tapered at the center with a pointed end or untapered with a square end. The fabric for ties can be polyester, wool, synthetic, or blends. Woven and pretied ties are optional.

17.6.2.5. **Tie Tab (Women).** The tie tab is a blue inverted-V, constructed of a polyester herringbone, with self-fastening tails. This tie tab is mandatory when wearing the service dress uniform (including semiformal) and the long-sleeved blouse.

17.6.2.6. **Trousers (Men) and Slacks (Women).** The trousers are trim-fitted. The slacks fit naturally over the hips for women with no bunching at the waist or bagging at the seat. The bottom front of the trousers/slacks rests on the front of the shoe or boot with a slight break in the crease. The bottom back of the trousers/slacks is approximately 7/8 inch longer than the front. The silver tip of the belt extends beyond the buckle facing the wearer's left for men and right for women, with no blue fabric showing between the buckle and belt tip.

17.6.2.7. **Skirt (Women).** The skirt hangs naturally over the hips with a slight flare. Skirt length is no shorter than the top of the kneecap or longer than the bottom of the kneecap. The silver tip of the belt extends beyond the buckle facing the wearer's right, with no blue fabric showing between the buckle and belt tip. The A-line skirt is authorized for wear with the slit positioned to the wearer's right.

17.6.3. **Flight Cap.**

The flight cap is worn slightly to the wearer's right with the vertical crease of the cap in line with the center of the forehead, in a straight line with the nose. The cap is approximately 1 inch from the eyebrows. When not worn, tuck the cap under the belt on the wearers left side (men), either side (women) between the first and second belt loops. Do not fold the cap over the belt.

17.6.4. **Hose (Women).**

Hose must be worn with the skirt. Hose must be a commercial sheer nylon in neutral, dark brown, black, off-black, or dark blue shades that complement the uniform and the individual's skin tone. Do not wear patterned hose.

17.6.5. **Footwear:**

17.6.5.1. **Low Quarters.** Shoes are black oxford, lace-up style with a plain rounded toe or plain rounded, capped toe. Low quarters have no design and are smooth or scotch-grained leather or manmade material with an optional high gloss or patent finish. The sole 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). The shoe may have a low wedge heel. Plain black socks without design are worn with low quarters. **Note:** Women may wear hose with slacks.

Figure 17.3. Long-Sleeved Shirt/Blouse.

17.6.5.2. **Pumps (Women).** Pumps are authorized for wear with the blue service uniform. The pumps will be a plain black commercial design without ornamentation, made of smooth or scotch-grained leather or man-made material, high gloss or patent finish. The height of heels should be no higher than 2-1/2 inches (measured from inside sole of the shoe to the end of the heel lift). Faddish styles will not be worn (extreme toes--pointed or squared or extreme heel shapes).

17.6.5.3. **Combat Boots.** Combat boots may be worn with the service dress uniform or blue service uniforms (women—slacks only). A description of combat boots is provided in paragraph 17.6.7.3.1.

17.6.6. **Mess Dress Uniform (Figure 17.4).**

The mess dress is an optional uniform for enlisted personnel. This uniform is worn for social or official functions (i.e., "black tie" events); a tuxedo or evening gown is the civilian equivalent. Name tag and headgear are not worn. Enlisted may wear the semiformal service dress if they do not have a mess dress. Refer to AFI 36-2903 for semi-formal wear instructions. When in mess dress, saluting is not required. Mess dress items include:

17.6.6.1. **Jacket.** The jacket for both men and women is semifitted, single-breasted, having a straight back with three wing and star buttons positioned diagonally on each side of the lapel. Women's jackets have a satin shawl collar and lapels. Men's jackets have a front link chain closure with button on each end while women's jackets have no front link chain closure. For both men and women, sleeves end approximately 1/4-inch from the heel of the thumb. Men wear 4-inch chevrons. Women wear 3-1/2 or 4-inch chevrons. The jacket and trousers or skirt must match in shade and material. Accouterments include occupational, duty, miscellaneous badges, and command insignia. Aeronautical and chaplain badges are mandatory. Miniature medals may be worn.
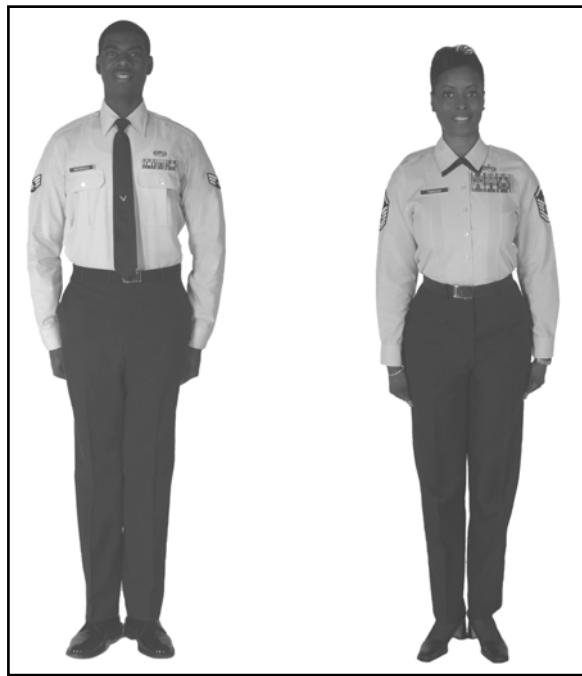
17.6.6.2. **Trousers (Men).** The trousers are high rise with side pockets, 7/8-inch blue striping, and do not have cuffs or pleats.

17.6.6.3. **Skirt (Women).** The skirt is ankle length (no higher than the ankle, no longer than the bottom of the heel). It has a one-panel front and a one-or-two panel back, is straight hanging, and has a seem on the left side split to the top of the knee, or women may wear an A-line style without the split.

17.6.6.4. **Shirt/Blouse.** The shirt or blouse is a conventional white long-sleeved dress type with a turndown collar and French cuffs with pleats. women may wear the short-sleeved blouse with barrel cuffs. Wearing a shirt or blouse with a military crease is prohibited.

Figure 17.4. Mess Dress Uniform.

17.6.6.4.1. **Tie.** Men will wear the blue satin bow tie (5 to 5 1/2 inches long). Women will wear either the 2 1/2-inch wide tie with square ends (without design) or the tab tie (V-tie).

17.6.6.4.2. **Cuff Links.** Men will wear cuff links with the "wing and star" design and the Air Force symbol. Cuff links may be of satin finish or of highly polished plain silver. Women will wear matching cuff links and studs as a set. It is mandatory for men to wear cuff links but optional for women.

17.6.6.4.3. **Studs.** Women may wear plain silver studs, highly polished or satin finished. See paragraph 17.6.6.4.2 for additional information on cuff links.

17.6.6.5. **Cummerbund.** Men and women will wear the blue satin cummerbund, pleated and without design, with the open edge of the pleats facing upward.

17.6.6.6. **Suspenders.** Men may wear suspenders. They will be solid white, blue, or black and will not be visible when wearing the jacket.

17.6.6.7. **Shoes.** Men will wear low quarters, and women will wear pumps. See paragraph 17.6.5 for additional shoe requirements. Boots are not authorized.

17.6.6.8. **Outergarments and Accessories.** Men and women may wear the top coat or all-weather coat, black scarf, black gloves, blue winter cap, and black earmuffs. Women may carry handbags. Men will wear socks, and women will wear hose.

17.6.7. **BDUs (Figure 17.5).**

BDUs may be worn off base for short convenience stops and when eating at restaurants where people wear comparable civilian attire. Do not wear BDUs off base to eat in restaurants where most diners wear business attire or when going to establishments that operate primarily to serve alcohol.

17.6.7.1. **BDU Shirt.** The long-sleeved camouflage pattern sleeves may be rolled up; if rolled up, the sleeve material must match the shirt and will touch or come within 1 inch of the forearm when the arm is bent at a 90-degree angle. The BDU shirt may be removed in the immediate work area as determined appropriate by local leadership.

17.6.7.1.1. **Mandatory Accouterments:**

17.6.7.1.1.1. **Tapes.** Center the "US AIR FORCE" tape immediately above the left breast pocket. Center the name tape (last name only) immediately above the right breast pocket. Cut off or fold tapes to match pocket width. Exceptions for specific functional communities are outlined in AFI 36-2903.

17.6.7.1.1.2. **Chevrons.** Center the chevron (4 inch for men; 3 1/2 or 4 inch for women) halfway between the shoulder seam and elbow when bent at a 90-degree angle. When sleeves are rolled up, chevrons do not need to be fully visible; however, rank must be distinguishable.
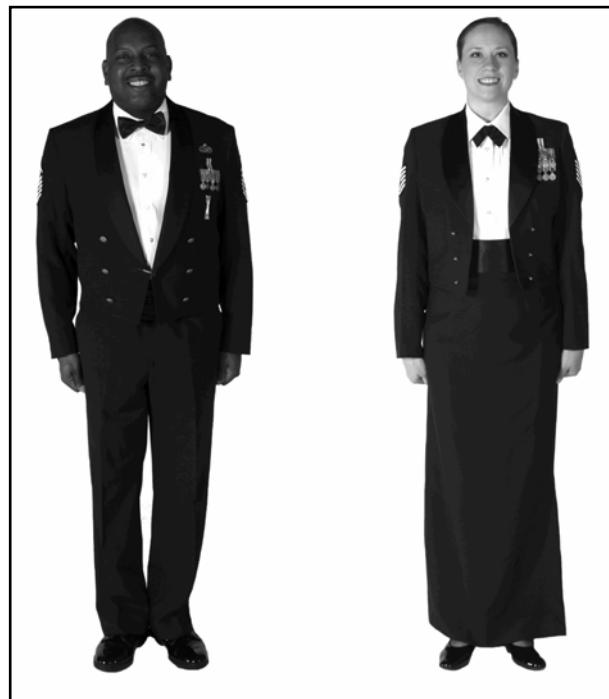
Figure 17.5. BDU.

17.6.7.1.1.3. **Aeronautical and Chaplain Badges.** Aeronautical and chaplain badges are mandatory.

17.6.7.1.2. **Optional Accouterments:**

17.6.7.1.2.1. **Patches.** Patches are worn at the major command, field operating agency, and direct reporting unit commanders' discretion. If worn, center patch on the lower portion of the pocket between the left and right edges and bottom of the flap and pocket. Center any additional patches over the right pocket 1/2 inch above the name tape.

17.6.7.1.2.2. **Badges.** Aeronautical and chaplain badges are mandatory. Other kinds of badges are optional. Center the subdued embroidered badge (aeronautical, occupational, or miscellaneous) 1/2 inch above the "US AIR FORCE" tape. Center an additional badge 1/2 inch above the first badge. When more than one aeronautical badge is worn, the second badge (occupational or miscellaneous) becomes optional. If more than one occupational badge is worn, the badge that reflects the current job is worn in the top position. No more than three earned embroidered badges may be worn on BDUs.

17.6.7.2. **Trousers.** Trousers must be evenly bloused (gathered in and draped over loosely) over the combat boots. The black tip of the belt may extend up to 2 inches beyond the buckle and faces toward the wearer's left (men) or either right or left (women).

17.6.7.3. **Footwear:**

17.6.7.3.1. **Combat Boots.** Boots must be black, with or without safety toe, plain rounded toe, or rounded capped toe with or without perforated seam. They may have a high gloss or patent finish.

17.6.7.3.2. **Socks.** Wear plain socks without design. Plain white socks may be worn with combat boots; however, wear black socks over the white socks to preclude white socks from showing.

17.6.8. **ABUs (Figure 17.6).**

The ABU replaces both the temperate and hot weather BDU and the desert camouflage uniform. The basic ABU configuration is ABU shirt, trousers, patrol cap, t-shirt, rigger belt, boots, and socks. The ABU is a wash-and-wear uniform. Starching and hot pressing of the ABU is prohibited. Low-heat ironing is authorized.

17.6.8.1. **ABU Shirt.** The long-sleeved ABU shirt sleeves may be rolled up. If rolled up, the visible sleeve material must match the shirt and will touch or come within 1 inch of the forearm when the arm is bent at a 90-degree angle. The ABU shirt may be removed in the immediate work area as determined appropriate by local leadership.

17.6.8.1.1. **Accouterments:**

17.6.8.1.1.1. **Tapes.** Center the "US AIR FORCE" tape immediately above the left breast pocket. Center the name tape (last name only) immediately above the right breast pocket. Cut off or fold tapes to match pocket width.

17.6.8.1.1.2. **Chevrons.** Center the chevron (4 inch for men; 3-1/2 or 4 inch for women) halfway between the shoulder seam and elbow when bent at a 90-degree angle. When sleeves are rolled up, chevrons do not need to be fully visible; however, rank must be distinguishable.

17.6.8.1.1.3. **Badges.** Aeronautical, chaplain, and occupational badges, and required duty shields are authorized. Occupational badges are optional. Other badges are not authorized. A maximum of three badges can be worn, with a maximum of two above the Air Force tape on the left side. A third badge may be worn if authorized for placement on the left breast pocket. There is no badge, patch, or insignia authorized for wear on the right pocket.

17.6.8.2. **Trousers.** Trousers must be bloused evenly (gathered in and draped loosely) over the combat boots.

17.6.8.3. **Patrol Cap.** ABU patrol caps are authorized headgear for wear with the ABU outside the area of responsibility. Organizational caps (with the exception of REDHORSE) are not authorized.

17.6.8.4. **T-Shirt**. ABU t-shirts are light tan crew neck and 100 percent cotton fabric.

17.6.8.5. **Boots.** ABU sage green boots are authorized for wear with all utility uniforms. Desert tan boots are also authorized for the wear with the ABU.

17.6.8.6. **Socks.** ABU sock color is sage green with the sage green boots. You may wear green, tan, or black socks with the tan boots.

17.6.9. **Physical Fitness (PT) Gear (Figure 17.7).**

PT (short- or long-sleeve) shirt may be tucked in or out. Shorts will be worn with t-shirt. The lining in the PT shorts may be removed; however, do not modify the other PT items, such as sleeve removal. Spandex shorts and legging (navy blue or black) may be worn under PT shorts (full-length leggings may be worn during cold weather periods). Jacket, when worn, may be zipped, unzipped, and worn with t-shirt. Socks will be white in color, any length and may have small conservative trademark logos. All hats and winter caps (knit) are authorized. To maintain a professional military image, no offensive wording, graphics or photos are authorized on any item worn with the PT gear. Bandanas and other similar headscarves and headgear are not authorized unless due to medical waiver condition. Additional civilian clothing items may be added to the PT, but color consistency should be reasonably compatible to support a professional appearance. Any athletic shoe is authorized. For additional guidance refer to AFI 36-2903, Figure 2.6.

Figure 17.6. ABU.

Figure 17.7. PT Gear.

17.7. Accessory Standards:

17.7.1. **Jewelry.**

Bracelets (no wider than 1/2 inch) and watches must be conservative, not present a safety hazard, and be worn around the wrist. A maximum of three rings on both hands combined may be worn. Rings are worn only at the base of the finger; thumb rings are not authorized. Necklaces may be worn if concealed under a collar or undershirt. Women are authorized to wear small spherical, conservative, round diamond, gold, white pearl, or silver earrings with any uniform combination and worn as a set. Earrings must be worn as a matching set and should fit tightly without extending below the earlobe, except for the connecting band on clip earrings.

17.7.2. **Eyeglasses and Sunglasses.**

The wear of eyeglasses, sunglasses, and wraparound sunglasses with conservative ornamentation is authorized. The frames may be black or brown material or gold or silver wire. Brand name glasses may be worn with a small logo on the frames or lens, which must be of the same color. Sunglasses must have conservative lenses and frames; faddish styles and mirrored lenses are prohibited. Sunglasses are not permitted in formation. Eyeglasses and sunglasses must not be worn around the neck, or on the top or back of the head or exposed hanging on the uniform. Eyeglasses and sunglasses will be worn in the manner for which they were made.

17.7.3. **Additional Items.**

Pencils and pens must be concealed except when carried in the appropriate compartments of the ABU or BDU. Personal digital assistant (PDA), pager, or cellular phone must be solid or covered in black, silver, dark blue, or gray, and must be conservative. Only one PDA, pager, or cellular phone at a time may be worn on the uniform belt. Lanyard for access passes, badges, and common access cards must be plain, dark blue or black with silver or plastic small conservative link chains and clear plastic. Green may also be worn with the ABU and BDU. These attachments must not present a safety issue. Umbrellas must be plain, black, and carried in the left hand. Attaché cases, gym bags, and backpacks are carried in the left hand, on the left shoulder, or both shoulders (must not to interfere with rendering the proper salute). Only solid-color black backpacks may be worn with blue uniform combinations; solid-color black, olive drab, or matching camouflage are the only colors authorized with the ABU and BDU. Conservative manufacture's logo is allowed.

17.8. Tattoos and Brands:

17.8.1. **Unauthorized Types.**

Tattoos and brands anywhere on the body that are obscene or advocate sexual, racial, ethnic, or religious discrimination are prohibited in and out of uniform. Tattoos and brands that are prejudicial to good order and discipline or of a nature that tends to bring discredit upon the Air Force are prohibited in and out of uniform.

17.8.2. **Inappropriate Types.**

Excessive tattoos and brands must not be exposed or visible (includes being visible through the uniform) while in uniform. Excessive is defined as any tattoo or brand that exceeds 1/4 coverage of the exposed body part and those above the collarbone and readily visible when wearing an open-collar uniform.

17.8.3. **Violations.**

Failure to observe the mandatory provisions is a violation of Article 92, Uniform Code of Military Justice. Violations for the following types of tattoos and brands are as follows:

17.8.3.1. **Unauthorized.** Any member who obtains unauthorized tattoos will be required to remove them at his or her own expense. Members who fail to remove unauthorized tattoos in a timely manner will be subject to involuntary separation.

17.8.3.2. **Inappropriate.** Members are not allowed to display excessive tattoos that would detract from an appropriate professional image while in uniform. Commanders will use AFI 36-2903 to assist in determining appropriate military image and acceptability of tattoos displayed by members in uniform. Air Force members with existing tattoos not meeting an acceptable military image are required to maintain complete coverage of the tattoos using current uniform items (for example, long-sleeved shirt or blouse, pants or slacks, dark hosiery, etc.) or volunteer to remove tattoos. Depending on the circumstances, commanders may seek Air Force medical support for voluntary tattoo removal. Members who choose to not comply with these requirements are subject to disciplinary action.

17.9. Body Piercing.

Body piercing standards are provided below: (**Note:** In both uniform and civilian attire, women are authorized to wear one set of earrings as described in paragraph 17.7.1.)

17.9.1. **In Uniform.**

Members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (includes visible through the uniform).

17.9.2. **In Civilian Attire:**

17.9.2.1. **Official Duty.** Members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (includes being visible through clothing).

17.9.2.2. **Off Duty on a Military Installation.** Members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear (males), nose, tongue, or any exposed body part (includes being visible through clothing). Women may wear one set of earrings.

17.9.3. **Imposing More Restrictive Standards.**

Installation or higher level commanders may impose more restrictive standards for tattoos, brands, and body ornaments, on or off duty, in those locations where Air Force-wide standards may not be adequate to address cultural sensitivities or mission requirements. There may be situations where the commander may restrict the wear of nonvisible body ornamentation. Those situations would include any body ornamentation that interferes with the performance of the member's military duties.

NOTE: According to AFI 36-2903, Table 2.5, individuals are prohibited, from pursuing body alterations or modifications if it is intentional and results in a visible, physical effect that detracts from a professional military image.

17.10. Conclusion.

This chapter has covered many common areas of interest in our Air Force uniforms. The information contained in this chapter is not the governing directive with regard to uniform wear. Refer to the most current edition of AFI 36-2903 for specific guidance and authority.

Chapter 18

FIT FORCE

Section 18A—Overview

18.1. Introduction.

Air Force members must be physically fit to support the Air Force mission. Health benefits from an active lifestyle will increase productivity, optimize health, and decrease absenteeism while maintaining a higher level of readiness. The goal of the fitness program is to motivate all members to participate in a year-round physical conditioning program that emphasizes total fitness, to include cardiorespiratory fitness, strength and endurance, and flexibility conditioning and body composition, as well as healthy eating habits. Commanders and supervisors must incorporate fitness into the AF culture to establish an environment for members to maintain physical fitness and health to meet expeditionary mission requirements and deliver a fit-and-ready force. The annual fitness assessment provides commanders with a tool to assist in the determination of overall fitness of their military personnel. This chapter covers the fitness program, proper nutrition, substance abuse, tobacco use, suicide prevention, posttraumatic stress disorder (PTSD), reintegration from deployment, medical care, and the Wingman concept.

Section 18B—Physical Fitness and Fitness Components

18.2. Unit Physical Fitness Training Program:

18.2.1. Commander-driven physical fitness training is the backbone of the Air Force physical fitness program. The program promotes aerobic and muscular fitness, flexibility, and optimal body composition of each member in the unit. Safety must be an overarching concern throughout physical training (PT) and testing.

18.2.2. Duty time must include PT as an integral part of mission requirements. The program will meet the current ability level of the members while encouraging and challenging members to progress to a higher fitness level. The 1.5-mile timed run, cycle ergometry, 3-mile walk, abdominal circumference (AC), body mass index (BMI), pushup, and crunch tests are designed as a measurement of the effectiveness of the PT program; however, training should not be limited to these test activities.

18.2.3. The unit fitness program should incorporate the guidelines established in AFI 10-248, *Fitness Program*, Attachment 2, to develop general fitness, prevent boredom, and decrease repetitive strain injuries. Sample programs are provided at AFI 10-248, Attachment 3. Finally, the program should ensure a safe environment for training by assessing traffic patterns, use of headphones or other personal equipment, temperature, availability of water and first aid, and awareness of emergency procedures. Individual safety issues, such as medical limitations and level of ability, should also be considered.

18.3. Physical Fitness Standard:

18.3.1. The Air Force uses a composite fitness score based on aerobic fitness, muscular strength, and body composition to determine overall fitness. Overall fitness is directly related to health risk, including risk of disease (morbidity) and death (mortality). A composite score of 75 represents the minimum accepted health, fitness, and readiness levels. Health and readiness benefits continue to increase as body composition improves and physical activity and fitness levels increase. Members are encouraged to optimize their readiness status and posture by improving their overall fitness. Age- and gender-specific fitness score charts are provided in AFI 10-248.

18.3.2. Members will receive a composite score on a 0 to 100 scale based on the following maximum component scores: 50 points for aerobic fitness assessment, 30 points for body composition, 10 points for pushups, and 10 points for crunches. The following formula is used to determine the score: Composite score = Total component points achieved multiplied by 100 and divided by total possible points.

18.3.3. Members with a medical profile prohibiting them from performing one or more components of the fitness assessment will have a composite score calculated on the tested components.

18.3.3.1. **Exemptions.** Annually, members are mandated to complete a composite fitness assessment. Optimally, members should complete the entire composite test, but at a minimum, the aerobic and AC measurement requirements must be met every 12 months. Exemptions are designed to categorize members as unable or unavailable to train or test for reasons beyond the control of the member or commander for a limited time period as outlined in AFI 10-248, Table 3.1.

18.3.3.2. **Component Exemptions.** The commander may grant members an exemption from components (aerobic assessment, crunches and [or] pushups, but not AC) of PT or assessment based on medical recommendations. When the member's exemption in an aerobic component expires or is cleared by the provider, the member will repeat the composite assessment.

18.3.4. Composite scores represent a health-based fitness level. As the fitness level increases, Airmen are able to tolerate extremes in temperature, fatigue, and stress while optimizing performance in the deployed environment. Refer to Table 18.1 for fitness levels.

Table 18.1. Scoring Chart.

I T E M	A	B	C
	Fitness Levels	**Scores**	**Currency of Fitness Testing**
1	Excellent	Above or equal to 90	Within 12 months
2	Good	75 - 89.99	Within 12 months
3	Poor	Less than < 75	Within 90 days, but not during the first 42 days after testing. For Reserve members (except Air National Guard), test within 180 days (NLT 1st day of 7th month)

18.3.5. Members due to deploy will test prior to deployment to maintain the members current status in the Air Force Fitness Management System. If the commander grants an exemption, the member is given 42 days to train and is then required to complete assessment. However, if testing is not possible due to extenuating circumstances beyond the individual's or commander's control, or a deployment is extended beyond the member's currency, the commander may grant a deployment exemption, but this should be the exception. Finally, if a member is unable to complete any scheduled fitness test or classes due to mission requirements, the member must receive written approval from the unit commander. A copy of the written approval is filed in the member's personnel information file (PIF), and the member must be rescheduled and attend the missed appointment within 15 duty days of mission requirement completion.

18.4. Physical Fitness Assessment (FA):

18.4.1. The unit is responsible for conducting all body composition, 1.5-mile-timed run, cycle ergometry, timed walk; pushups; and crunch assessments. A trained physical training leader will conduct the assessment.

18.4.2. All members must complete the fitness screening questionnaire before fitness testing. **Note:** The questionnaire will continue to serve as screening. All members must complete the fitness screening questionnaire within 30 calendar days, but no later than 7 days prior to fitness assessment to provide time for medical evaluation, when indicated.

18.4.3. Medical providers may authorize temporary medical exemptions for medical conditions preventing a member from safely participating in specific physical conditioning programs or in a component of the fitness assessment. They may also issue temporary exemption from testing for those who require them. Assessment for participation in fitness activities should be made at each visit to prevent the member from having to return for clearance or exemption at a later date.

18.4.4. Pregnant service members will engage in physical activity to maintain cardiovascular and muscular fitness throughout the pregnancy and postpartum period according to medical provider recommendations. Exercise regimens will consist of routines that include PT and nutrition counseling. Members are exempted from fitness testing during pregnancy and for 180 days after the delivery date.

18.5. Assessment Procedures.

All components of the FA (body composition, aerobic and muscular FAs) must be completed on the same duty day. If extenuating circumstances occur (for example, rapidly changing or severe weather conditions, natural disasters, emergencies, safety issues, etc), then all components must be completed within 5 duty days. Reserve members must be in a duty status for assessments. The body composition assessment, to include height, weight (calibrated scale), and AC, is performed by unit members appointed and trained according to AFI 10-248, paragraphs 1.13.7 and 1.19.5. The muscular FA (pushups, then crunches) may be accomplished before or after the 1.5-mile run (or 3-mile walk for eligible members) but must be completed after the cycle ergometry test. There should be a 3-minute rest period between components. The assessment components should be scheduled to allow adequate rest for members on irregular or shift work hours. Body composition assessment consists of height and weight and AC.

18.5.1. **Body Composition Assessment:**

18.5.1.1. **Height and Weight.** Height and weight are obtained by appointed and trained unit members. These measures are not part of the member's composite score, except for individuals with BMI < 25 kg/m². Refer to AFI 10-248, paragraph 3.2.2.1.

18.5.1.2. **Abdominal Circumference.** The ABDOMINAL CIRCUMFERENCE measurement is used to obtain the body composition component score. Refer to AFI 10-248, Attachment 7, for the abdominal measurement technique.

18.5.2. **Aerobic Assessment.**

Members will complete the aerobic assessment of a 1.5-mile timed run. Members medically exempted from the run and cleared for a submaximal test will complete the cycle ergometry, 3-mile walk, or Fit Step test (Air National Guard) according to procedures in AFI 10-248, Attachment 9, Attachment 16, and Attachment 17. Members who receive an invalid cycle ergometry result must be reassessed by cycle ergometry within 5 duty days. An unexcused failure to return for a reassessment will result in administrative action. If the member is an individual mobilization augmentee, he or she reassesses by cycle ergometry on the next inactive duty training or annual tour, whichever comes first. The fitness program manager will review members who receive a second consecutive inconclusive test score.

18.5.3. **Muscular Fitness Assessment.**

Upper body muscular strength and endurance is measured with a 1-minute timed pushup test; abdominal muscular strength and endurance is measured with a 1-minute timed crunch test.

18.6. Ongoing Education and a Supportive Environment.

Ongoing education and a supportive environment for all members and early intervention for marginal and poor fit members are essential to maintain health and fitness of the force.

18.6.1. **Programs Provided by the Health and Wellness Center (HAWC).**

At a minimum, the following programs are provided by the HAWC to provide early intervention and assist members to improve overall fitness:

18.6.1.1. **Healthy Living Program.** This program is an initial minimum 2-hour class required for all active duty (AD) and active Guard/Reserve members receiving a composite fitness score < 75; members must attend within 10 duty days of the FA. A monthly fitness followup session with the fitness program manager may count as a subsequent Healthy Living Program for members in poor category who have attended Healthy Living Program within the past 12 months. The Healthy Living Program consists of three educational components—behavioral change, nutrition, and exercise.

18.6.1.1.1. Behavioral change component focuses on successful strategies to ensure program success, preferably taught by a life skills provider, but a life skills technician is acceptable as an alternative.

18.6.1.1.2. Nutrition component focuses on nutrition education, balanced diet, and healthy food selection. Members should maintain a food record. Counselors will provide information about how to eat for optimal exercise and physical performance.

18.6.1.1.3. Exercise component focuses on development of specific training variables critical to fitness improvement.

18.6.1.2. **Fitness Improvement Program:**

18.6.1.2.1. Members must participate in a unit Fitness Improvement Program. They will exercise 4-5 days per week, and this may be accomplished during the member's unit PT program or at a fitness center-led designated Fitness Improvement Program class. They are required to monitor heart rate and intensity during the Fitness Improvement Program; must have their AF Form 1975, *Fitness Improvement Activity Log – Aerobic Training*, signed by the Fitness Improvement Program class instructor, certified physical training leader, or fitness program manager at the end of each exercise session; and be available for evaluation and further recommendations by the fitness program manager at monthly Healthy Living Program followup. Also, they will attend a monthly Healthy Living Program followup session with the fitness program manager to discuss a fitness plan for improvement until the member achieves a score > 75. Reservists are directed to complete Healthy Living Program reserves on-line if programs are not available with the host HAWC.

18.6.1.3. **Body Composition Improvement Program.** AD and active Guard/Reserve members who score < 75 and who have an AC > 40 inches (male) or > 35 inches (female) will attend the first session of the Body Composition Improvement Program (a multidisciplinary, multisession Body Composition Improvement Program) within 10 duty days of completing the healthy living program. Body Composition Improvement Program sessions should be scheduled and attended in sequential order. Members attending a Body Composition Improvement Program must complete a food record. The multidisciplinary, multi-session program will include:

18.6.1.3.1. Development of an individualized plan to modify lifestyle.

18.6.1.3.2. Nutrition education and counseling.

18.6.1.3.3. Behavior modification.

18.6.1.3.4. Self-monitoring techniques.

18.6.1.3.5. Weight loss maintenance.

18.6.1.3.6. Monthly followup until the member achieves a composite score of equal to, or greater than 75.

18.6.2. **Environment.**

The installation environment will be conducive for all members to maintain a healthy lifestyle and a community-based education and awareness program that address optimal nutrition, body composition, and fitness evident to all members. In addition, programs for education and intervention will be available to Reserves and Air National Guard personnel.

18.7. Fitness Review Panel:

18.7.1. The unit fitness program manager (UFPM) will schedule a fitness review panel meeting with the fitness program manager to discuss members in the poor category who fail to achieve a higher score at the 90-day retest (180-day retest for Air Force reservists).

18.7.2. The multidisciplinary panel will:

18.7.2.1. Review AF Forms 1975 and food records, as applicable. Evaluate the member's fitness program, test results and barriers to improvement.

18.7.2.2. Recommend additional intervention to assist the member in a successful program outcome. Document these goals and recommendations on AF Form 108, *Physical Fitness Education and Intervention Processing*, for the commander's signature.

18.7.2.3. Consist of the minimum necessary panel members to achieve the requirements in AFI 10-248 (for example, member, member's immediate supervisor, fitness program manager, dietitian or dietitian/diet therapist, medical provider, other involved agencies or departments). **Note:** The fitness review panel is not an administrative action review process.

18.8. Unit Key Players.

It takes several individuals to make the unit PT program a success. They are the unit commander, UFPM, PT leader, immediate supervisor, and the individual.

18.8.1. **Unit Commander.**

Promotes, supports, and ensures unit fitness program integrity and provides an environment that is conducive to healthy lifestyle choices. Provides overall work environment for a community that is supportive of optimal nutrition and fitness by providing access to facilities that provide healthy foods and gives time to exercise during duty time. Implements and maintains a unit PT program according to guidelines in AFI 10-248, Attachment 2 and Attachment 3. PT programs not outlined in AFI 10-248, Attachment 3, or major command or installation guidance should be written, reviewed, and developed in consultation with the fitness program manager.

18.8.2. **UFPM.**

The UFPM oversees the administration of the fitness program for the unit, notifies the unit commander of members failing to attend scheduled fitness appointments, and provides fitness metrics and unit status reports to the unit commander monthly.

18.8.3. **PT Leader:**

18.8.3.1. Attends an initial PT leader course provided by the fitness program manager prior to overseeing and conducting the unit fitness program. Maintains currency by receiving annual refresher course or upon change in duty station, whichever comes first. Reservists may complete the AD PT leader at the HAWC. If the HAWC course is unavailable, the Air Force Reserve PT leader may complete virtual training course on the Air Force Medical Service Knowledge Exchange (KX) Web site as coordinated through the fitness program manager: https://kx.afms.mil.

18.8.3.2. Completes cardiopulmonary resuscitation training prior to attending PT leader training course. Maintains cardiopulmonary resuscitation currency while serving as PT leader; automated external defibrillator training is recommended.

18.8.4. **Immediate Supervisor:**

18.8.4.1. Actively participates in and promotes the fitness program. Promotes an overall understanding among personnel regarding the intention of the fitness program, which emphasizes the importance of ongoing training and not the testing.

18.8.4.2. Promotes participation in unit PT programs and allows member up to 90 minutes of duty time for PT three to five times weekly. In cases where mission prohibits a member from participating in PT, the commander or first sergeant should be notified. For Air Force Reserve, ensure members are permitted duty time for PT according to unit policy.

18.8.5. **Individual.**

Maintains a healthy lifestyle by participating in unit PT program according to guidelines outlined in AFI 10-248, Attachment 2, and meets Air Force fitness minimum standards > 75. Finally, attends all required fitness program appointments.

18.9. Cardiorespiratory Fitness.

The five major components of fitness are cardiorespiratory fitness, muscular strength, endurance, flexibility, and body composition. Warmup and cool down are also essential components of a complete physical fitness program.

18.9.1. Cardiorespiratory fitness sometimes called cardiorespiratory endurance is a condition in which the body's cardiovascular or circulatory and respiratory systems function together, especially during exercise or work, to ensure adequate oxygen is supplied to the working muscles to produce energy.

18.9.2. Muscular strength is the amount of force that a muscle can produce with a single maximum effort.

18.9.3. Muscular endurance is the ability of the muscle to contract repeatedly over a period of time.

18.9.4. Flexibility is the ability to move a joint through the full range of motion.

18.9.5. Body composition refers to the body's relative amounts of fat and lean tissue (muscles, organs, and bones).

18.10. Cardiovascular Fitness.

A successful cardiovascular exercise program should include the principles of frequency, intensity, duration, and mode.

18.10.1. **Frequency.**

Frequency refers to how often one exercises. Frequency is related to the intensity and duration of the exercise session. Conditioning the cardiorespiratory system can best be accomplished by three adequately intense workouts per week. Airmen should do these on alternate days. By building up gradually, Airmen can get even greater benefits from working out five times a week. However, leaders should recognize the need for recovery between hard exercise periods and should adjust the training intensity accordingly. They must also be aware of the danger of overtraining and recognize that the risk of injury increases as the intensity and duration of training increases.

18.10.2. **Intensity.**

Intensity refers to how hard one exercises. Improvements in cardiovascular fitness are directly related to how hard the exercise is performed. The minimum training intensity required in an exercise session is 50 percent of volume of oxygen (VO2) max, sometimes referred to as the "training threshold." The heart rate, which corresponds to the intensity sufficient enough for cardiorespiratory improvement, is known as the target heart rate (THR). A THR of 70 to 90 percent of one's theoretical maximum heart rate (MHR) is equivalent to 50 to 85 percent of one's VO2 max. One way to determine THR is to calculate 70 to 90 percent of one's theoretical MHR using the formula in Figure 18.1.

Figure 18.1. Heart Rate Formula.

220 - age = maximum heart rate (MHR)

MHR x .70 = percent of MHR (bottom threshold of THR)

MHR x .90 = percent of MHR (top threshold of THR)

As an example, a 30-year old's target heart rate would be:

1. 220 - 30 = 190

2. 190 x .70 = 133 beats per minute (or 70 percent of MHR)

3. 190 x .90 = 171 beats per minute (or 90 percent of MHR)

This individual's target heart rate is 133-171 beats per minute. A beginner should target the lower end of the heart rate range and increase as improvements occur. To determine heart rate for 1 minute, count the pulse for 10 seconds and multiply by 6.

18.10.3. **Duration.**

Duration is the time spent exercising in the THR zone. A low intensity exercise requires a longer duration for cardiovascular improvements. The more intense the activity, the shorter the time needed to produce or maintain the training effect.

18.10.4. **Mode.**

Only sustained activities that require a large volume of exercise and use large muscle groups will improve cardiovascular fitness. Examples are running, rowing, jogging, vigorous walking, jump rope, stationary cycling, swimming, and stair climbing.

18.11. Muscular Strength and Endurance Training.

A successful strength and endurance program should include the principles of specificity, regularity, recovery, balance, and variety.

18.11.1. **Principle of Specificity.**

A resistance training program should provide resistance to the specific muscle groups that need to be strengthened. These groups can be identified by doing a simple assessment. The Airman slowly does work-related movements he or she wants to improve and, at the same time, he or she feels the muscles on each side of the joints where motion occurs. Those muscles that are contracting or becoming tense during the movement are the muscle groups involved. If the Airman's performance of a task is not adequate or if he or she wishes to improve, strength training for the identified muscle(s) will be beneficial. To improve his or her muscular endurance and strength in a given task, the Airman must do resistance movements that are as similar as possible to those of doing the task. In this way, he or she ensures maximum carryover value to his or her warrior tasks.

18.11.2. **Principle of Regularity.**

Exercise must be done regularly to produce a training effect. Sporadic exercise may do more harm than good. Airman can maintain a moderate level of strength by doing proper strength workouts only once a week, but three workouts per week are best for optimal gains. The principle of regularity also applies to the exercises for individual muscle groups. An Airman can work out three times a week, but when different muscle groups are exercised at each workout, the principle of regularity is violated and gains in strength are minimal.

18.11.3. **Principle of Recovery.**

Consecutive days of hard resistance training for the same muscle group can be detrimental. The muscles must be allowed sufficient recovery time to adapt. Strength training can be done every day only if the exercised muscle groups are rotated, so that the same muscle or muscle group is not exercised on consecutive days. There should be at least a 48-hour recovery period between workouts for the same muscle groups. For example, the legs can be trained with weights on Monday, Wednesday, and Friday and the upper body muscles on Tuesday, Thursday, and Saturday. Recovery is also important within 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 be 30 to 180 seconds.

18.11.4. **Principle of Balance.**

When developing a strength-training program, it is important to include exercises that work all the major muscle groups in both the upper and lower body. One should not work just the muscle groups in the upper body, thinking that running will strengthen the legs. Most muscles are organized into opposing pairs. Activating one muscle results in a pulling motion, while activating the opposing muscle results in the opposite, or pushing, movement. When planning a training session, it is best to follow a pushing exercise with a pulling exercise which results in movement at the same joint(s). For example, follow an overhead press with a lat pulldown exercise. This technique helps ensure good strength balance between opposing muscle groups which may, in turn, reduce the risk of injury. Sequence the program to exercise the larger muscle groups first, then the smaller muscles. For example, the lat pulldown stresses both the larger latissimus dorsi muscle of the back and the smaller biceps muscles of the arm. If curls are done first, the smaller muscle group will be exhausted and too weak to handle the resistance needed for the lat pulldown. As a result, the Airman cannot do as many repetitions with as much weight as he or she normally could in the lat pulldown. The latissimus dorsi muscles will not be overloaded and, as a result, they may not benefit very much from the workout.

18.11.5. **Principle of Variety.**

A major challenge for all fitness training programs is maintaining enthusiasm and interest. A poorly designed strength-training program can be very boring. Using different equipment, changing the exercises, and altering the volume and intensity are good ways to add variety, and they may also produce better results. The Airman should periodically substitute different exercises for a given muscle group(s). For example, he or she can do squats with a barbell instead of leg presses on a weight machine. Also, for variety or due to necessity (for example, when in the field), he or she can switch to partner-resisted exercises or another form of resistance training. However, frequent wholesale changes should be avoided as Airmen may become frustrated if they do not have enough time to adapt or to see improvements in strength.

18.12. Flexibility Training:

18.12.1. Flexibility is an important component of any fitness program. Many activity-related injuries have their root in lack of flexibility. Think of your muscles as rubber bands. When they are cold they are rigid and brittle. When warm, they stretch and retract more easily. Conducting a good warmup prior to exercising and a good cool down upon completion will help prevent injury and reduce muscle soreness.

18.12.2. No matter what your current fitness level, you should always begin your exercise sessions with a warmup. A good warmup sequence is as follows: Jog in place or a specified location for one to two minutes. This causes a gradual increase in the heart rate, blood pressure, circulation, and increases the temperature of the active muscles. Next, perform slow joint rotation exercises (for example, arm circles, knee and [or] ankle rotations) to gradually increase the joint's range of motion. Work each major joint for 5 to 10 seconds. Finally, stretch the muscles to be used during the upcoming activity slowly. This will "loosen up" muscles and tendons so they can achieve greater ranges of motion with less risk of injury. Hold each stretch position for 10 to 15 seconds, and do not bounce or bob.

18.12.3. Immediately following your exercise session, stretch as part of your cool down. After exercising, when your muscles are their warmest is the best time to improve your flexibility. Do not limit flexibility exercises to warmup and cool down only. Take the time to dedicate sessions to flexibility. Stretching throughout the day is also a great idea. Stretching is one form of exercise that takes very little time relative to the benefits gained. Some of the more common flexibility exercises are listed under the flexibility exercises. Assume all stretching positions slowly until you feel tension or slight discomfort. Hold each position for at least 10 to 15 seconds during the warmup and cool down. Developmental stretching to improve flexibility requires holding each stretch for 30 seconds or longer.

18.13. Body Composition.

The two largest factors that contribute to maintaining a positive body composition are exercise and diet.

18.13.1. A combination of exercise and diet is the best way to lose excessive body fat. Losing one to two pounds a week is a realistic goal which is best accomplished by reducing caloric intake and increasing energy expenditure. In other words, one should eat less and exercise more. Dieting alone can cause the body to believe it is being starved. In response, it tries to conserve its fat reserves by slowing down its metabolic rate and, as a result, it loses at a slower rate.

18.13.2. Airmen must consume a minimum number of calories from all the major food groups, with the calories distributed over all the daily meals including snacks. This ensures an adequate consumption of necessary vitamins and minerals. A male Airman who is not under medical supervision when dieting requires a caloric intake of at least 1,500; women require at least 1,200 calories. Airmen should avoid diets that fail to meet these criteria.

18.13.3. Trying to lose weight with fad diets and devices or by skipping meals does not work for long-term fat loss since weight lost through these practices is mostly water and lean muscle tissue, not fat. Losing fat safely takes time and patience. There is no quick and easy way to improve body composition.

18.13.4. The Airman who diets and does not exercise loses not only fat but muscle tissue as well. This can negatively affect his physical readiness. Not only does exercise burn calories, it helps the body maintain its useful muscle mass, and it may also help keep the body's metabolic rate high during dieting. Fat can only be burned during exercise if oxygen is used. Aerobic exercise, which uses lots of oxygen, is the best type of activity for burning fat. Aerobic exercises include jogging, walking, swimming, bicycling, cross-country skiing, rowing, stair climbing, exercise to music, and jumping rope. Anaerobic activities, such as sprinting or lifting heavy weights, burn little, if any, fat.

18.13.5. Exercise alone is not the best way to lose body fat, especially in large amounts. For an average-sized person, running or walking 1 mile burns about 100 calories. Because there are 3,500 calories in 1 pound of fat, he or she needs to run or walk 35 miles if pure fat were being burned. In reality, fat is seldom the only source of energy used during aerobic exercise. Instead, a mixture of both fats and carbohydrates is used. As a result, most people would need to run or walk over 50 miles to burn 1 pound of fat. A combination of proper diet and aerobic exercise is the proven way to lose excessive body fat. Local dietitians and nutritionists can help Airmen who want to lose weight by suggesting safe and sensible diet programs.

18.14. Warmup and Cool Down:

18.14.1. **The Warmup.**

Before beginning any vigorous physical activity, one should prepare the body for exercise. The warmup increases the flow of blood to the muscles and tendons, thus helping reduce the risk of injury. Also, warmup increases the joint's range of motion and positively affects the speed of muscular contraction. A recommended sequence of warmup activities follows. Airmen should do these for 5 to 7 minutes before vigorous exercise.

18.14.1.1. Slow jogging in place or walking for 1 to 2 minutes. This causes a gradual increase in the heart rate, blood pressure, circulation, and increases the temperature of the active muscles.

18.14.1.2. Slow joint rotation exercises (for example, arm circles, knee and [or] ankle rotations) to gradually increase the joint's range of motion. Work each major joint for 5 to 10 seconds.

18.14.1.3. Slow, static stretching of the muscles to be used during the upcoming activity. This will "loosen up" muscles and tendons so they can achieve greater ranges of motion with less risk of injury. Hold each stretch position for 10 to 15 seconds, and do not bounce or bob.

18.14.1.4. Calisthenic exercise, to increase the intensity level before the activity or conditioning period.

18.14.1.5. Slowly mimic the activities to be performed. For example, lift a lighter weight to warm up before lifting a heavier one. This helps prepare the neuromuscular pathways. The warmup increases the flow of blood to the muscles and tendons, thus helping reduce the risk of injury. Also warmup increases the joint's range of motion and positively affects the speed of muscular contraction.

18.14.2. **Cool Down.**

The following information explains the importance of cooling down and how to do it correctly.

18.14.2.1. Do not stop suddenly after vigorous exercise, as this can be very dangerous. Gradually bring the body back to its resting state by slowly decreasing the intensity of the activity. After running, for example, one should walk for 1 to 2 minutes. Stopping exercise suddenly can cause blood to pool in the muscles, thereby reducing blood flow to the heart and brain. This may cause fainting or abnormal rhythms in the heart which could lead to serious complications.

18.14.2.2. Repeat the stretches done in the warmup to help ease muscle tension and any immediate feeling of muscle soreness. Be careful not to overstretch. The muscles are warm from activity and can possibly be overstretched to the point of injury.

18.14.2.3. Hold stretches 30 seconds or more during the cool down to improve flexibility. Use partner-assisted or proprioceptive neuromuscular facilitation techniques, if possible.

18.14.2.4. The Airman should not limit flexibility training to just the warmup and cool-down periods. He or she should sometimes use an entire PT session on a "recovery" or "easy" training day to work on flexibility improvement. He or she may also work on it at home. Stretching is one form of exercise that takes very little time relative to the benefits gained.

Section 18C—Nutrition

18.15. Nutrition.

There are six essential nutrients: carbohydrates, protein, fat, vitamins, minerals, and water.

18.15.1. There are many healthful eating patterns and many ways to create one. The United States Department of Agriculture's new MyPyramid food guidance system is a great place to start. The system provides many options to help you make healthy food choices and to be active every day. Access the Web site at www.MyPyramid.gov for multiple tools to determine recommendations specifically for you. Additionally, the Dietary Guidelines for Americans provide science-based advice on food and physical activity choices for health. Specific information on the key recommendations for the general population can be accessed at the following Web site: http://www.mypyramid.gov/guidelines/index.html.

18.15.2. Since there are many foods and many ways to build a healthy diet, there is lots of room for choice. Different people like different foods, and they like to prepare the same foods in different ways. Culture, family background, religion, moral beliefs, the cost and availability of food, life experiences, food intolerances, and allergies affect people's food choices. Use MyPyramid and the Dietary Guidelines for Americans as a starting point to shape your eating pattern to make choices from each major food group and to receive the proper nutrients to create a healthy diet.

18.15.3. Choose a lifestyle that combines sensible eating with regular physical activity (Figure 18.2). Being overweight or obese increases your risk for high blood pressure, high blood cholesterol, heart disease, stroke, diabetes, certain types of cancer, arthritis, and breathing problems. A healthy weight is key to a long, healthy life. If you need to lose weight, do so gradually. To make it easier to manage your weight, make long-term changes in your eating behavior and physical activity. To do this, build a healthy base and make sensible choices. Choose a healthful assortment of foods that includes vegetables, fruits, grains

Figure 18.2. My Pyramid.

(especially whole grains), skim milk, fish, lean meat, poultry, or beans (Figure 18.2). Choose foods low in fat and added sugars most of the time. Whatever the food, eat a sensible portion size.
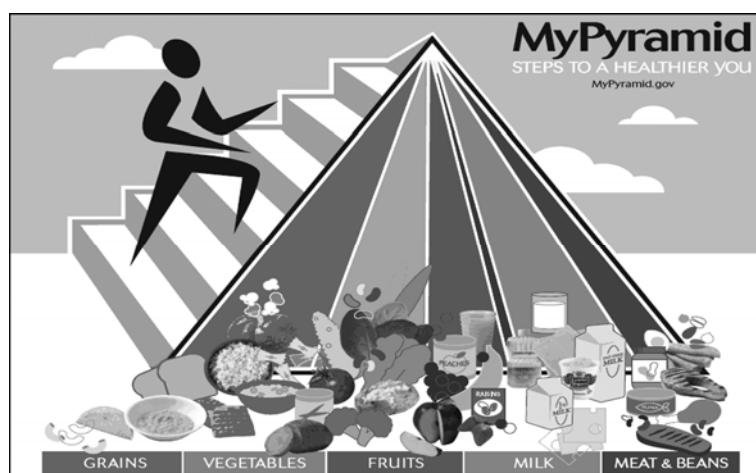
Section 18D—Substance Abuse

18.16. The Air Force Alcohol and Drug Abuse Prevention and Treatment (ADAPT) and Demand Reduction (DR) Programs:

18.16.1. ADAPT and DR programs include substance abuse (SA) prevention, education, treatment, and urinalysis testing. SA prevention and treatment policies and programs are thoroughly integrated into every facet of Air Force core values, quality of life, and force management. These policies have been in place for over two decades and have evolved to meet changing conditions within the Air Force. Our members are held to the highest standards of discipline and behavior, both on and off duty. Individuals who experience problems related to SA will receive counseling and treatment as needed; however, all Air Force members are held accountable for unacceptable behavior.

18.16.2. The objectives of the ADAPT Program are to promote readiness, health, and wellness through the prevention and treatment of SA; minimize the negative consequences of SA to the individual, family, and organization; provide comprehensive education and treatment to individuals who experience problems attributed to SA; and return identified substance abusers to unrestricted duty status or assist them in their transition to civilian life.

18.17. Policy on Drug Abuse:

18.17.1. Department of Defense (DoD) policy is to prevent and eliminate drug and alcohol abuse and dependence from the DoD. Such abuse and dependence are incompatible with readiness, the maintenance of high standards of performance, and military discipline.

18.17.2. Drug abuse is defined as the illegal, wrongful, or improper use, possession, sale, transfer, or introduction onto a military installation of any drug defined in AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program.* "Wrongful" means without legal justification or excuse and includes use contrary to the directions of the manufacturer or prescribing healthcare provider (prescription medication may only be taken by the individual for whom the prescription was written) and use of any intoxicating substance not intended for human ingestion (for example, inhalants such as markers, gas, paint, glue, etc.).

18.17.3. Illegal or improper use of drugs by an Air Force member is a serious breach of discipline, is incompatible with service in the Air Force, and automatically places the member's continued service in jeopardy. The Air Force does not tolerate such conduct; therefore, drug abuse can lead to criminal prosecution resulting in a punitive discharge or administrative actions, including, separation or discharge under other than honorable conditions.

18.17.4. All patients diagnosed with SA or dependence and entered into the ADAPT Program will be recommended for duty limitation condition indicating the patient is not worldwide qualified.

18.18. Steroid Abuse:

18.18.1. Use of anabolic steroids by military members is an offense punishable under the Uniform Code of Military Justice (UCMJ). Air Force personnel involved with steroids will be treated in the same manner as with any other illicit drug use.

18.18.2. Anabolic steroids are synthetic derivatives of the male hormone testosterone. Both males and females have testosterone produced in their bodies. Steroids may be prescribed by doctors for medical use. Physical side effects of steroids can include: severe acne that leaves permanent scars, breast development in males and excess body and facial hair in females, high blood pressure, increased cholesterol, and heart and liver disease. Psychological side effects can include: aggressive behavior, paranoia, depression, and mood swings.

18.19. Use of Hemp Seed Products.

Studies have shown products made with hemp seed or hemp seed oil may contain varying levels of tetrahydrocannabinol (THC), the active ingredient of marijuana, and is detectable under the Air Force Drug Testing Program. To ensure military readiness, the ingestion of hemp seed oil or products made with hemp seed oil is prohibited. Failure to comply with the prohibition on the ingestion of hemp seed oil or products made with hemp seed oil is a violation of Article 92, UCMJ.

18.20. Policy on Alcohol Abuse.

The DoD recognizes alcoholism as a preventable, progressive, treatable disease that affects the entire family. Alcohol abuse negatively affects public behavior, duty performance, and physical and mental health. Air Force members must always maintain Air Force standards of behavior, performance, and discipline. Failure to meet Air Force standards is based on demonstrated unacceptable performance and conduct, rather than solely on the use of alcohol. Commanders must respond to unacceptable behavior or performance with appropriate corrective actions. The Air Force provides comprehensive clinical assistance to eligible beneficiaries seeking help for an alcohol problem.

18.20.1. **ADAPT Program.**

AFI 44-121, provides guidance for the identification, treatment, and management of personnel with SA problems and describes Air Force policy regarding alcohol and drug abuse.

18.20.2. **Drunk Driving.**

AFI 31-204, *Air Force Motor Vehicle Traffic Supervision*, applies to everyone with military installation driving privileges. AFI 31-204 establishes guidance on court hearing procedures, convictions, nonjudicial punishment, civilian administrative action, or appropriate punishment for violation of impaired and intoxicated driving policies. If a member has a blood alcohol percentage of 0.05 but less than 0.10, the person is presumed to be impaired. Intoxicated driving is operating a motor vehicle under intoxication caused by alcohol or drugs. There is a 1-year driving privilege suspension for driving or being in physical control of a motor vehicle while under the influence of intoxicating liquor 0.10 percent or greater. **Note**: In the United States, if a state uses a more stringent standard (i.e., 0.08 instead of 0.10), Air Force units will use the lower standard. Overseas the limit is .10 unless the Secretary of Defense sets a lower limit.

18.21. Identification and Referral:

18.21.1. **Recognizing and Referring Personnel for Substance Use and Abuse:**

18.21.1.1. Each person is responsible for exercising good judgment in the use of alcohol when not otherwise restricted by public law or military directive. The Air Force reviews members' drinking habits that affect public behavior, duty performance, or physical and mental health. The Air Force provides nonpunitive assistance to members seeking help for an alcohol problem. In assessing potential drug- and alcohol-related problems, the supervisory role is to identify subordinates with problems early and to motivate them to seek and accept help.

18.21.1.2. As depicted in Figure 18.3, many signs and symptoms of SA exist; however, the presence of these signs, though common indicators of SA, does not always substantiate an SA problem. To note all the behavioral symptoms that may suggest SA or precisely define their sequence and severity is impossible. They are exactly as stated—signs and symptoms. Do not use these signs to make a conclusive diagnosis of SA— this responsibility lies with the ADAPT Program personnel. If any of these signs are present, it may suggest a potential problem exists for the member. Talk with the member and explain why you are concerned. Fear of discussing concerns is normal; however, address the concern early before the problem gets out of control. Document and discuss specific instances of unusual behavior with the supervisor, first sergeant, or unit commander. This will help in expediting the care a subordinate may need. When additional professional assistance is needed, do not hesitate to document and then refer troubled subordinates to the ADAPT Program. **Note:** Help must be offered to every individual. Any time a person acknowledges an SA problem, notify the supervisor, first sergeant, or unit commander.

Figure 18.3. Signs and Symptoms of Substance Abuse.

Deteriorating duty performance	Health problems related to drinking
Unexplained or frequent absences	Violent behavior
Frequent errors in judgment	Suicidal thoughts or behaviors
Financial irresponsibility	Dramatic mood swings
Arrests or legal problems	Denial or dishonesty about use
Increased use of alcohol	Failed attempts to stop or cut down
Memory loss	Concerns expressed by family or friends
Morning drinking and hangovers	

18.21.2. **Identifying Substance Abusers.**

For the Air Force to have an effective SA prevention and treatment program, there must be a means of identifying Service members experiencing problems with their substance use. Although commanders play a major role in identifying substance users, members should be aware of how commanders must proceed in various circumstances. Due to the nature of the position noncommissioned officers hold within the unit, they also play an important part in the identification process. There are basically five identification methods:

18.21.2.1. **Medical Care Referrals.** Medical personnel must notify the unit commander and the ADAPT Program manager (ADAPTPM) when a member:

18.21.2.1.1. Is observed, identified, or suspected to be under the influence of drugs or alcohol.

18.21.2.1.2. Receives treatment for an injury or illness that may be the result of SA.

18.21.2.1.3. Is suspected of abusing substances.

18.21.2.1.4. Is admitted as a patient for alcohol or drug detoxification.

18.21.2.2. **Commander's Identification.** Unit commanders shall refer all Service members for assessment when substance use is suspected to be a contributing factor in any incident, for example, driving under the influence (DUI), public intoxication, drunk and disorderly, spouse and (or) child abuse and maltreatment, underage drinking, positive drug test, or when notified by medical personnel. When commanders or supervisors fail to refer a member with suspected or identified SA problems, it places the member at

increased risk for developing more severe SA problems and may jeopardize the safety of others and ultimately mission accomplishment.

18.21.2.3. **Drug Testing.** The Air Force conducts drug testing of personnel according to AFI 44-120, *Drug Abuse Testing Program.* Drug testing is most effective as a deterrent if it reaches each Air Force member; therefore, all military personnel are subject to testing regardless of grade, status, or position. Inspection testing is the best deterrent presently available against drug abuse. Military members may receive an order or 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. Commander-directed testing should only be used as a last resort because the results cannot be used in actions under the UCMJ, or to characterize a member's service either as general or under other than honorable conditions if the member is separated.

18.21.2.3.1. **Inspection Under Military Rule of Evidence 313.** Inspection testing is the most common method of testing in the Air Force. Drug testing is random and unpredictable. 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 the unit, organization, or installation. Individuals are selected at random using a nonbiased selection process. Commanders may also select work sections, units, or segments of the military population to provide urine samples. Commanders may use the positive result of a urine sample to refer a member for an SA 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.

18.21.2.3.2. **Probable Cause.** Probable cause requires a search and seizure authorization from the appropriate commander to seize a urine specimen. Probable cause exists when there is a reasonable belief that drugs will be found in the system of the member to be tested. Consult with the staff judge advocate regarding procedures for determining whether there is probable cause. Results may be used for UCMJ or to characterize administrative discharges.

18.21.2.4. **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 to refer a member for an SA evaluation, as evidence to support disciplinary action under the UCMJ, or administrative discharge action. These results may also be considered on the issue of characterization of discharge in separation proceedings.

18.21.2.5. **Self-identification.** Air Force members with SA problems are encouraged to seek assistance from the unit commander, first sergeant, SA counselor, or a military medical professional. Following the assessment, the ADAPTPM will consult with the treatment team and determine an appropriate clinical course of action.

18.21.2.6. **Drugs.** An Air Force member may voluntarily disclose evidence of personal drug use or possession to the unit commander, first sergeant, SA counselor, or a military medical professional. Commanders will grant limited protection for Air Force members who reveal this information with the intention of entering treatment. Commanders may not use voluntary disclosure against a member in an action under the UCMJ or when weighing characterization of service in a separation. Disclosure is not voluntary if the Air Force member has previously been:

18.21.2.6.1. Apprehended for drug involvement.

18.21.2.6.2. Placed under investigation for drug abuse. The day and time when a member is considered "placed under investigation" is determined by the circumstances of each individual case. A member is under investigation, for example, when an entry is made in the security forces blotter, when the security forces investigator's log shows an initial case entry, or when the Air Force Office of Special Investigations opens a case file. A member is also considered under investigation when he or she has been questioned about drug use by investigative authorities or the member's commander, or when an allegation of drug use has been made against the member.

18.21.2.6.3. Ordered to give a urine sample as part of the drug-testing program in which the results are still pending or have been returned as positive.

18.21.2.6.4. Advised of a recommendation for administrative separation for drug abuse.

18.21.2.6.5. Entered into treatment for drug abuse.

18.21.2.7. **Alcohol.** Commanders must provide sufficient incentive to encourage members to seek help for problems with alcohol without fear of negative consequences. Self-identification is reserved for members who are not currently under investigation or pending action as a result of an alcohol-related incident. Self-identified members will enter the ADAPT assessment process and will be held to the same standards as others entering SA education, counseling, and treatment programs.

18.22. Supervisor Responsibilities.

The supervisor's role in the treatment process does not end with identifying and referring members. Though the supervisor is not charged with providing treatment, daily interaction with his or her personnel and the treatment team (TT) can have a significant impact on the success of the treatment efforts. Identifying individuals who need treatment is a critical first step in helping them break free of the tremendously potent cycle of denial, negativity, and increased SA. However, entering treatment is only a first step. A member's SA problem did not develop overnight—it took time—as will treatment and recovery. The supervisor must remain focused on the member's duty performance, attendance in the program, and maintenance of standards. One of the most critical components to a member's treatment is the treatment team meeting (TTM). Commander or first sergeant and supervisor involvement in the TTM 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 with the patient. The primary objective of the TT is to guide the clinical course of the patient's treatment after examining all the facts. The TT consists of the commander, supervisor, member's counselor, medical consultants, other appropriate helping agencies, and the member. The ADAPTPM, in consultation with the TT, makes a treatment decision within 15 duty days of the referral to the ADAPT office.

18.23. Substance Abuse Assessment.

The central purpose of the SA assessment is to determine the patient's need for treatment and level of care required. ADAPT staff members conduct the SA assessment within 7 duty days of notification. ADAPTPMs conduct required reviews of the patient's medical records and all documentation provided by the SA staff on a priority basis. Information gathered during the assessment will form the basis for patient diagnosis, treatment planning, and delivery of SA services.

18.24. Substance Abuse Treatment.

SA treatment is divided into two services—nonclinical and clinical.

18.24.1. **Nonclinical Services.**

All active duty members involved in alcohol-related misconduct will be referred for an SA assessment. Members who do not meet diagnostic criteria for alcohol abuse or alcohol dependence will receive alcohol brief counseling targeted (secondary) prevention and education. All decisions about length and number of visits of targeted prevention and education will be based on thorough assessment, determination of risk, and tailored for the individual. There will be at least one followup appointment of a minimum of 30 minutes duration to reassess risk, assess progress, and as appropriate, conduct a followup review of the educational components. If the client is assessed to be at moderate or greater risk, there should be at least two 30-minute followups with progress updates. The focus of these appointments is not treatment. They are designed to be targeted (secondary) prevention, education, and reassessment. In addition to the initial assessment, a required alcohol education module will be completed within 2 weeks (10 duty days) following the assessment. The alcohol education module includes information on Air Force policy—Understanding the Relationship between Consumption, Metabolism and Intoxication, and Physiological Effects of Alcohol on Brain and Body.

18.24.1.1. The only exceptions to this requirement are in instances where alcohol was not a factor in the referral or when the provider determines awareness education is clearly not warranted. Additional counseling addressing biopsychosocial issues identified in the assessment may be prescribed. Length of involvement will be determined based on the patient's presenting problems and agreed-upon treatment or behavioral contract.

18.24.1.2. Individuals being processed for separation will be provided appropriate medical care (detoxification) prior to separation. Separation action will not be postponed because of a member's participation in the ADAPT Program.

18.24.2. **Clinical Services:**

18.24.2.1. Patients meeting the Diagnostic Statistical Manual (DSM) IV diagnostic criteria for alcohol abuse or alcohol dependence will be entered into SA treatment with the level and intensity of care determined by the ADAPTPM using current American Society of Addiction Medicine criteria. The philosophy is to place personnel with SA problems in the least intensive or restrictive treatment environment possible appropriate to their therapeutic needs.

18.24.2.2. Depending on the member's needs, variable lengths of stay or duration of treatment are provided within an array of treatment settings. The treatment program will reflect a multidisciplinary approach to assist the patient to achieve full recovery, free of the negative effect of the SA. Developed are individually tailored program requirements to meet the needs of the patient. Family involvement is strongly encouraged.

18.24.2.3. Individuals diagnosed with alcohol abuse or alcohol dependence will refrain from the use of alcohol during the initial phase of treatment and will be strongly encouraged to continue to abstain during aftercare. Total abstinence is a critical treatment goal; however, because of the nature of alcoholism, relapses into drinking behavior are not uncommon and should be anticipated. A relapse by itself is not sufficient reason for program failure; however, relapses must be considered a significant threat to the patient's treatment and dealt with appropriately.

18.24.2.4. Involvement in self-help recovery groups (such as, 12-step, rational recovery) is encouraged as an adjunct to treatment. The frequency of attendance is determined by the TT with the patient.

18.25. Detoxification Prior to Treatment.

Patients being referred for inpatient treatment will be assessed to determine the level of detoxification services required. To the greatest extent possible, patient detoxification will be managed on an outpatient basis prior to inpatient treatment. Patients assessed as requiring medically managed detoxification (inpatient) will be entered into an appropriate medical facility.

18.26. Completing the Program:

18.26.1. **Successful Completion.**

Patients will not be considered to have successfully completed treatment until they meet the DSM criteria for early full remission. Based on DSM criteria, the TT determines patient progress toward agreed-upon goals and (or) issues as stated in the treatment plan, when the patient is effectively in recovery and no longer requires program resources.

18.26.2. **Failing the Program:**

18.26.2.1. The TT determines a patient to have failed the program based on a demonstrated pattern of unacceptable behavior, inability, or unwillingness to comply with their treatment plan, or involvement in alcohol and (or) drug-related incidents after receiving initial treatment. The determination a patient has failed treatment is based on the patient's repeated failure to meet and maintain Air Force standards (behavior), rather than solely on the use of alcohol. An individuals who has been determined as failing the ADAPT Program shall be considered for administrative separation by his or her commander.

18.26.2.2. 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.

18.27. Management of Substance Abusers.

The commander is responsible for all personnel and administrative actions pertaining to patients involved in the ADAPT Program, to include assignment availability, promotion eligibility, reenlistment eligibility, Personnel Reliability Program, security clearance, etc. 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 the ADAPT Program.

18.28. The Line of Duty (LOD) Determination.

A member's SA misconduct can lead to an LOD determination. An LOD determination is a finding made after an investigation into the circumstances of a member's illness, injury, disease, or death. The finding concludes (1) whether or not the illness, injury, or disease existed prior to service (EPTS) and if an EPTS condition was aggravated by military service; (2) whether or not the illness, injury, disease, or death occurred while the member was absent from

duty; and (3) whether or not the illness, injury, disease, or death was due to the member's own misconduct. The LOD determination protects the interests of both the member and the United States Government. An LOD determination may impact disability retirement and severance pay, forfeiture of pay, period of enlistment, as well as veteran benefits. Additional guidance may be found in AFI 36-2910, *Line of Duty (Misconduct) Determination.*

Section 18E—Tobacco Use

18.29. Air Force Goal for Tobacco Use.

The Air Force's goal is a tobacco-free force. Tobacco use is the single most preventable cause of disease and death in the United States. Every year, more than 430,000 Americans die from tobacco-related disease.

18.30. Effects of Tobacco Use:

18.30.1. Optimal health and total fitness are force multipliers and critical to the military mission. Tobacco use, in the form of either cigarettes, cigars, or spit tobacco (also known as smokeless tobacco or "chew"), is inconsistent with the Air Force's goal of a healthy and fit force. Tobacco use affects all bodily systems, not just the mouth and lungs. Some types of cancer, and many types of other diseases, have been linked to tobacco use. For the military member, tobacco use decreases night vision and fine motor coordination (for example, the coordination needed to hold a weapon steady), increases the risk of injuries (such as fractures), and impairs (or slows) healing when injuries do occur. Additionally, the Environmental Protection Agency classifies tobacco smoke as a class "A" carcinogen. This means smoking causes cancer. This is an obvious cancer threat to the smoker; but, more importantly, smoking poses a cancer threat to the individual who chooses not to smoke. Tobacco not only harms the user but can also cause cancer in those who breathe the exhaled smoke called environmental tobacco smoke.

18.30.2. While studies by the Centers for Disease Control and Prevention and the National Institutes of Health have shown a decline in cigarette smoking, the use of other forms of tobacco has significantly increased. The increased use of smokeless tobacco is based on the faulty assumption it is less hazardous. Smokeless tobacco actually contains 28 different cancer-causing agents (carcinogens). Oral cancers affect 30,000 people annually, and one person dies every hour as a result of this disease. The 5-year survival rate is very low—only 50 percent of persons are alive at 5 years after diagnosis.

18.30.3. Nicotine found in tobacco products is addictive. Nearly one-half of all smokers in the US have tried to quit in the past year. Because of the powerful physical and psychological addition, quitting can be a challenge. The longer one uses tobacco, the more difficult cessation can be. Therefore, never using products containing nicotine is the best prevention.

18.31. Cost of Tobacco Use to the Air Force.

The significant costs associated with tobacco use are both physical and financial. A recent study evaluated the cost of tobacco use among AD airmen to the Air Force because of increased healthcare utilization and decreased work productivity (due to smoking breaks). Over $107 million is lost to tobacco use each year. This is enough money to buy 141 new T-38's every year or add about 3,570 additional personnel to the Air Force. 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.

18.32. Air Force Standards.

AFI 40-102, *Tobacco Use in the Air Force*, sets additional Air Force standards and prohibits tobacco use in all Air Force facilities except assigned Government housing and certain recreational areas. This publication also allows wing commanders the discretion to designate entire buildings in housing areas as nonsmoking. The Air Force prohibits all students from using tobacco products in professional military education (PME) or formal training school during school duty hours. Not smoking is the Air Force norm—commanders are expected to give support to any member making a conscious effort to quit the use of tobacco products. Installation health promotion programs offered through the HAWC 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 at the HAWC.

Section 18F—Medical Care

18.33. TRICARE:

18.33.1. TRICARE is the DoD health care program for AD and retired members of the uniformed services, their families, and survivors. TRICARE's primary objectives are to optimize the delivery of health care services in medical treatment facilities (MTF) and attain the highest level of beneficiary satisfaction through the delivery of a world-class health care benefit. TRICARE brings together the health care resources of the Army, Navy, Air Force, and Coast Guard and enhances their services with networks of civilian health care professionals.

18.33.2. TRICARE's vision is to provide a world-class health system to meet all wartime and peacetime health care needs for the AD and retired military and their families. TRICARE is available worldwide to all eligible beneficiaries. The TRICARE program continues to evolve with the ever-changing needs of the uniformed services, both active and reserve components. Each year, improvements are made to make this strong program even better.

18.33.3. The goals of TRICARE are to:

18.33.3.1. Improve force health protection and medical readiness.

18.33.3.2. Improve performance of the TRICARE health program.

18.33.3.3. Improve coordination, communication, and collaboration with other key entities.

18.33.3.4. Address issues related to the attraction, retention, and appropriate training of uniformed services personnel.

18.34. The Military Health System (MHS):

18.34.1. The MHS is DoD's fully integrated health care system (everything within the military system is used to provide health care: medical personnel, facilities, programs, funding, and other resources).

18.34.2. The mission of the MHS is to:

18.34.2.1. Improve force health protection and medical readiness.

18.34.2.2. Ensure the nation has available at all times a healthy fighting force supported by a combat-ready health care system.

18.34.2.3. Provide a cost effective, quality health benefit to AD members, retirees, survivors, and their families.

18.35. Medical Readiness.

TRICARE enhances medical readiness by:

18.35.1. Promoting the health and well-being of our forces.

18.35.2. Providing preventive care and excellent medical care.

18.35.3. Enabling medics to maintain skills during peacetime for ultimate medical readiness during wartime.

18.35.4. Ensuring the Reserve component has access to quality medical care to promote their medical readiness.

18.35.5. Providing access to medical care for members and their families stationed away from military treatment facilities.

18.35.6. Taking care of family members at home so uniformed service members can take care of the mission.

18.36. TRICARE Options.

TRICARE offers eligible members three choices for their healthcare: TRICARE Prime, TRICARE Standard, and TRICARE Extra (Figure 18.4). The key to TRICARE eligibility depends on enrollment in the Defense Enrollment Eligibility Reporting System (DEERS). Local TRICARE Service Centers and Beneficiary Counseling and Assistance Coordinators in the MTF are available to help members decide which option is best. **Note:** Inpatient costs for TRICARE Extra and Standard are adjusted annually.

18.36.1. **TRICARE Prime:**

18.36.1.1. **TRICARE Managed Care Option.** TRICARE Prime is a managed care option similar to a civilian health maintenance organization and offers less out-of-pocket costs than any other TRICARE option. AD family members (ADFM), retirees, and their family members are encouraged but not required to enroll in Prime. Enrollees are assigned a primary care manager who manages their care and provides referrals for specialty care. TRICARE Prime enrollees receive most of their care from military providers or from civilian providers who belong to the TRICARE Prime network. AD members and their families do not pay enrollment fees, annual deductibles, or copayments for care in the TRICARE network. TRICARE Prime is the only option available to AD service members (ADSM) and enrollment is not automatic.

18.36.1.2. **TRICARE Prime Remote (TPR).** TPR is a TRICARE Prime option for those ADSMs and ADFMs who live and work 50 miles or an hour's drive from an MTF (in TPR-designated ZIP codes).

18.36.1.2.1. **ADSMs.** ADSMs under full-time orders with a permanent duty assignment who meet TPR qualifications are required to enroll in TPR. In some cases, where geographic boundaries create undue hardship for travel, ADSMs living closer than 50 miles may be eligible for TPR.

18.36.1.2.2. **ADFMs.** ADFMs residing with their TPR-enrolled sponsors are eligible for TPR for ADFMs (TPRADFM) and must enroll to enjoy the benefit. Family members who are enrolled in TPRADFM may remain enrolled even if the sponsor receives unaccompanied permanent change of station (PCS) orders as long as they continue to reside in the same TPR location.

18.36.2. **TRICARE Standard.**

TRICARE Standard is a fee-for-service option. This plan preserves a broad freedom and flexibility of choice providers and is available for all TRICARE-eligible beneficiaries who elect or are not able to enroll in TRICARE Prime. There is no enrollment required for TRICARE Standard—no annual enrollment fees, no enrollment forms. Beneficiaries are responsible for annual deductibles and cost-shares and may receive care from any TRICARE-authorized provider they choose. The government will share the cost with the beneficiaries after annual deductibles are met. Beneficiaries may have to complete and file their own claims and continue to be eligible to receive care in military MTF on a space-available basis. ADSMs are not eligible for TRICARE Standard.

18.36.3. **TRICARE Extra.**

TRICARE Extra is a preferred provider option (PPO) and is similar to TRICARE Standard. TRICARE Extra allows TRICARE Standard beneficiaries to use the TRICARE provider network with reduced out-of-pocket costs. These beneficiaries also continue to be eligible for MTF care on a space-available basis. Beneficiaries may receive care from any TRICARE-authorized provider they choose within the TRICARE network. ADSMs are not eligible for TRICARE Extra.

Figure 18.4. Active Duty Service Member Costs.

	PRIME	EXTRA	STANDARD
Annual Deductible	None	**SSgt and above:** $150 Individual/$300 Family **SrA and below:** $50 Individual/$100 family	**SSgt and above:** $150 Individual/$300 Family **SrA and below:** $50 Individual/$100 family
Annual Enrollment Fee	None	None	None
Civilian Outpatient Visit	No cost	15% of negotiated fee	20% of allowed charges for covered service
Civilian Inpatient Admission	No cost	*Greater of $25 or $15.65/day	*Greater of $25 or $15.65/day
Civilian Inpatient Mental Health	No cost	Greater of $20/day or $25/admission	Greater of $20/day or $25/admission
Civilian Inpatient-Skilled Nursing Facility Care	$0 per diem charge per admission	$15.65/day ($25 minimum) Charge per admission	$15.65/day ($25 minimum) Charge per admission
*FY07 costs			

18.37. TRICARE Dental Program (TDP).

TDP is a voluntary premium-based insurance plan managed by United Concordia Companies, Inc. (UCCI). UCCI offers dental coverage for a wide range of services to ADFMs, selected Reserve, Individual Ready Reserve (IRR) members, and their eligible family members. ADSMs (and Reservists called to AD for more than 30 days) are not eligible for the TDP. Civilian dentists provide the care under the TDP. Either the dentists or the patient may file claims. Sponsors pay a monthly premium through payroll deduction or direct billing in certain circumstances and pay a cost-share for some services provided.

Section 18G—Suicide Prevention

18.38. Suicide Defined.

Suicide is defined as the act of deliberately killing oneself, based on the victim's intent and an understanding of the probable consequences of his or her actions.

18.39. Suicide Demographics:

18.39.1. During 2007, the Air Force suffered 34 AD Air Force suicides. Members who have relationship problems, legal problems, mental health problems, and work problems; and who are of lower rank (E1-E4), younger in age (17-24 years old), unmarried (single, divorced, or separated), and male are at highest risk to commit suicide.

18.39.2. No ethnic, racial, gender, age, or rank group was spared. Some of these victims were barely into their careers, while others were well beyond retirement eligibility. The loss of these men and women is not only a personal tragedy but also a loss to the Air Force. In any given year, roughly 30,000 Americans commit suicide, almost twice as many as are killed by homicide. The military is not exempt from the problem of suicide. Suicide is the second leading cause of death amongst Air Force AD personnel.

18.40. Effect on the Military.

When suicides occur in the Air Force, they generate a number of serious problems, which include:

18.40.1. First and foremost, a tragic loss of human life.

18.40.2. Second, distress to the victim's family and military community.

18.40.3. Third, a direct impact on mission sustainability through loss of the victim's skills, experience, and productivity.

18.40.4. Finally, cost. The loss to the Air Force includes the economic value invested in the victim: the loss of anticipated services, training costs, and the cost associated with replacing the victim.

18.41. Suicides Are Preventable.

While not every suicide can be avoided, definite steps can be taken by Air Force personnel to reduce the number of suicides. Even though individual suicides can be difficult to predict, enough is known about the context of military suicides and the risk factors associated with them that realistic and effective preventive efforts are possible and should be publicized with all the force and effectiveness of other command initiatives.

18.42. Risk Factors and Stress Indicators of Suicide.

Common risk factors include severe, prolonged, or unmanageable stress; difficulty coping or functioning; lack of social support or social isolation; escalating alcohol or drug use; and feelings of hopelessness or depression.

18.43. Mental Health Problems.

In CY05-06, 38 percent of Air Force suicide victims were receiving treatment for mental health concerns. Depression, along with other mental illnesses, is a significant risk factor associated with suicide. While depression may have a biochemical basis for some people, for others it may arise from conditions such as marital problems, financial difficulties, work-related problems, SA, etc. Although identifying depression as a risk factor is important, it may be even more important to identify the basis and nature of the individual's depression. Figure 18.5 identifies some signs of distress that can help determine if someone may be suffering from depression.

18.44. Legal Problems.

In CY05-06, 38 percent of Air Force suicide victims were involved in legal difficulties of one kind or another at the time of their deaths. Being under investigation for a suspected criminal offense, especially if the crime is highly embarrassing, is extremely stressful. Compounding the stress is the uncertainty of what the legal outcome will be;

many suspects expect the worst. Legal problems almost always entail career problems and are often cause for administrative action by the Air Force. Thus, military members facing serious legal problems often worry about public disgrace and a very real threat to their careers. For some, this is simply more than they can bear.

Figure 18.5. Signs of Distress.

Agitation	Difficulty coping	Increased appetite	Poor work performance
Alcohol misuse	Disciplinary problems	Indecisiveness	Relationship difficulties
Anxiety	Excessive sleeping	Insomnia	Restlessness
Apathy	Feeling "blah"	Irritability	Sadness
Avoiding recreation	Feeling guilty	Loss of interest	Social isolation
Constant fatigue	Feeling overwhelmed	Low energy	Social withdrawal
Decreased appetite	Feeling worthless	Low self-esteem	Suicidal ideation
Decreased libido	Financial problems	Poor concentration	Weight gain
Depression	Hopelessness	Poor personal hygiene	Weight loss

18.45. Financial Problems.

In CY05-06, 23 percent of Air Force suicide victims were experiencing significant financial problems at the time of their deaths. Financial problems can be a sign of distress. Air Force commanders are frequently contacted concerning the financial indebtedness of their subordinates or their failure to honor financial obligations. Alert commanders often recognize this as being symptomatic of a broader pattern of ineffective coping behavior. As such, it has the potential to be another point of intervention that might collectively reduce the overall suicide rate within the Air Force.

18.46. Relationship and Work Problems.

In CY05-06, 64 percent of Air Force suicide victims suffered relationship problems; 37 percent experienced work-related problems. Many experienced both work and relationship problems. In some cases, the victims brought their personal problems to work and, as a result, added them to their jobs. In other cases, the victims took work-related problems home and added them to their personal problems. This is a particularly dangerous combination because it leaves the victim with virtually no safe haven.

18.47. Suicide—The Event:

18.47.1. **The Process.**

Although some AD suicides are impulsive, most are not. Typically, the victim first comes upon the idea of suicide as a hypothetical solution to his or her problems and gradually focuses on it as the only solution. As this process evolves, the victim comes to see life in increasingly narrower terms until his or her problems are seen as hopeless, and suicide is viewed as the only way out. During this process, the individual may drop hints of suicidal ideation, both verbal and behavioral. These hints may include such things as making suicidal remarks, giving away cherished possessions, writing a will, and being preoccupied with death.

18.47.2. **Communications before the Event.**

Many suicide victims communicate their intention to kill themselves verbally and (or) behaviorally. In some cases, these communications were clear. For example, one 19-year-old male Airman who had been having serious marital problems told his coworkers he was so unhappy about his marriage problems that he was going to kill himself. Coworkers thought he was just "blowing off steam" and took no action. He subsequently shot himself in the head with a .44 caliber pistol. In another case, a 19-year-old Airman who was an alcohol abuser was depressed over relationship and financial problems. He told a friend he was going to retrieve his rifle from a pawnshop and kill himself. This is exactly what he did the following day. In other cases, the victim communicated suicidal intentions indirectly, often in the form of goodbye statements, making preparations such as writing a will or increasing life insurance, or by making comments that everyone would be better off if he were dead. Vague allusions to suicide are easy to dismiss because of their passive nature and because many people mistakenly believe that people who talk about suicide are not likely to actually do it. Every suicidal remark should be taken very seriously; someone's life may depend on it.

18.47.3. **Attempts and Gestures.**

No useful reason exists to distinguish between the terms "suicide attempt" and "suicide gesture"—any self-injury intended to end one's life should be treated as a suicide attempt, regardless of how severe the actual injury was. The severity of the injury is not an accurate indicator of the lethality of the intent. Actual suicides often involve a combination of high lethality in the method selected and a low probability of rescue. Suicide attempts should be interpreted as a sign of serious distress warranting immediate medical attention. Even when the attempt or gesture is manipulative, it is still diagnostic of a problem that needs to be addressed. These attempts often appear as part of a larger pattern that, if ignored, can escalate into successful self-destruction.

18.47.4. **Time of Year.**

Statistics do not reflect a significant difference between the months in terms of number of suicides. Although a widespread belief is that suicides increase during the holidays, no such relationship has been noted in the Air Force. In fact, nationally, suicides are lowest in winter and highest in spring.

18.48. The Final Stage.

For many suicide victims, the final stage is the "calm before the storm." After making up their minds to commit suicide, they often become tranquil. Those around the victim are likely to correctly interpret this as the victim having solved his or her problems, but incorrectly assume that the solution is a positive one.

18.49. Why Suicide?

To examine statistics on suicides is one thing, but to understand why an individual decides to take his or her life is another matter. The heart of the problem lies in the fact that suicide is a choice. Clearly, many victims give the matter considerable thought before they opt for self-destruction. Perhaps they believe the decision to commit suicide is their best choice. Perhaps they see it as their only choice. Our best clues to this decisionmaking process come from analysis of the victim's behavior, what he or she had to say before the suicide, and the content of the suicide notes. Unfortunately, suicide is a permanent solution to an often temporary problem.

18.50. Military Leadership's Role in Preventing Suicide:

18.50.1. Suicide is not stopped in the emergency department of a hospital; it is stopped by addressing quality of life issues on a daily basis in the unit. Everyone would like to look to mental health specialists and give them responsibility for the suicide problem, but the nature of suicide does not lend itself to this kind of approach. Instead, effectively addressing suicide requires a carefully integrated and systematic community approach that prevents the factors contributing to suicide and identifies, diagnoses, and treats those at risk. This community approach rests on the foundation of active leadership involvement in the full range of Air Force suicide prevention activities.

18.50.2. The military is a unique community governed by procedures and customs unlike those found in most civilian communities. An important element of leadership includes responsibility to and for subordinates along with a commitment to the mission. The military is one of the few communities to have the authority to compel behavior by the force of law. However, just as military commanders have the authority to compel behavior, they also have a corresponding responsibility for the health, well-being, and morale of their subordinates. This requirement applies all the way from the four-star generals to the front-line supervisor. Military leaders have a major moral and legal obligation for managing the welfare of their people.

18.50.3. More importantly, the obligations of leadership cannot be transferred up the chain or across organizational lines to such specialists as psychiatrists, psychologists, social workers, or chaplains. To the contrary, these specialists provide their services in support of command responsibility. In 2005, only 39 percent of Air Force suicide victims were seen by an Air Force mental health provider in the month prior to their deaths, but 100 percent are seen by their supervisors and peers the month prior to their deaths. This means that successful risk identification rests with the potential victim's most immediate associates and his or her first-line supervisor. The supervisor is a central player in suicide prevention. He or she not only supervises the individual's work, but is also in a position to see any changes in behavior or performance that may signal a problem. In fact, a large part of supervision is the successful management of human resources. Open communication between Airmen and their supervisors, especially in an environment where there is genuine concern for everyone's well-being, is vitally important.

18.50.4. When first-line supervisors fail, it is usually for a specific reason. For example, supervisors who are exclusively mission-oriented may not pay enough attention to the personal needs of their subordinates. These types of supervisors are likely to make comments such as, "We have work to do. Don't bring your personal problems to the job." On the other hand, many supervisors do care about their subordinates but do not know how to recognize warning

signs. Finally, there are supervisors who care about their subordinates' problems but try to protect them from the Air Force and fail to take the proper action when needed. For example, this happens when supervisors tell subordinates to avoid seeking help because "going to shrinks" will hurt their career. There have been numerous cases when supervisors helped subordinates hide alcohol and drug abuse problems, helped them avoid installation helping services, and failed to follow human reliability standards to protect the person at risk, only to see the victim take his or her own life.

18.50.5. Once risk has been identified, appropriate professional resources can be obtained and applied to the problem. The Air Force has excellent helping resources whose purpose is to provide such services. The best treatment will vary by the nature of the problem and degree of risk. Sometimes multiple approaches are needed, calling for the services of psychologists, social workers, chaplains, marriage counselors, and others. Doing so requires commitment and assumption of responsibility at the command level and dedicated competence at the support level.

18.51. Psychological Services.

The Air Force Suicide Prevention Program (AFSPP) is the Chief of Staff of the Air Force's (CSAF) program. The Air Force Surgeon General (HQ USAF/SG) serves as the office of primary responsibility (OPR) for the AFSPP.

18.51.1. At the installation level, the mental health clinics typically assess individuals for whom suicide is a concern. Assessment and treatment by helping agencies such as mental health clinic are important, but the healthcare system can only act, if it is aware of the problem. This means the individuals at risk must either seek help themselves or be brought into the healthcare system by others. Thus, although the healthcare system has an important role to play in suicide prevention, it does not "own" the problem. Suicide prevention is the responsibility of the entire Air Force community.

18.51.2. A common fear is that seeking care at the mental health clinic will have a negative impact on the person's career. Studies show that 97 percent of Airmen who receive mental health care in Air Force clinics suffer no adverse career outcomes. Confidentiality is governed by AFI 44-109, *Mental Health, Confidentiality, and Military Law*. Mental health providers must disclose safety (for example, suicidal or violent thoughts) and fitness for duty issues to commanders, but all other information is private. Thus, if an Airman's visit to a mental health provider is unrelated to safety and there is no mission impairment, the commander will not be contacted.

18.52. Every Air Force Member's Responsibilities.

Based on a careful review of Air Force suicides, the following recommendations are offered:

18.52.1. Be aware of the risk factors for suicide. The people most likely to spot a potential suicide victim are friends, coworkers, and the immediate supervisor. They are the ones most likely to notice the signs of depression or to hear the suicidal comments.

18.52.2. Encourage counseling for personal problems. Almost everyone goes through difficult times in life. Instead of ignoring the problem and suffering alone, encourage the individual to use the professional support services available on base. Encouraging early help-seeking behavior is an important part of supervision, leadership, and friendship.

18.53. Air Force Suicide Prevention Program:

18.53.1. **Suicide Prevention Program's History.**

In May 1996, General Moorman, USAF/CV, commissioned an integrated product team (IPT) composed of all functional areas of the Air Force. He requested General Roadman (HQ USAF/SG), chair the 75-member committee and develop suicide prevention strategies. The suicide prevention IPT quickly realized suicide was not a medical problem, but instead was a community problem. To establish an effective program, they designated a line program owned by the USAF/CC with the HQ USAF/SG as the OPR. The program was founded upon the concept that decreasing suicides required a community approach in which prevention and assistance were offered long before someone became suicidal.

18.53.2. **AFSPP Initiatives.**

In order to combat suicide, the suicide prevention IPT developed and implemented 11 far-reaching initiatives, as published in AFPAM 44-160, *The Air Force Suicide Prevention Program.* The 11 initiatives include:

18.53.2.1. **Leadership Involvement.** Air Force leaders fully support the entire spectrum of suicide prevention initiatives in our community. Regular messages from the CSAF and other senior leaders to the field will motivate our community to engage actively in suicide prevention efforts.

18.53.2.2. **Addressing Suicide Prevention through PME.** Suicide prevention training is included in all formal military training, including officer and enlisted PME, commander's courses, Noncommissioned Officer Academy, Airman Leadership School, and the first sergeant's course.

18.53.2.3. **Guidelines for Commanders: Use of Mental Health Services.** Commanders receive training on how and when to access mental health services, and understand the commander's role in encouraging early help-seeking behavior.

18.53.2.4. **Community Preventive Services.** In suicide prevention, community prevention efforts carry more impact than treating individual patients one at a time. The Medical Expense and Performance Reporting System were updated to effectively track both direct patient care activities and prevention services.

18.53.2.5. **Community Education and Training.** Annual suicide prevention training is required for all military and civilian employees in the US Air Force.

18.53.2.6. **Investigative Interview Policy.** The period following being arrested or interviewed by law enforcement officials is a higher risk time for suicide. Certainly not everyone with legal problems contemplates suicide. Nonetheless, following any interview by the Air Force Office of Special Investigations, Security Forces, Equal Employment Opportunity, Equal Opportunity and Treatment, or Inspector General, the investigator is required to 'hand off' the individual directly to the commander, first sergeant, or supervisor. The unit representative is then responsible for evaluating the individual's emotional state and contacting a mental health provider if any question about the possibility of suicide exists.

18.53.2.7. **Critical Incident Stress Management.** Critical incident stress teams were established worldwide to respond to traumatic incidents such as terrorist attacks, serious accidents, or suicide. These teams help personnel deal with the emotions they experience in reaction to traumatic incidents. Teams are multidisciplinary in nature and are drawn from mental health, medical, chaplain, Airman and Family Readiness Center, and unit personnel.

18.53.2.8. **Integrated Delivery System (IDS) and Community Action Information Board (CAIB).** The CAIB and IDS provide a forum for the cross-organizational review and resolution of individual, family, installation, and community issues impacting the readiness of the force and the quality of life for Air Force members and their families. The IDS and CAIB help coordinate the activities of the various base helping agencies to achieve a synergistic impact on community problems. The IDS and CAIB exist at the Air Force, major command (MAJCOM), and base levels.

18.53.2.9. **Limited Privilege Suicide Prevention Program.** Patients at risk for suicide are afforded increased confidentiality when seen by mental health providers (Limited Privilege Suicide Prevention Program). Additionally, Limited Patient-Psychotherapist Privilege was established in 1999, limiting the release of patient information to legal authorities during UCMJ proceedings. See AFI 44-109 and Military Rule of Evidence 513 Psychotherapist Patient Privilege for additional details.

18.53.2.10. **IDS Consultation Assessment Tool.** The IDS Consultation Assessment Tool was released in December 2005, replacing the Behavioral Health Survey. This tool, administered only upon the request of the commander, allows commanders to assess unit strengths and identify areas of vulnerability. Commanders can use this tool to design interventions to support the health and welfare of their personnel.

18.53.2.11. **Suicide Event Surveillance System.** A central database serves as the repository for all information on Air Force AD suicides and suicide attempts. This database not only tracks events, but also facilitates the analysis of potential risk factors for suicide in Air Force personnel.

18.54. Effective Suicide Prevention.

Suicide prevention is everyone's responsibility. For effective suicide prevention, we need to create a culture that encourages early help-seeking behavior and develop a community that provides assistance long before someone becomes suicidal.

Section 18H—Posttraumatic Stress Disorder

18.55. Posttraumatic Stress Disorder Components.

A diagnosis of PTSD is comprised of six components: exposure to a traumatic event, reexperiencing of the event, avoidance and (or) numbing, persistent arousal symptoms, symptom duration of greater than 1 month, and significant distress or impairment.

18.55.1. **Exposure to a Traumatic Event.**

When an individual experiences, witnesses, or confronts an event involving actual or threatened death or serious injury, which leads to feelings of fear, helplessness, or horror.

18.55.2. **Reexperiencing the Event.**

Recurrent and intrusive memories of the event such as, nightmares, distress when cues remind the individual of the event, or flashbacks.

18.55.3. **Avoidance.**

Efforts to avoid thoughts and feelings related to the event, inability to recall important aspects of the trauma, feeling detached, and loss of interest in activities.

18.55.4. **Arousal Symptoms.**

Sleep difficulties, angry outbursts, hypervigilance, and exaggerated startle response.

18.55.5. **Symptom Duration.**

The diagnosis of PTSD is not made unless the symptoms persist for at least 1 month.

18.55.6. **Impairment.**

The symptoms above will lead to significant social or work impairment.

18.56. Primary Prevention.

Personnel who have a moderate or high chance of being exposed to a traumatic event as part of their duties can enhance their psychological resilience with the following preparation principles:

18.56.1. **Engage in Realistic Training.**

Train using simulated or actual exposure to realistic events, such as body handling, survival training, and mock captivity training.

18.56.2. **Strengthen Perceived Ability to Cope.**

Discuss reasoning behind realistic training. Enhance personal self-efficacy by reenforcing training to competence. Teach coping mechanisms during training in order to strengthen coping skills during actual events.

Section 18I—Redeployment Support Process

18.57. Purpose.

The positive and sustained care, control, and discipline of each Airman is the purpose of the redeployment support process. The goal is to ensure personnel readiness throughout the air and space expeditionary force (AEF) cycle by providing timely support for our military members and their families. Redeployment support is an ongoing process, NOT a homecoming event. The intent is to provide continuous, integrated support from the area of responsibility (AOR) to home station and to assist in the transition from the deployed environment to family life and work site.

18.58. Recovery.

After periods of arduous duty and protracted periods of deployment, a lengthy respite from the deployment environment has a beneficial effect on an individual's psychological and physical status. An immediate recovery period also provides time for the returning Airman to tend to personal needs neglected during lengthy periods away from home. Each MAJCOM is responsible for establishing and publishing personnel recovery (leave, passes, attribution, and retention) policies for returning combat forces. Refer to AFI 36-3003, *Military Leave Program*, for further guidance on leave and passes.

18.59. Reconstitution.

Although a key consideration is to provide support to returning forces to transition back to their normal environment, it must also be remembered that forces must be reconstituted for further deployment possibilities including surge requirements. This process entails planning that will return units back to their full combat capability in a short time. While there is no one correct rule set for reconstitution planning, consideration must be given to prioritizing and restoring levels of consumables expended during the crisis, and recovering lost training. Every base/unit will have to assess their own situation based on such variables as the magnitude, duration, and intensity of a crisis, consumption rates, and the type of deployment location (fixed vs. austere base). Refer to AFI 10-401, *Air Force Operations Planning and Execution*, for further guidance on reconstitution.

18.60. Scope.

The Air Force redeployment support process applies to deployed AOR and home stations. All personnel deployed to an AOR, to continental United States locations in support of contingencies, and to remote assignments are included. Key determinants for participation are lengthy family separation and significant family-related stressors prior to redeployment. CAIB- and IDS-helping agencies complete specified activities to support redeployed AD, Air National Guard, Air Force Reserve, civilian personnel, their family members, and units during the AEF cycle. Readjustment from duty in the AOR requires structured recovery time and activities for members and families prior to leave or temporary duty (TDY).

18.61. Redeployment Support Process Timeline.

Figure 18.6 provides a template for commanders' responses and actions and CAIB and IDS members' activities at the critical junctures of redeployment, recovery, reconstitution, and spin-up/deployment operations. Subsequent sections provide detailed information on roles and responsibilities.

18.62. Home Station Community Action Information Board and Integrated Delivery System Agency Responsibilities.

Figure 18.6 outlines the AEF cycle and specifies activities for commanders and CAIB and (or) IDS agencies at critical junctures.

Figure 18.6. Redeployment Support Timeline.
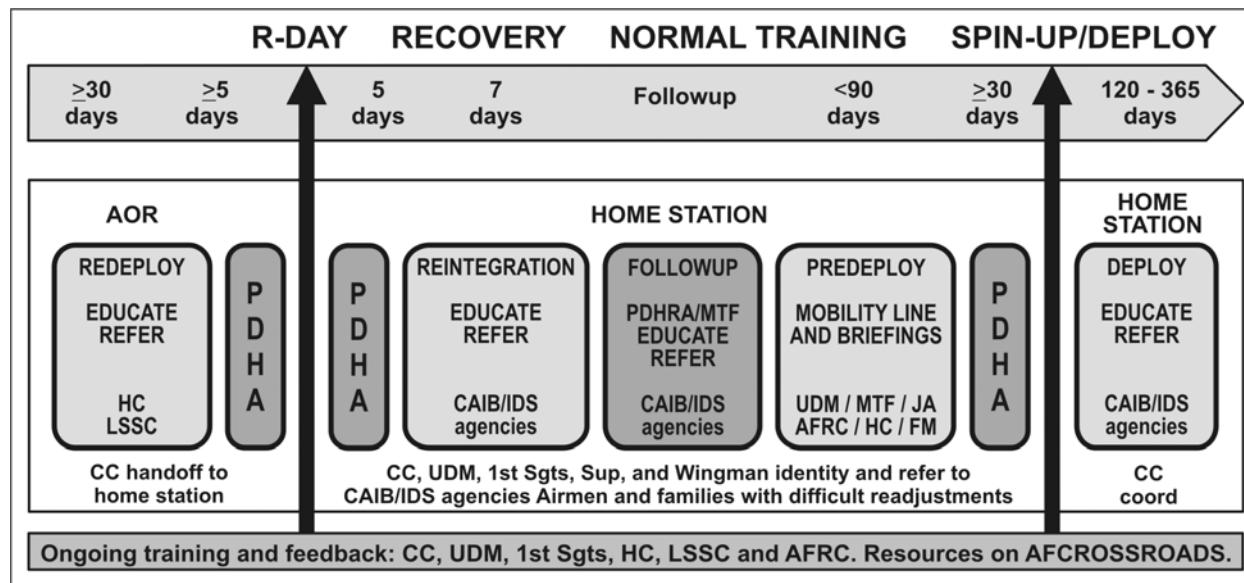
18.62.1. **Personnel Readiness.**

The personnel readiness function begins the reintegration process and develops the reception station. Personnel readiness function will ensure procedures are established to account for members returning from deployments. These procedures will be incorporated into installation reconstitution planning and the Installation Deployment Plan. Returning units and individuals will in-process with the personnel readiness function within 2 duty days of redeployment day. The personnel readiness function will update the date of return to home station for all individuals in deliberate and crisis action planning and execution segments on the date of notification of return according to AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*.

18.62.2. **Chaplain Service.**

The chaplain service members provide support to personnel, families, and base populations during contingencies according to AFI 52-104, *Chaplain Service Readiness*. At home station during postdeployment, chaplain service members provide followup support, reintegration and reunion ministries, and other programs to strengthen families and enhance the spiritual health of individuals. Postdeployment services within Air Force Reserve Command wings will be coordinated with the reserve wing Deployment Support Program point of contact.

18.62.3. **Airman and Family Readiness Center.**

The Airman and Family Readiness Center provides mobility and (or) deployment assistance to help single and married DoD personnel and families meet predeployment, during deployment, and postdeployment challenges according to AFI 36-3009, *Airman and Family Readiness Center Programs*. Services help reduce stress and deal with separation and reintegration, increase individual and family morale and unit cohesion, and support operational readiness.

18.62.3.1. Airman and Family Readiness Centers use electronic media and hard copies to provide assistance with development of reintegration educational material as well as to provide materials to the chaplain service and mental health in the AOR.

18.62.3.2. During deployments, Airman and Family Readiness Center staffs employ the Air Force Readiness EDGE Guides and other resources for tailored support to commanders, units, and families; work with local school authorities and teachers to assist their understanding the unique stressors of the children of deployed military; provide a myriad of deployment support programs; and distribute commercial, printed materials addressing deployment. Upon request, one-on-one counseling is provided. The Airman and Family Readiness Center staff provides support to the parents and siblings of single Airmen.

18.62.3.3. Postdeployment assistance is linked to predeployment activities, particularly early intervention to educate families, single members, and units on concerns related to reintegration and reunion. The Airman and Family Readiness Center staff monitors family coping skills, assists potential at-risk families, and collaborates with the CAIB and (or) IDS agencies to ensure smooth family reunions.

18.62.4. **Force Support Squadron and Family Member Program Protocols.**

These protocols help bases respond to increased childcare needs during contingencies and during the Air and Space Expeditionary Force cycle according to AFI 34-248, *Child Development Centers*. Childcare providers receive training on caring for children who are experiencing family separations and reintegration, or whose parents are working extended hours.

Section 18J—Wingman

18.63. Wingman Concept.

> *The wingman bonds we share today are a direct link to our proud heritage and yet another way we're standing on the shoulders of the giants who preceded us. While we fly, fight, and win, we're also obliged to treasure and foster our wingman concept, to take care of each other every day, and to never forget, "once an Airman, always an Airman."*

> General T. Michael Moseley
> Former Air Force Chief of Staff

18.63.1. The wingman concept is about protection. Born from early days of military flight, a group of aircraft flying together would constantly be looking out for one another, vigilant against danger or attack. This concept is still in use, and has been brought down to the ground to apply to all we do daily as a military force. As supervisors, subordinates, and peers travel forward together as a total force we need to be good wingmen to each other—our Air Force family.

18.63.2. A sight picture names accidents and suicides as contributors to the loss of service members with stress being an underlying factor. The CSAF affirmed the position that we need to do a better job looking out for each other to be better wingmen. Acknowledging that stress is part of life as well as part of the job we perform, we must be prepared to handle it and assist others in need. With members being deployed across the world the workload is increased; work hours are longer; and manning is inconsistent. Focus must continue to be on safety and risk management with zero mishaps as the goal.

18.63.3. Clearly we possess the education and capability to make the right decisions and to look after each other. However, training and knowledge are not enough, we must take action. Effort is required by the whole force at all levels, it will take a total commitment.

18.63.4. It is vital to build a strong relationship between supervisors and subordinates—that means regular face-to-face communication.

18.63.4.1. Supervisors—the first line of defense. Like commanders, supervisors are responsible for the well-being of the people they supervise. Supervisors are the ones who look every Airman in the eye every day. Furthermore, supervisors can spot the first signs of trouble, and are in the best position to listen and engage.

18.63.4.2. Airmen—be good wingmen. Take care of yourself and those around you. Step in when your wingman needs help. Signs of stress and suicide should not be dismissed. Neither should senseless risks to life and limb because of improper safety and irresponsible behavior.

18.63.5. Stress is not going away; it is a reality we must accept and manage. We are the world's greatest air and space power because of you, America's Airmen. The needless loss of one Airman is one loss too many. Look out for each other—look out for your wingman.

18.64. Conclusion.

This chapter began with the Air Force Fitness Program. Next, it included information on exercising and proper nutrition to create a healthy lifestyle. This chapter also included information on substance abuse, tobacco use, suicide prevention, PTSD, reintegration from deployment, medical care and the Wingman concept. Air Force policy is to ensure Air Force members and their families are physically fit and of sound mind and body to enhance mission accomplishment.

Chapter 19

SECURITY

Section 19A—Overview

19.1. Introduction.

Security applies to all members of the Air Force at all times. In certain positions, noncommissioned officers (NCO) are required to handle classified information; at other times, NCOs may be required to serve in a foreign country. Such is the diversity of security. This chapter covers information assurance, installation security, and antiterrorism (AT). These topics are essential to the Air Force mission and the security of all its resources. Along with information presented in Chapters 5, Emergency Management Program, and 6, Standards of Conduct, this information helps ensure Air Force forces are prepared to face any adversary.

Section 19B—Information Assurance

19.2. Information Assurance:

19.2.1. Information assurance is everyone's responsibility. Personnel at all levels must ensure all Air Force information resources under their purview are protected in a manner consistent with threats and missions. Similarly, it is the duty of all personnel to accept and carry out their responsibilities to protect information and information systems by adhering to all applicable information assurance and related security policies and procedures.

19.2.2. Information assurance refers to the measures that protect and defend information and information systems by ensuring their availability, integrity, confidentiality, authentication, and nonrepudiation. These measures include providing for restoration of information and information systems by incorporating protection, detection, and reaction capabilities. Information assurance policy is based on fact-based operational risk assessments; total risk avoidance is not practical in many cases and, therefore, risk assessment and management is required.

19.2.3. The Air Force implements and maintains the information assurance Program to secure its information and information technology (IT) assets. The Air Force achieves these objectives through the effective employment of its core information assurance disciplines of communications security (COMSEC), computer security (COMPUSEC), and emissions security (EMSEC).

19.3. Computer Security:

19.3.1. **COMPUSEC Defined.**

COMPUSEC consists of measures and controls that ensure confidentiality, integrity, or availability of information systems assets including hardware, software, firmware, and information being processed, stored, and communicated. Compliance ensures measures are taken to protect all Air Force information system resources and information effectively and efficiently. Appropriate levels of protection against threats and vulnerabilities for information systems prevent denial of service, corruption, compromise, fraud, waste, and abuse.

19.3.2. **Information Systems.**

An information system is any telecommunications and (or) computer-related equipment or interconnected system or subsystems of equipment used in the acquisition, storage, manipulation, management, movement, control, display, switching interchange, transmission, or reception of voice and (or) data and includes software, firmware, and hardware.

19.3.3. **Countermeasures.**

Every Air Force information system has its vulnerabilities (system security weaknesses) and is susceptible to exploitation (to gain access to information or disrupt critical processing). A countermeasure is an action, device, procedure, technique, or other measure that reduces the vulnerability to an acceptable and manageable level (mitigating the overall threat).

19.3.4. **Threats.**

Not all threats to our national security are conventional in nature. Potential adversaries increasingly rely on unconventional tactics to offset our superiority in conventional forces and technology. Information operations (IO) and information warfare (IW) activities pose the greatest threats to communications and information systems. IO and IW attacks, including introduction of malicious codes, trapdoors, or viruses, could result in

the loss of information and information system confidentiality, integrity, and availability. The loss of these key capabilities could disclose classified or sensitive information (including personally identifiable information [PII]), alter and delete mission essential data, and destroy our communications and information systems.

19.3.4.1. **Malicious Logic Protection.** The Air Force must protect information systems (server to workstation) from malicious logic (for example, virus, worm, and Trojan horse) attacks. To achieve this, the Air Force applies an appropriate mix of preventive measures to include user awareness training, local policies, configuration management, and antivirus software. At a minimum, personnel must follow the below preventive measures:

19.3.4.1.1. Use antivirus software on all information systems.

19.3.4.1.2. Scan all incoming or downloaded electronic traffic and files for viruses.

19.3.4.1.3. Scan removable and fixed media prior to use.

19.3.4.1.4. Report all virus attacks.

19.3.4.1.5. Preserve any evidence in malicious logic incidents for ongoing investigations.

19.3.4.2. **Desktop and Workstation Security.** This paragraph applies to all information systems used by only one individual at a time. The desktop or workstation may be operated as a standalone system or connected in a network environment. At a minimum, personnel must comply with the following security requirements.

19.3.4.2.1. Ensure user access to information system resources and information is based upon their security clearance and need to know. For access to systems and networks, use strong, two-factor authentication by combining the Common Access Card (CAC) (possession-based) with a personal identification number (PIN) (knowledge-based). The common access card (CAC) is the Department of Defense (DoD) identification card which contains an integrated circuit chip where public key infrastructure (PKI) certificates and keys reside. All individuals authorized a CAC shall use the CAC and PIN, or an authorized alternate smart card token, for access to nonsecure internet protocol router network resources. Passwords should only be used when support for CAC or other strong, two-factor authentication is not available.

19.3.4.2.2. Protect against casual viewing of information. Place devices that display (or output) classified and sensitive information in a location that deters unauthorized individuals from reading the information. Use a secure screen saver and screen-lock any workstation left unattended. Once activated, access to the workstation requires strong, two-factor authentication. If a CAC is used for workstation access, remove it from the reader when workstations are unattended. If a secure screen saver or screen-lock is not available on the workstation, completely log off before leaving the workstation unattended.

19.3.4.2.3. Protect the information system and data against tampering, theft, and loss. Provide protection from outsider threats by controlling physical access to the facilities, information systems, and data itself. Provide protection from insider and outsider threats by using installed security mechanisms (CAC removal lock feature, keyboard locks, secure screen savers, add-on security software, etc.) or by establishing controls for removal and secure storage of information from unattended information systems.

19.3.4.3. **Removable Media Control.** This paragraph applies to all forms of storage media including, but not limited to, diskettes, compact discs, external storage drives, and universal serial bus drives (memory sticks, jump drives, pen drives, etc.). These devices have a memory storage capability and are categorized as removable media. Because of the capacity of their memory storage and their portable nature, these devices pose an increased risk of data tampering, theft, or loss. At a minimum, personnel must use the following preventive measures:

19.3.4.3.1. Safeguard, mark, and label removable media according to the requirements for the highest level of information ever contained on the media using applicable information security guidance.

19.3.4.3.2. Restrict use of removable media containing sensitive information (to include PII) to locations that meet information protection and security policies. Contact your local security manager for additional security measures when removing these devices from secure locations. Do not store large amounts of PII (500 or more records) on these devices without proper approval as stated in current Air Force policy. The loss or theft of this much information may lead to identity theft and adversely impact our personnel.

19.3.4.3.3. Report loss or suspected loss of removable media containing sensitive information according to applicable information security guidance from your local security manager or information assurance officer (IAO).

19.3.4.3.4. Clear, sanitize, or destroy removable media used to store sensitive information before release to unauthorized personnel or outside DoD or Air Force control. Contact your local IAO for guidance and procedures.

19.3.4.3.5. Use your local security guidance before attaching any removable media or storage device to an information system.

19.3.4.3.6. Do not use disguised removable media or storage devices. Air Force policy defines disguised as a device designed to look like anything other than removable media or a storage device (e.g., watch, pen, flashlight).

19.3.4.4. **Portable Electronic Devices (PED).** PED is a generic title used to describe the myriad of small electronic items with the capability of recording, storing, transmitting and (or) processing information. It is becoming difficult to differentiate between these electronic devices since such examples include, but are not limited to, personal digital assistants, hand-held and laptop computers, cellular phones, e-mail devices and audio or video recording devices. Most of these devices combine capabilities and functions together with wireless telecommunications, offering tremendous advantages for Air Force users. These capabilities and functions bring with them additional risks. Most of the preventive measures applicable to desktops, workstations, and even removable media also apply to PEDs. The additional measures listed below help protect these devices and the information they store.

19.3.4.4.1. Wireless-enabled PEDs must comply with requirements outlined in current Air Force wireless and wireless security policies before use.

19.3.4.4.2. Do not use wireless-enabled PEDs for storing, processing or transmitting classified information without proper approval, security mechanisms (encryption, etc.), and additional security measures. If you discover classified information was processed or maintained on an unclassified PED, notify your supervisor, security manager, or IAO to initiate security incident procedures. Personnel in the information assurance chain of command will determine the disposition of the contaminated PED (secure storage, destruction, etc.).

19.3.4.4.3. Do not use wireless-enabled PEDs in areas where classified information is discussed or processed without coordination from the local security manager based upon the requirements established by information assurance personnel, the appropriate EMSEC authority, and cognizant security authority.

19.3.4.4.4. When using wireless-enabled PEDs, operations security (OPSEC) and force protection should be considered prior to the adoption or implementation of any policy or procedure. OPSEC training and guidance may be obtained from your unit OPSEC manager.

19.3.4.4.5. The Air Force prohibits connection of personally owned PEDs to the Air Force network. These devices may provide many benefits such as portability, flexibility and increased productivity; however, since the Air Force has no control over their security features they introduce an entirely new set of risks. If an individual has a requirement to use a PED on the Air Force network, they must request issuance of a government-owned PED. Reference the section below for additional information on any personally owned IT.

19.3.4.5. **Personally Owned IT (All Forms of Hardware and Software).** Every Air Force member, government employee, and contractor must meet all security requirements to maintain the confidentiality, integrity, and availability of our data, systems, and networks. Personally owned hardware and software present risks which may degrade the required security posture.

19.3.4.5.1. Do not use personally owned IT to process classified information. Personally owned IT contaminated with classified information will be confiscated and sanitized or destroyed according to current Air Force policy.

19.3.4.5.2. Using personally owned IT for government work is strongly discouraged; however, it may be used for processing unclassified and sensitive information with justification and approval. Justification must include mission requirement, government availability, and rationale as to why personally owned information systems must be used. This includes systems maintained at a residence, services accessed, and information transportation method(s) (modem, Web mail, and (or) physical media used). Approval must follow current Air Force policy requirements.

19.3.4.5.3. Government-owned sensitive information must remain on government removable media or devices and be marked and protected according to the sensitive category as outlined in information security guidance.

19.3.4.5.4. Do not use personally owned IT to store or process controlled unclassified information (CUI) and PII. Personally owned IT contaminated with CUI or PII will be confiscated and sanitized or destroyed according to current Air Force policy.

19.3.4.6. **Public Computing Facilities or Services.** Do not use public computing facilities or services (Internet cafés and kiosks, hotel business centers, etc.) for processing government-owned unclassified, sensitive or classified information. Public computing facilities or services include any IT resources not under your private or the US Government's control. Use of these resources to access Web-based government services (Outlook Web Access e-mail, Web applications, etc.) constitutes a compromise of login credentials and must be reported as a security incident according to current Air Force guidance on COMPUSEC.

19.4. Communications Security.

COMSEC refers to measures and controls taken to deny access by unauthorized persons to information derived from information systems of the US Government related to national security, and to ensure the authenticity of such information systems.

19.4.1. **Cryptosecurity.**

Cryptosecurity is a component of COMSEC resulting from the provision and proper use of technically sound cryptosystems.

19.4.2. **Transmission Security.**

Transmission security is a component of COMSEC 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.

19.4.3. **Physical Security.**

Physical security is the part of COMSEC resulting from the use of all physical measures necessary to safeguard COMSEC 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 COMSEC techniques and technology when not in the best interest of the United States and its 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.

19.5. Emissions Security.

EMSEC 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 cryptoequipment, information systems, and telecommunications systems. The objective of EMSEC is to deny access to classified and, in some instances, unclassified information and contain compromising emanations within an inspectable space.

Section 19C—Installation Security

19.6. Operations Security:

19.6.1. **OPSEC Defined.**

OPSEC is a process of identifying, analyzing, and controlling critical information indicating friendly actions attendant to military operations and other activities to:

19.6.1.1. Identify those actions that can be observed by adversary intelligence systems.

19.6.1.2. Determine what specific indications could be collected, analyzed, and interpreted to derive critical information in time to be useful to adversaries.

19.6.1.3. Select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

19.6.1.4. Closely integrate and synchronize with other influence operations capabilities and all aspects of the protected operations because OPSEC is a process and not a collection of specific rules and instructions that can be applied to every operation.

19.6.2. **Purpose.**

The purpose of OPSEC is to reduce the vulnerability of Air Force missions from successful adversary collection and exploitation of critical information. OPSEC applies to all activities that prepare, sustain, or employ forces during all phases of operations.

19.6.3. **Operational Context.**

Operational effectiveness is enhanced when commanders and other decisionmakers apply OPSEC from the earliest stages of planning. OPSEC 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. OPSEC analysis provides decisionmakers with a means of weighing how much risk they are willing to accept in particular operational circumstances in the same way as operations risk management allows commanders to assess risk in mission planning.

19.6.4. **Implementing OPSEC.**

Air Force forces can be under observation at their peacetime bases and locations, in training or exercises, while moving, or when deployed to the field conducting actual operations. OPSEC methodology provides systematic and comprehensive analysis designed to identify observable friendly actions that could betray intentions or capabilities. Therefore, OPSEC principles must be integrated into operational, support, exercise, and acquisition planning. OPSEC is incorporated into day-to-day activities to ensure a seamless transition to contingency operations. The OPSEC process consists of five distinct steps:

19.6.4.1. Identify critical information.

19.6.4.2. Analyze threats.

19.6.4.3. Analyze vulnerabilities.

19.6.4.4. Assess risk.

19.6.4.5. Apply appropriate OPSEC measures.

19.6.5. **Sources of OPSEC Indicators.**

Friendly, detectable actions, and open-source information that can be interpreted or pieced together by an adversary to derive critical information. OPSEC indicators have five basic characteristics that make them potentially valuable to an adversary include:

19.6.5.1. **Signatures**—the characteristic of an indicator that makes it identifiable or causes it to stand out.

19.6.5.2. **Associations**—the relationship of an indicator to other information or activities.

19.6.5.3. **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.

19.6.5.4. **Contrasts**—any differences observed between an activity's standard profile and its most recent or current actions.

19.6.5.5. **Exposure**—refers to when and for how long an indicator is observed.

19.7. Information Security.

Air Force policy is to identify, classify, downgrade, declassify, mark, protect, and destroy its classified information and material consistent with national policy.

19.7.1. **Classification.**

DoD 5200.1-R, *Information Security Program,* and AFI 31-401, *Information Security Program Management,* provide the policy for classifying information.

19.7.1.1. **Original Classification:**

19.7.1.1.1. **Definition.** Original classification is the initial decision an item of information could cause damage to the national security if subject to unauthorized disclosure, and the interests of the national security

are best served by applying the safeguards of the Information Security Program to protect it. This decision may be made only by persons who are specifically delegated the authority to do so, have received training in the exercise of this authority, and have program responsibility or cognizance over the information. Only the Secretary of Defense, the secretaries of the military departments, and other officials who are specifically delegated this authority in writing may originally classify information.

19.7.1.1.2. **Security Classification Guide (SCG).** An SCG identifies specific items or categories of information for each system, program, plan, or project requiring classification. SCG identifies the specific items of information to be protected, the applicable classification levels (such as Top Secret, Secret, or Confidential), the reason for classifying, any special-handling caveats, the downgrading and declassification instructions, declassification exemptions, the original authority, and a point of contact.

19.7.1.2. **Derivative Classification.** This classification is the process of determining whether information needs to be included in a document or material has been classified and, if it has, ensuring it is identified as classified information by marking or similar means. Information is derivatively classified when it is extracted, paraphrased, restated, or generated in a new form. Derivative classification is the application of classification markings to a document or other material as directed by an SCG or other source material. Simply photocopying or otherwise mechanically reproducing classified material is not derivative classification. Within the DoD, all cleared personnel who generate or create material that should be derivatively classified are responsible for ensuring the derivative classification is accomplished according to DoD 5200.1-R.

19.7.1.3. **Markings.** All classified information shall be identified clearly by electronic labeling, designating, or marking. If physical marking of the medium containing classified information is not possible, then classified information must be identified by other means. The term "marking" is intended to include the other concepts of identification. Classification markings must be conspicuous. Marking is the principle means of informing holders of classified information about specific protection requirements for the information. Marking and designating classified information are the specific responsibility of original and derivative classifiers. Markings and designations are used to:

19.7.1.3.1. Alert holders to the presence of classified information.

19.7.1.3.2. Identify, as specifically as possible, the exact information needing protection.

19.7.1.3.3. Indicate the level of classification assigned to the information.

19.7.1.3.4. Provide guidance on downgrading (if any) and declassification.

19.7.1.3.5. Give information on the sources of and reasons for classification.

19.7.1.3.6. Warn holders of special access, control, or safeguarding requirements.

19.7.1.4. **Specific Markings on Documents.** Every classified document must be marked to show the highest classification of information it contains. The marking must be conspicuous enough to alert anyone handling the document that it is classified. The overall classification will be marked, stamped, or affixed (with a sticker or tape) on the front cover, if there is one; the title page, if there is one; the first page; and the outside of the back cover, if there is one. Additionally:

19.7.1.4.1. Every classified document must show the agency, office of origin, and date of origin on the first page, title page, or front cover.

19.7.1.4.2. Every originally classified document must have a "Classified by" line placed on the first page, title page, or front cover that identifies the original classification authority responsible for classifying the information it contains. Derivatively classified documents are marked "Derived from" and the document and date the information was derived from, or the term "Multiple Sources" if the information was derived from more than one source.

19.7.1.5. **Declassification.** Information must be declassified as soon as it no longer meets the standards for classification. In some exceptional cases, the need to protect information still meeting the standard may be outweighed by the public interest in disclosure of the information. In these cases, the information should be declassified. Four separate and parallel systems can bring about the declassification of information. These are systems that:

19.7.1.5.1. Require the original classifier to decide at the time information is classified when it can be declassified.

19.7.1.5.2. Cause information of permanent historical value to be automatically declassified on the 25th anniversary of its classification unless specific action is taken to keep it classified.

19.7.1.5.3. Cause information to be reviewed for possible declassification upon request.

19.7.1.5.4. Involve a process for systematic review of information for possible declassification.

19.7.1.6. **Challenges.** If substantial reason exists to indicate the document has been classified improperly or unnecessarily, personnel should submit challenges of classification to the security manager or the classifier of the information.

19.7.2. **Safeguarding:**

19.7.2.1. **General Policy.** Everyone granted access to classified information is responsible for providing protection to information and material in their possession or control. Classified information must be protected at all times either by storing it in an approved device or facility or having it under the personal observation and control of an authorized individual. Everyone who works with classified information is personally responsible for taking proper precautions to ensure unauthorized persons do not gain access to it.

19.7.2.2. **Care During Working Hours.** Classified material removed from storage must be kept under constant surveillance of authorized persons. Classified document cover sheets are placed on classified documents when not in secure storage. Preliminary drafts, carbon sheets, plates, stencils, stenographic notes, worksheets, floppy disks, and other items containing classified information must either be destroyed immediately after they have served their purpose or protected as required for the level of classified information they contain.

19.7.2.3. **End-of-Day Security Checks.** Heads of activities that process or store classified information must establish a system of security checks at the close of each working day to ensure the area is secure. Use Standard Form (SF) 701, *Activity Security Checklist*, to record the checks. An integral part of the security check system is to secure all vaults, rooms, and containers used to store classified material. SF 702, *Security Container Check Sheet*, is used to record such actions. In addition, SF 701 and SF 702 are annotated to reflect after-hours, weekend, and holiday activity.

19.7.2.4. **Control Access.** A person may not have access to classified information unless determined to have the proper security clearance and need to know. The final responsibility for determining if a person's official duties require access to any element or item of classified information and if the person is granted the appropriate security clearance rests with the individual authorized possession, knowledge, or control of the information—not the prospective recipient. The following rules also apply when safeguarding classified information:

19.7.2.4.1. Top Secret information is controlled and accounted for through Top Secret control account systems. Unit commanders and staff agency chiefs who routinely originate, store, receive, or dispatch Top Secret material establish these accounts and designate a Top Secret control officer (TSCO) to maintain them. All transactions for Top Secret material must be conducted through the TSCO.

19.7.2.4.2. Secret information is controlled internally as determined by unit commanders or staff agency chiefs. Receipts are necessary when transmitting the material through a mail distribution system, the material off an installation or to a non-Air Force activity, or hand-carrying the material to a recipient not shown on the material's distribution list and who is with another DoD agency or service or another Air Force activity residing on the same installation.

19.7.2.4.3. Confidential information is controlled through routine administrative procedures. Individuals need not use a receipt for Confidential material unless asked to do so by the sending activity.

19.7.2.5. **Security Incidents.** Anyone finding classified material out of proper control must take custody of and safeguard the material, if possible, and immediately notify the appropriate security authorities. Any person who becomes aware of the possible compromise of classified information must immediately report it to the head of his or her local activity or to the activity security manager. If classified information appears in the public media, DoD personnel must be careful not to make any statement or comment that would confirm the accuracy or verify the classified status of the information. Personnel must report the matter but must not discuss it with anyone without an appropriate security clearance and need to know.

19.7.3. **Sanctions.**

DoD military and civilian personnel are subject to sanctions if they knowingly, willfully, or negligently disclose classified information to unauthorized persons. Sanctions include, but are not limited to, warning, reprimand, suspension without pay, forfeiture of pay, removal, discharge, loss or denial of access to classified information, and removal of classification authority. Action may also be taken under the Uniform Code of Military Justice for violations of the code and under applicable criminal law.

19.8. Personnel Security:

19.8.1. The Personnel Security Program involves determining the trustworthiness of individuals before they have access to classified information or are assigned to sensitive duties. Personnel must continue to be trustworthy by complying with Personnel Security Program requirements throughout their careers. Commanders and supervisors must continually observe and evaluate their subordinates with respect to these criteria and immediately report any unfavorable conduct or conditions that come to their attention that might bear on the subordinates' trustworthiness.

19.8.2. If warranted, the commander forwards unfavorable information to the Air Force Central Adjudication Facility for adjudication. The Central Adjudication Facility grants, denies, and revokes security clearance eligibility. If the security clearance is denied or revoked, individuals may appeal the decision.

19.8.3. Personnel security clearances are recorded in the Joint Personnel Adjudication System (JPAS). Unit security forces have access to JPAS to determine if an individual in the organization has been granted a security clearance according to AFI 31-501, *Personnel Security Program Management.*

19.9. Industrial Security:

19.9.1. **Policy.**

Air Force policy is to identify in its classified contracts specific government information and sensitive resources that must be protected against compromise and (or) loss while entrusted to industry. AFI 31-601, *Industrial Security Program Management,* assigns functional responsibilities and establishes a system of review that identifies outdated, inappropriate, and unnecessary contractual security requirements. Policy also outlines and provides guidance for establishing onbase integrated contractor visitor groups.

19.9.2. **Scope.**

The security policies, requirements, and procedures identified in AFI 31-601 are applicable to Air Force personnel and onbase DoD contractors performing services under the terms of a properly executed contract and associated security agreement or similar document, as determined appropriate by the installation commander.

19.10. Integrated Defense Program:

19.10.1. The Air Force Integrated Defense (ID) Program employs active and passive, as well as offensive and defensive, multidisciplinary capabilities to mitigate potential risks and defeat adversary threats to Air Force operations. ID is a fundamental battle competency for all Airmen, whether garrison or deployed. Installation commanders determine the effects required of ID operations at Air Force installations based on a four-step process that involves:

19.10.1.1. Determining and prioritizing the criticality of installation assets.

19.10.1.2. Analyzing the threats and operating environment.

19.10.1.3. Assessing the installation's vulnerabilities to the threats.

19.10.1.4. Making prudent ID decisions based on the risk estimate. This risk management process is critical in order for the installation commander to make the best use of limited resources and personnel available to execute the ID mission.

19.10.2. ID is an "all-Airmen" program; however Air Force Security Forces have enterprise lead in ID operations. The Chief of Security Forces assumes the role of defense force commander (DFC) in ID operations. The DFC synchronizes integrated defense operations with emergency and consequence management activities articulated in applicable Air Force and DoD publications.

19.10.3. Successful ID operations will protect and defend Air Force installations, activities, infrastructure, resources, personnel, and information by controlling or coordinating operations in the base security zone (BSZ) to ensure prosecution of air, space, and cyberspace operations. The BSZ is the surface area unique to each installation from which enemies would otherwise be capable of executing attacks against the installation (e.g., mortar, rocket, and

surface-to-air missile attacks against approaching and departing aircraft) or adversely impact the installation's mission.

19.11. Integrated Defense Effects:

19.11.1. Commanders execute ID with the objective of achieving nine specific effects based on the risk management process described in paragraph 19.10. Those effects are:

19.11.1.1. **Anticipation**—achieved through intelligence analysis.

19.11.1.2. **Deterrence**—achieved through the professional and persistent execution of security tactics, techniques, and procedures.

19.11.1.3. **Detection**—achieved through a variety of screening processes and observation technologies.

19.11.1.4. **Assessment**—achieved through cognizance, readiness, and awareness of all Air Force personnel and an understanding of threat tactics, techniques, and procedures.

19.11.1.5. **Warning**—achieved through standardized and reliable communications among and between units and personnel.

19.11.1.6. **Defeat**—achieved through a multitude of force applications relevant to the threat.

19.11.1.7. **Delay**—achieved through deliberate layers of defensive applications designed to progressively weaken or hinder the enemy's efforts.

19.11.1.8. **Defense**—achieved through the coordinated and synchronized force application of all airmen in a unified effort against the enemy.

19.11.1.9. **Recovery**—achieved through prudent logistics and consequence management planning.

19.11.2. These effects are not randomly applied to any installation; instead they are deliberately achieved through innovative and reliable tactics, techniques, and procedures based on the ID risk management process and analysis.

19.12. Security Protection Levels.

Historically, resource protection levels (PL) have been used to standardize the security applied to four categories of resources. When operations tempo (OPSTEMPO) and worldwide expeditionary requirements don't preempt the use of PLs (typically due to insufficient levels of manning or security resources), the ID risk management process is used to determine the best available alternative to the four PL standards. Otherwise, the PL system is used for prioritizing and programming resource needs and for allocating security forces personnel and security resources and is determined without regard to specific or increased adversarial threats to installations (e.g., baseline force protection condition [FPCON] Alpha). ID policy categorizes Air Force war-fighting assets into three categories: (1) nuclear weapons (and nuclear weapons systems), (2) power projection assets, and (3) mission support assets. Although PLs are a different classification system, typically *Nuclear Weapons* include all nuclear PL1 resources; *Power Projection Assets* includes all PL1 nonnuclear and all PL2 and PL3 resources; and *Mission Support Assets* includes all PL4 resources.

19.12.1. **Protection Level 1 (PL1).**

PL1 is assigned to those resources for which the loss, theft, destruction, misuse, or compromise would result in great harm to the strategic capability of the United States. Examples of PL1 resources are nuclear weapons in storage, mated to a delivery system, or in transit; designated command, control, and communications (C3) facilities; and aircraft designated to transport the President of the United States. PL1 security must result in the greatest possible deterrence against hostile acts. This level of security will provide maximum means to achieve detection, interception, and defeat of a hostile force before it is able to seize, damage, or destroy resources.

19.12.2. **Protection Level 2 (PL2).**

PL2 is assigned to resources for which the loss, theft, destruction, misuse, or compromise would cause significant harm to the war-fighting capability of the United States. Examples of PL2 resources are nonnuclear alert forces; designated space and launch systems; expensive, few in number, or one-of-a-kind systems or facilities; and intelligence-gathering systems. PL2 security must result in significant deterrence against hostile acts. This level of security will ensure a significant probability of detecting, intercepting, and defeating a hostile force before it is able to seize, damage, or destroy resources.

19.12.3. **Protection Level 3 (PL3).**

PL3 is assigned to resources for which the loss, theft, destruction, misuse, or compromise would damage United States war-fighting capability. Examples of PL3 resources are nonalert resources that can be generated to alert status, such as F-16 fighters; selected C3 facilities, systems, and equipment; and

nonlaunch-critical or nonunique space launch systems. 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.

19.12.4. **Protection Level 4 (PL4).**

PL4 is assigned to resources that do not meet the definitions of PL1, PL2, or PL3 resources, but for which the loss, theft, destruction, misuse, or compromise would adversely affect the operational capability of the Air Force. Examples of PL4 resources are 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. PL4 resources are secured by containing them in controlled areas. Unit commanders are responsible to provide physical protection for PL4 resources. Security forces conduct preventive patrols in areas and provide armed response.

Section 19D—Antiterrorism Program

19.13. Air Force Antiterrorism Program Defined.

The program seeks to deter or blunt terrorist acts against the US Air Force 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 AT measures.

19.14. Force Protection.

Actions taken to prevent or mitigate hostile actions against DoD personnel (to include family members), resources, facilities, and critical information are known as force protection. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease (Joint Pub 1-02, *Department of Defense Dictionary of Military and Associated Terms*). Because terminology is always evolving, the Air Force believes a more precise definition is: An integrated application of offensive and defensive actions that deter, detect, preempt, mitigate, or negate threats against Air Force air and space operations and assets, based on an acceptable level of risk.

19.15. Antiterrorism Training and Exercises.

At least annually, commanders conduct field and staff training to exercise AT plans, to include AT physical security measures, terrorist incident response measures, and terrorist consequence management measures. AT training and exercises shall be provided the same emphasis afforded combat task training and executed with the intent to identify shortfalls impacting the protection of personnel and assets against terrorist assault and subsequent consequence management efforts. AT training, particularly predeployment training, must be supported by measurable standards and include credible deterrence and response, tactics, techniques, and procedures. Additionally, the current baseline through FPCON Charlie measures shall be exercised at installations and separate facilities.

19.16. Threat Information Collection and Analysis:

19.16.1. Commanders shall task the appropriate organizations under their command to gather, analyze, and disseminate terrorism threat information, as appropriate. To support the commander, the Services should continuously ensure forces are trained to maximize the use of information derived from law enforcement liaison, intelligence, and counterintelligence (CI) processes and procedures. This includes intelligence procedures for handling priority intelligence requests for in-transit units as well as implementation of procedures to conduct intelligence preparation of the battlefield and mission analysis.

19.16.2. Identifying the potential terrorism threat to DoD personnel and assets is the first step in developing an effective AT program. 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 [WMD]). In addition to tasking appropriate agencies to collect information, commanders at all levels can and should encourage personnel under their command to report information on individuals, events, or situations that could pose a threat to the security of DoD personnel, families, facilities, and resources.

19.16.3. At a strategic level, the Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance (AF/A2) is 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. These efforts will focus on, but not be limited to, transnational and state-sponsored entities and organizations. The 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 and foreign intelligence and security services. AFOSI is primarily focused on countering adversary intelligence collection activities against US 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.

19.17. Threat Levels.

In assessing the terrorist threat to US personnel and interests, DoD intelligence agencies use a four-step scale to describe the severity of the threat. These threat levels are established by the Defense Intelligence Agency and the geographic commanders and only apply to assessing the terrorist threats to DoD interests. The following lists the threat levels and the combinations of analysis-based factors used to determine the level:

19.17.1. **High.**

Anti-US terrorists are operationally active and use large casualty-producing attacks (such as WMD) as their preferred method of operation. There is a substantial DoD presence and the operating environment favors the terrorist.

19.17.2. **Significant.**

Anti-US terrorists are present and attack personnel as their preferred method of operation, or a group uses large casualty-producing attacks (WMD) as their preferred method but has limited operational activity. The operating environment is neutral.

19.17.3. **Moderate.**

Terrorists are present, but there are no indications of anti-US activity. The operating environment favors the host nation or United States.

19.17.4. **Low.**

No group is detected or the group activity is nonthreatening.

19.18. Force Protection Condition Program.

FPCONs describe the progressive level of countermeasures in anticipation of or response to a terrorist threat to US military resources and personnel. These FPCONs have been derived from DoDI 2000.16, *DoD Antiterrorism (AT) Standards*, and adapted to best meet the needs of the Air Force. Air Force commanders are responsible for their implementation. The process to raise or lower FPCONs shall be tailored to the local mission and allow higher headquarters to direct downward implementation. Downward-directed FPCONs require implementation of all measures for that FPCON unless the directing authority grants relief. Tenant units, regardless of MAJCOM or service component, shall conform to the host installation's FPCON. Additionally, tenants shall participate in all exercises with the host unit. Paragraph 19.18.1 through paragraph 19.18.5 describe baseline levels and example measures from each of the FPCONs.

19.18.1. **FPCON Normal.**

FPCON Normal applies when a general global threat of possible terrorist activity exists and warrants a routine security posture. At a minimum, access control will be conducted at all DoD installations and facilities. Some basic measures are:

19.18.1.1. Secure and randomly inspect buildings, rooms, and storage areas not in regular use.

19.18.1.2. Conduct random security checks of vehicles and persons entering facilities under the jurisdiction of the United States.

19.18.1.3. Limit access points for vehicles and personnel commensurate with reasonable flow of traffic.

19.18.1.4. Identify defense-critical assets and high-occupancy buildings.

19.18.2. **FPCON Alpha.**

FPCON Alpha applies when there is an increased general threat of possible terrorist activity against personnel or facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of FPCON Bravo measures. However, it may be necessary to implement certain measures

from higher FPCONs resulting from intelligence received or as a deterrent. The measures in FPCON Alpha must be capable of being maintained indefinitely. The following are some of the actions taken while in FPCON Alpha:

19.18.2.1. Fully implement all measures of lower FPCON levels.

19.18.2.2. At regular intervals, inform personnel and family members of the general situation. Ensure personnel arriving for duty are briefed on the threat. Also, remind them to be alert for and to report suspicious activities, such as the presence of unfamiliar personnel and vehicles, suspicious parcels, and possible surveillance attempts.

19.18.2.3. The duty officer or personnel with access to building plans as well as the plans for area evacuations must be available at all times. Plans should be in place to execute access control procedures. Key personnel required to implement security plans should be on call and readily available.

19.18.2.4. Increase random security checks of vehicles and persons entering installations or facilities under the jurisdiction of the United States.

19.18.2.5. Test mass notification system weekly.

19.18.2.6. Review all plans, identify resource requirements, and be prepared to implement measures of the next higher FPCON level.

19.18.2.7. Review all higher FPCON measures.

19.18.3. **FPCON Bravo.**

FPCON Bravo applies when an increased or more predictable threat of terrorist activity exists. Sustaining Bravo measures for a prolonged period may affect operational capability and relations with local authorities. When in FPCON Bravo, some of the increased security measures follow:

19.18.3.1. Fully implement all measures of lower FPCON levels. Brief personnel on the updated threat and associated procedures. Update signs at installation gates, and utilize mass communication systems to inform/remind personnel of the FPCON in effect.

19.18.3.2. Enforce control of entry onto facilities containing US infrastructure critical to mission accomplishment, lucrative targets, or high-profile locations, and randomly search vehicles entering these areas.

19.18.3.3. Keep cars and objects (e.g., crates, trash containers) away from buildings to reduce vulnerability to bomb attacks. Apply this criterion to all critical and high-occupancy buildings.

19.18.3.4. Secure and periodically inspect all buildings, rooms, and storage areas not in regular use.

19.18.3.5. At the beginning and end of each workday, as well as, at random intervals, inspect the interior and exterior of buildings in regular use for suspicious packages.

19.18.3.6. Implement mail-screening procedures to identify suspicious letters and parcels.

19.18.4. **FPCON Charlie.**

FPCON Charlie applies when an incident occurs or intelligence is received indicating some form of terrorist action or targeting against personnel or facilities is likely. Prolonged implementation of Charlie measures may create hardship and affect the activities of the unit and its personnel. Some basic FPCON Charlie measures follow:

19.18.4.1. Fully implement all measures of lower FPCON levels.

19.18.4.2. Recall additional required personnel. Ensure armed augmentation security personnel are aware of current rules of engagement and any applicable Status of Forces Agreements.

19.18.4.3. Limit access points in order to enforce entry control. Randomly search vehicles.

19.18.4.4. Increase standoff from sensitive buildings based on the threat. Implement barrier plan to hinder vehicle-borne attack.

19.18.4.5. Consider escorting children to and from DoD schools (options to consider are to escort school busses, have parents escort children to and from school, etc.).

19.18.5. **FPCON Delta.**

FPCON Delta applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. This FPCON is declared as a localized condition. FPCON Delta measures are not intended to be sustained for an extended duration. When in FPCON Delta, some of the increased security measures are as follows:

19.18.5.1. Fully implement all measures of lower FPCON levels.

19.18.5.2. Augment guards as necessary.

19.18.5.3. Identify all vehicles within operational or mission support areas.

19.18.5.4. Control facility access and implement positive identification of all personnel with no exceptions.

19.18.5.5. Search all personally carried items (e.g., suitcases, briefcases, packages, backpacks) brought in the installation or facility.

19.18.5.6. Make frequent checks of the exterior of buildings and of parking areas.

19.18.5.7. Restrict all nonessential movement.

19.19. Department of Defense Random Antiterrorism Measures (RAM) Program.

Installation commanders shall develop and implement a RAM Program that will include all units on the installation. The intent of the RAM Program is to provide random, multiple security measures that consistently change the look of an installation's force protection program. RAMs introduce uncertainty to an installation's overall force protection program to defeat surveillance attempts and make it difficult for a terrorist to accurately predict our actions. The RAM program shall be included in AT plans and tie directly with all FPCONs (including FPCON Normal) to ensure continuity and standardization should threats require Air Force-wide implementation. RAM times for implementation, location, and duration shall be regularly changed to avoid predictability. RAM execution shall be broad based and involve all units and personnel. Antiterrorism officers (ATO) are required to monitor, track, and analyze RAM implementation efforts. Installation commanders will develop procedures to ensure RAMs are being conducted and reported to the ATO.

19.20. General Antiterrorism Personal Protection.

Always keep a low profile and avoid publicity. Avoid going out in large groups; be unpredictable. Vary daily routines to and 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 when leaving the office or home. Report unsolicited contacts to authorities and do not open doors to strangers. Memorize key telephone numbers. Be cautious about giving out information regarding family travel places or security measures. When overseas, learn and practice a few key phrases in the local language.

19.21. Home and Family Security.

Your spouses and children should always practice basic precautions for their personal security. Familiarize your family with the local terrorist threat, and regularly review protective measures and techniques. Ensure everyone in the family knows what to do in any type of emergency. Restrict the possession of house keys. Lock all entrances at night, including the garage. Keep the house locked, even if you are at 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.

19.22. Telephone Security.

Post emergency telephone numbers on the telephone and preprogram telephone numbers for security forces, local police, fire department, hospitals, and ambulances. Do not answer your telephone with your name and rank. Report all threatening phone calls to security officials and the telephone company. Attempt to ascertain any pertinent information about the caller. For example, background noise, accent, nationality, or location.

19.23. Travel Overseas.

When traveling overseas, travel in small groups and try to be inconspicuous when using public transportation and facilities. Try to be inconspicuous when using public transportation and facilities. Dress, conduct, and mannerisms

should not attract attention and be generally similar to that worn by the people in the area. Avoid spontaneous gatherings or demonstrations; stay away from known trouble. Know emergency telephone numbers and ensure family members carry a list of telephone numbers with them at all times.

19.24. 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. Additionally, 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 it 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.

19.25. 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 from home to your place of duty or to commonly frequented local facilities. Always check for tampering of the interior and exterior of your vehicle before entering it. Also check the tires and trunk for fingerprints or smudges. If you detect something out of the ordinary, DO NOT TOUCH IT. Immediately contact the local authorities. When overseas, select a plain car. Avoid using government vehicles when possible. Do not display decals with military affiliations and do not openly display military equipment. Keep your doors locked at all times. Do not let someone you do not know direct you to a specific taxi. Ensure taxi is licensed and has safety equipment (seatbelts at a minimum). Ensure face of driver and picture on license are the same. Travel with a companion.

19.26. Commercial Air Transportation Security Overseas.

Before traveling overseas, consult the DoD Foreign Clearance Guide (DoD 4500.54-G, available at https://www.fcg.pentagon.mil) to ensure you know and can meet all requirements for travel to a particular country. Get an area of responsibility specific threat briefing from your security officer, ATO, or the appropriate counterintelligence or security organization prior to traveling overseas. This briefing is required prior to travel overseas and must occur within three months of travel. Use office symbols on orders or leave authorization if the word description denotes a sensitive position. Use military contract or US flag carriers. Avoid traveling through high-risk areas. Do not use rank or military address on tickets. Try to sit in the center of the aircraft as a means of having the safest seat. 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; do not wear distinct military items (wear long-sleeved shirts if you have US-affiliated tattoos). Carry plain civilian luggage; avoid military-looking bags, or bags with logos or decals.

19.27. Human Intelligence (HUMINT) and Counterintelligence.

HUMINT is a category of intelligence derived from information collected and provided by human sources. Human resources intelligence is also called HUMINT and is the intelligence derived from the intelligence collection discipline that uses human beings as both source and collectors, and where the human being is the primary collection instrument. CI is information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations or foreign persons, or international terrorist activities.

19.27.1. **Threat Areas:**

19.27.1.1. **Espionage.** The act of obtaining, delivering, transmitting, communicating, or receiving information about the 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.

19.27.1.2. **Subversion.** Any action designed to undermine the military, economic, psychological, or political strength or morale of a regime.

19.27.1.3. **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, to include human and natural resources.

19.27.1.4. **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.

19.27.2. **The HUMINT Effort:**

19.27.2.1. **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 DoD interrogators may result in information provided either willingly or unwittingly.

19.27.2.2. **Source Operations.** Designated and fully trained military HUMINT collection personnel may develop information through the elicitation of sources, to include: **"walk-in" sources**, who without solicitation make the first contact with HUMINT personnel; **developed sources** that are met over a period of time and provide information, based on operational requirements; **unwitting persons**, with access to sensitive information.

19.27.2.3. **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 usually is 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.

19.27.2.4. **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 to include computer storage material. This operation is not a primary HUMINT function but may be conducted by any intelligence personnel with appropriate language support.

19.27.3. **Incident Reporting.**

AFI 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. "Contact" means 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:

19.27.3.1. Contact for any reason other than for official duties with a foreign diplomatic establishment, whether in the United States or abroad.

19.27.3.2. A request by anyone (regardless of nationality) for illegal or unauthorized access to classified or unclassified controlled information.

19.27.3.3. Personal contact with an individual (regardless of nationality) who suggests that a foreign intelligence or any terrorist organization may have targeted them or others for possible intelligence exploitation.

19.27.3.4. Information indicating military members, civilian employees, or DoD contractors have contemplated, attempted, or effected the deliberate compromise or unauthorized release of classified or unclassified controlled information.

19.27.4. **AFOSI Responsibility.**

The AFOSI initiates and conducts all CI investigations, operations, collections, and other related activities for the Air Force. In the United States, the AFOSI coordinates these activities when appropriate with the Federal Bureau of Investigation (FBI). Outside the United States, AFOSI coordinates these activities with the Central Intelligence Agency and the FBI, as appropriate. 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.

19.28. Protection of the President and Others:

19.28.1. As a result of a formal agreement between the DoD and United States Secret Service, individuals affiliated with the Armed Services have a special obligation to report information to the Secret Service pertaining to the protection of the President of the United States. This obligation is specified in AFI 71-101, Volume 2, *Protective Service Matters.*

19.28.2. Air Force members and civilian employees must notify their commanders, supervisors, or the AFOSI of information concerning the safety of anyone under the protection of the United States Secret Service. This includes the President and Vice President, the President- and Vice President-elect, all former Presidents and their wives or widows, or any foreign head of state visiting the United States. The type of information to report includes:

19.28.2.1. Threats, incidents, or demonstrations against foreign diplomatic missions (embassies, chanceries, consulates) in the United States or its territories and the use or attempted use of bodily harm, assassination, or kidnapping as a political weapon.

19.28.2.2. Civil disturbances which may require the use of federalized National Guard or US military personnel to maintain or restore public order.

19.28.2.3. US citizens or residents who have renounced or indicated a desire to renounce the US Government and who are characterized by emotional instability, violent anti-US sentiment, or a propensity toward violence. Others who should be reported are military members or civilian employees of the Armed Forces being separated or discharged or retired who are deemed a threat by a competent authority (installation or hospital commander).

19.28.3. The AFOSI is the point of contact between the Air Force and the United States Secret Service. Any information of interest to the United States Secret Service that comes to the attention of Air Force commanders and supervisors must be reported to the nearest AFOSI unit as soon as possible.

19.29. Conclusion.

Security responsibility applies to all members of the Air Force at all times. This chapter covered information assurance, installation security, and force protection. These topics are essential to the Air Force mission and to the security of all its resources. All Air Force members must be versed in security principles, apply it to all aspects of their work, and be conscious of how it affects their personal lives. Proper security measures directly contribute to Air Force readiness.

Chapter 20

ENLISTED FORCE DEVELOPMENT

Section 20A—Overview

20.1. Introduction.

A professional development plan documents the goals, required skill and competency development, and objectives an Airman will need to accomplish in order to support continuous improvement and career development. A professional development plan is created by the supervisor or mentor working closely with the Airman to identify the necessary skills and resources to support the Airman's career goals and the organization's mission needs. This chapter provides information to supervisors or mentors on tools and information available to assist with the professional development of Airmen. This information is not applicable to Airmen testing for promotion to staff sergeant through chief master sergeant.

Section 20B—Enlisted Development Plan

20.2. Introduction.

My Enlisted Development Plan (MyEDP) is a Web-based resource, designed as the Air Force's cradle-to-grave enlisted development tool, providing a streamlined, self-service approach for enlisted Airmen to manage their professional development. Airmen who register a profile in MyEDP are provided several capabilities to view information and data related to their specific career field, as well as the ability to track and plan their individual career paths. Essentially, MyEDP is an Airman's one-stop shop Web portal to stay informed, collaborate with peers, and track their professional and career progression. It enables Airmen to view their career development data through one common interface that was once only available by accessing and logging onto many separate systems. Additionally, special features include mentoring capabilities, discussion forums, and a journal for Airmen to track their personal and professional accomplishments. The following features are available on MyEDP:

20.2.1. **Library**.

This section includes documents and information pertaining specifically to an Airman's career field. He or she may find anything from briefings that can be shared with the Airman's shop to policy letters, and advice for writing enlisted performance reports, awards and decorations.

20.2.2. **Discuss Air Force Issues in an Open Forum.**

The forums allow an Airman to receive input from Airmen across the globe about issues that concern him or her from assignments and deployments to uniforms and physical training. The forum is monitored for content, but entries are not deleted so Airmen don't get the "party line" answers to their questions.

20.2.3. **News.**

This section provides news about an Airman's career field as well as Air Force news headlines.

20.2.4. **Mentoring**.

An Airman can upload documents, certificates, transcripts, packages, or any other items you would like to make accessible to your supervisors and mentors anywhere in the world, and Airmen can share their information with those who supervise or mentor them.

20.2.5. **Outline Educational and Career Goals.**

Under "Enlisted Development Tools," Airmen can view the enlisted career path that can guide his or her career from Airman basic to chief master sergeant. The enlisted career path outlines promotion requirements, education and training requirements, professional development, career broadening and key leadership roles that can help Airmen achieve their personal and professional goals.

20.2.6. **View Career and Educational Summaries**.

MyEDP gives Airmen access to your Air Force Personnel Center record information, Community College of the Air Force credits and much more. You can view your past duty history, requirements for upgrade and ancillary training, as well as information about professional military education opportunities.

20.3. My Enlisted Development Plan Scope.

Within the enlisted force, various data sources are used to track education, training, and experience. MyEDP pulls the data together and provides the Air Force institutional view, the career field-specific view, and other corresponding data appropriate to the enlisted member's rank and Air Force specialty.

20.3.1. **Rank Navigation.**

MyEDP starts off with the Airman's current rank. The categories provided within education, training, and experience areas are then customized to only those items relevant at that specific time in his or her Air Force career. Airmen can move freely forward and backward between the ranks to explore all the possibilities and objectives in the enlisted career path.

20.3.2. **Job Identity.**

MyEDP detects the Airman's current Air Force specialty and presents information relevant to that specialty.

20.4. Menu Options.

MyEDP captures an enlisted career through menu options that include: *MyEDP (News, Forums, Events,* and *Library), Education and Training, Job Experience, Leadership, Enlisted Development Tools (Enlisted Career Path* and *MyEDP Summary),* and *My Account (Profile, My Journal, My Folder,* and *Sharing).* Airmen can click on each of these menu options for information and data important to their career development.

20.4.1. **MyEDP.**

News, Forums, Events, and Library are options available in this area. Forums are especially useful for enlisted-to-enlisted, online discussions on various Air Force and career-related topics.

20.4.2. **Education and Training.**

This area includes Air Force component-specific information related to an Airman's education and training, relevant to his or her rank and Air Force specialty. References are linked for the Airman's use.

20.4.3. **Job Experience.**

This area includes Air Force component-specific information related to job experience and opportunities, relevant to rank and Air Force specialty. References are linked for the Airman's use.

20.4.4. **Leadership.**

This area includes Air Force component-specific information related to leadership requirements and opportunities, relevant to rank and Air Force specialty. References are linked for the Airman's use.

20.4.5. **Enlisted Development Tools:**

20.4.5.1. **Enlisted Career Path.** The enlisted career path details specific rank; education and training; professional development; and experience requirements as Airmen progress through their careers. The career path highlights both career field-specific and institutional requirements.

20.4.5.2. **MyEDP Summary.** MyEDP summary provides information specific to the registered user. Information includes personal data; duty history; decoration and enlisted performance report information; professional military education; ancillary training; education levels; and college courses taken using tuition assistance.

20.4.6. **My Account.**

My Account displays the user's profile information, as well as the menu options: My Journal, My Folder, and Sharing.

20.4.6.1. **My Journal.** The journal is designed for Airmen or their mentors to record and set goals and track accomplishments.

20.4.6.2. **My Folder.** The folder provides a centralized location for Airmen to upload documents related to their development that might not be captured elsewhere. This area also allows Airmen to supplement data provided in MyEDP with other information like certificates, letters of appreciation, etc.

20.4.6.3. **Sharing.** The sharing option allows Airmen to grant access to their MyEDP information to supervisors, commanders, and personally selected mentors. Mentors may view career progress; provide feedback and direction; and help set, track, and manage goals.

Section 20C—Know Your Learning Style

20.5. Adult Learning Style Profile: (Adapted from Learning Style Form, developed by Dr. Ray Barsch.)

20.5.1. The statements in Figure 20.1 are designed to determine an individual's learning style (visual, auditory, or tactile/kinesthetic). No one style of learning is better than another; however, each makes its own demands on the environment of the learner. Figure 20.2 provides scoring procedures for the statements (Figure 20.1) to identify an adult's learning style profile.

20.5.2. If your score reads something like this: Visual = 33, Auditory = 24, Tactile = 19—it would indicate that you are a VISUAL learner, with an auditory learning backup, and some tactile learning. This means you learn best by seeing something. If your vision is obscured, you can still learn through the LISTENING and TACTILE mode, but your MAJOR and BEST mode of learning is being denied you.

20.5.3. If your score reads something like this: Auditory = 30, Visual = 27, Tactile = 20—you are probably an AUDITORY learner with a visual backup and some tactile learning. This means you learn best by HEARING or SAYING what it is you want to learn. You can learn by seeing the information, but your best retention occurs when you see the information and repeat it to yourself or when you hear the material being read aloud. You may also learn very well using audio cassettes or compact disks (CD). Your retention and depth of learning is enhanced by VISUAL and TACTILE input, but your dominant learning mode/style is AUDITORY.

20.5.4. If your score reads something like this: Tactile = 34, Visual = 27, Auditory = 27—you are probably a TACTILE learner, with auditory and visual backup learning modes. You learn best by doing. You may write material you see or hear. You take notes during lectures and rarely have to look at them afterwards. In order to recall information, it helps you to move or to have something in your hand. In school, you were often told to sit still, and your family probably called you a "wiggle-worm."

20.6. Auditory Learners.

Auditory learners use hearing to process information. When given a choice, strong auditory learners will sit where they can easily hear the speaker and where outside sounds will not interfere. Some auditory learners will sit to one side, on the side of their strongest ear. Many times, these are the people who can find it easier to understand the words from songs on the radio and announcements on public address systems.

20.6.1. **Characteristics:**

20.6.1.1. Prefer to hear information.

20.6.1.2. Have difficulty following written directions.

20.6.1.3. Have difficulty with reading and writing.

20.6.1.4. May not look the speaker in the eye, instead they may turn their eyes away so they can focus more on listening.

20.6.2. **Learning Tips:**

20.6.2.1. Use audio cassettes or CDs for reading and lectures (when available).

20.6.2.2. Participate in discussions, ask questions, and repeat given information.

20.6.2.3. Summarize or paraphrase written material, and record the information.

20.6.2.4. Discuss the material with someone else.

20.7. Visual Learners.

Visual learners need to see the big picture. They may choose a seat where they can see the whole stage or the whole screen. They may like the back seat so everything is out in front, and they can see it all. These are the people who survey the scene, who like to sightsee, and who do see the forest despite the trees.

Figure 20.1. Learning Style Profile.

Directions: Read each statement, and place a check mark in the appropriate box that best matches your feeling about that statement. Work quickly—do not sit and ponder. THERE ARE NO RIGHT OR WRONG ANSWERS. When finished, use paragraph 20.5.2 through paragraph 20.5.4 for scoring.

COMMENTS	OFTEN	SOME-TIMES	SELDOM
1. I remember things better when people tell them to me than when I read them.			
2. I follow written directions better than oral directions.			
3. I like to write things down or take notes for visual review.			
4. I bear down extremely hard with pen or pencil when writing.			
5. I require oral explanations of diagrams, graphs, or visual directions.			
6. I enjoy working with tools (cooking, woodworking, mechanical).			
7. I am skillful and enjoy developing and making graphs and charts.			
8. I like to learn something new by talking rather than reading about it.			
9. I remember best by writing things down several times.			
10. I can understand and follow directions using maps.			
11. I do better at academic subjects by listening to lectures and tapes.			
12. I handle objects (coins, keys, pencils) while studying, reading, and conversing.			
13. I learn to spell better by repeating the letters aloud, not by writing them.			
14. I understand a news article better by reading it than by listening to the radio.			
15. I chew gum, smoke, eat, or drink while studying/working.			
16. I remember something best by picturing it in my head.			
17. I like to make, build, or create things as I learn.			
18. I would rather listen to a good lecture or speech than read about the subject.			
19. I am good at working and solving jigsaw puzzles and mazes.			
20. I prefer listening to news on the radio or TV rather than reading about it.			
21. I like to learn mostly by building, making, or doing things.			
22. I enjoy researching an interesting subject by reading relevant material.			
23. I feel comfortable touching others, hugging, handshaking, etc.			
24. I follow oral directions better than written directions.			
25. I enjoy learning by going places and seeing things.			
26. I like to draw, color, sketch, and paint things.			
27. I doodle during meetings, lectures, or while listening on the phone.			
28. I enjoy listening to music.			
29. I like to shape or make things with my hands (clay, ceramics, dough, etc.).			
30. I read aloud (or whisper) to myself when trying to understand new written material.			

Figure 20.2. Learning Style Score.

Directions: Place the point value on the line next to its corresponding item number: OFTEN = 5 points; SOMETIMES = 3 points; SELDOM = 1 point. Total each column to arrive at your profile score under each heading. Arrange the column totals, from highest to lowest, on the lines below the column totals.

AUDITORY		VISUAL		TACTILE	
Question #	Points	Question #	Points	Question #	Points
1		2		4	
5		3		6	
8		7		12	
11		9		15	
13		10		17	
18		14		21	
20		16		23	
24		19		25	
28		22		27	
30		26		29	
TOTAL:		TOTAL:		TOTAL:	

Highest Modality: _____   Second Modality: _____   Lowest Modality: _____

Score: _____   Score: _____   Score: _____

20.7.1. **Characteristics:**

20.7.1.1. Need to see it to learn it—must have mental picture.

20.7.1.2. Have artistic ability.

20.7.1.3. Have difficulty with spoken directions.

20.7.1.4. Overreact to sounds.

20.7.1.5. Have trouble following lectures.

20.7.1.6. May misinterpret words.

20.7.2. **Learning Tips:**

20.7.2.1. Use visuals (graphics, films, slides, illustrations, doodles, charts, notes, and flashcards) to reinforce learning.

20.7.2.2. Use multicolored highlighters to organize notes.

20.7.2.3. Write directions down.

20.7.2.4. Visualize words, phrases, sentences to be memorized.

20.7.2.5. Write everything down; review often.

20.8. Tactile Learners.

Tactile/kinesthetic learners have the need to touch and feel things. They want to feel or experience the lesson themselves. Given a choice, strong kinesthetic learners will be right in the middle of the action. These are the people who tear things apart to see how they work and put them back together without the directions. Tactile learners are the people who will immediately adjust the seat, mirror, radio, and temperature in the car.

20.8.1. **Characteristics:**

    20.8.1.1. Prefer hands-on learning/training.

    20.8.1.2. Can put a bicycle together without the directions.

    20.8.1.3. Have difficulty sitting still.

    20.8.1.4. Learn better when they can get involved.

    20.8.1.5. May be coordinated and have athletic ability.

20.8.2. **Learning Tips:**

    20.8.2.1. Make a model, do lab work, role play, "be the ball."

    20.8.2.2. Take frequent breaks.

    20.8.2.3. Copy letters and words to learn how to spell and remember facts.

    20.8.2.4. Use a computer.

    20.8.2.5. Write facts and figures over and over.

    20.8.2.6. Read and walk, talk and walk, repeat and walk.

Section 20D—Conducting an Effective Interview

20.9. Introduction.

Many Air Force positions for senior noncommissioned officers (SNCO) require a job interview. Knowing how to prepare for and conduct yourself during this process can go a long way toward helping you get a much-coveted job in the Air Force. This section is designed to help you prepare for and succeed in conducting an effective Air Force interview:

20.9.1. **Purpose of Interviews.**

So, you've found a new job in the Air Force—one that requires special talents and experience; one that requires you to gather letters of recommendation, submit a resume, and provide copies of your last five enlisted performance reports (EPR); ***and*** one that requires you to sit through a job interview. If you've ever completed a special duty assignment or worked at certain headquarters assignments, chances are you've already sat through a job interview. However, for many SNCOs out there, the Air Force job interview is a new experience—one requiring preparation, practice, and perseverance.

20.9.1.1. Before you set off for that interview, there are a few things you will need to understand about the interview process. First, you need to understand the purpose of the job interview. All job interviews are designed with one goal in mind: to find the right person for a particular job. As SNCOs, many of you will sit through job interviews to get that special job or position you've been looking for. Understanding that employers may have to interview several SNCOs should give you some respect for the process and help you understand that your goal in an interview is to convince the interviewer that ***you*** are the right SNCO for the job.

20.9.1.2. The second thing you should know about interviews is that they are a two-way process. You are not only interviewing for a job; you are interviewing the prospective employer to see if you actually want the job. Are you willing to spend the next 2-3 years of your career in this organization? Are you willing to work under the conditions laid out in the job description? Are you willing to make a permanent change of station (PCS) for the position? There are a host of other concerns you should have in mind when preparing for the interview, many of which should center on your desire for the job and working in the new organization.

20.9.1.3. Third, you need to understand that interviews are information-sharing events between you and the interviewer. Your job is to convince the interviewer that your unique knowledge, skills, and abilities (KSA) are a perfect match for the position you're seeking. Conversely, the interviewer's job is to sift through reams of information gathered from numerous interviews and eventually match the ***right*** SNCO to the position. The interviewer is basically asking each interviewee the same question: "Why should I hire ***you***?" while all interviewees are also highlighting their particular skills for the job.

20.9.2. **Types of Interviews.**

As you've just read, the purpose of the interview is to find the best SNCO for the job. However, interviews can be conducted in several different ways.

20.9.2.1. **Appearance Interviews:**

20.9.2.1.1. Appearance interviews usually take place in one of two formats: the individual interview or the panel interview. The individual interview may be the person who will supervise you or someone higher in the chain of command. Hiring decisions are often made based on this type of interview. Count on discussing your skills, experience, and training, and how they all relate to the job.

20.9.2.1.2. A selection panel interview or board is frequently used when organizations are filling a managerial position. Usually, three or more people sit on the board, and all candidates are asked the same questions. A selection board interview usually involves more structured questions than an individual interview. The purpose of this interview can be stressful because you have to answer questions from several people. Be sure to make eye contact with everyone on the panel. When answering a question, it is especially important to make eye contact with the person asking the question.

20.9.2.1.3. If you apply for a special assignment, chances are that it is to a location away from your current assignment. In this case, the hiring organization usually conducts the entire interview over the phone. In these situations, there is no second chance to make a good impression, and decisions are based strictly on the phone interview.

20.9.2.2. **Phone Interviews.** The phone interview is another strategy organizations use to select highly qualified SNCOs. In this situation, the hiring organization interviews applicants over the phone. These interviews are sometimes used to make first-round cuts to the applicant pool.

20.9.3. **Interviewing: A 3-step Process:**

20.9.3.1. **Pre-interview Preparations:**

20.9.3.1.1. One of the first things you need to do to prepare for any Air Force job interview is to carefully study the job advertisement or position description. This provides you with information on the particular KSAs for which the hiring organization is looking. What experience or skills are required for the job? Do you have the required experience or skills? Note the key responsibilities of the job, and try to match your KSAs to those requirements. It is crucial you make the connections now because you will be asked to do the very same thing during the interview. This first step helps you understand how your talents measure up to the requirements for the position you're seeking.

20.9.3.1.2. The next step next is to gather all required information and documentation for the application process. In many cases, you will need to submit past EPRs, a personnel report on individual personnel (RIP), a resume, letters of recommendation, and a cover letter. A targeted resume and letters of recommendation should highlight your particular KSAs and relate them to the position for which you're applying. A cover letter should target one or two strengths not mentioned in your EPRs, resume, or letters of recommendation.

20.9.3.1.3. It is important to conduct research on the mission and history of the hiring organization before the interview. Who are the commander and senior enlisted members of the organization? How large is the organization? What are the mission and vision statements? If you know someone who works in the organization, it is wise to call him or her and ask some particular questions about the organization. Are there any mission changes in the foreseeable future? How many enlisted personnel are assigned there? Has the organization done anything noteworthy in the past 2 or 3 years? The more you know about the organization, the better job you will do of convincing potential employers that you care about the organization, as well as the job you're seeking.

20.9.3.1.4. When preparing for any interview, it is important to think about and write down your strengths and weaknesses. Identify two or three strengths that target the KSAs in the job advertisement. Next, identify one or two weaknesses that can be turned into strengths (e.g., I'm detail oriented but not a micromanager). Putting your strengths and weakness on paper allows you to study and become intimately familiar with them. It will also build your confidence as you prepare for the interview. As you write down your strengths and weaknesses, develop specific examples that highlight your skills. You will be asked to provide examples of your experience during the interview. Developing examples *before* the interview can only help make it flow more smoothly.

20.9.3.1.5. Use job descriptions and bullets from past EPRs to develop possible questions employers might ask during the interview. Remember, employers know exactly what they are looking for, and they are using the interview process to find the right SNCO to fill the position. Put yourself in the interviewer's shoes and develop a set of questions you would ask if you were them. Then, develop answers to the questions you just came up with. If your EPRs were sent as part of the application package, you can bet some of the questions will be targeted toward specific achievements highlighted. Include specific, concrete examples that not only highlight your skills but also tie directly to the specific requirements of the job. Some examples of areas to concentrate on are: (1) problem-solving skills; (2) thoughts on Air Force transformation; (3) team-building skills; (4) how you support the Chief of Staff of the Air Force priorities; (5) leadership philosophy; (6) ability to adapt and work in fast-paced environments; (7) handling criticism; and (8) decisionmaking ability.

20.9.3.1.6. Also, be able to answer the following questions: Why should I hire *you*? How soon can your report? If applicable, how does your family feel about the move? Where do you see yourself in 2 to 3 years? Are there any personal issues that may prevent you from accepting or performing in this position?

20.9.3.1.7. Develop a list of questions to ask potential employers. Interviewers expect candidates to ask intelligent, thoughtful questions concerning the organization and the nature of the work. The nature and quality of your questions reveals your interest in the organization and the position you're seeking. Ensure your questions are employer-centered, and avoid self-centered questions that might indicate you are primarily interested in knowing about the benefits of the position. Potential questions should center on (1) duties and responsibilities of the job; (2) possible mission changes in the organization; (3) chain of command or lines of responsibility; (4) unique requirements of the organization; and (5) a typical day in the organization.

20.9.3.1.8. Finally, you need to practice, practice, practice. Practice how you will get out of your car. Practice how you will walk into the room. Practice how you will answer questions. Practice how you will ask questions. Practice your nonverbals. Practice anything you think you will do before, during, or after the interview. This will make you more comfortable and confident and will help you perform better during the interview. If possible, have friends and family conduct mock interviews. Practice in front of a mirror if mock interviews are impossible or impractical. The bottom line here is to practice, practice, practice!

20.9.3.2. **Listening Skills.** Listening during the interview is as essential to your success as talking openly and honestly about KSAs. Concentrate on what is being said and how it is said, rather than how you are doing. By listening to the interviewer's statements, comments, and questions, you gain a better understanding of the organization and what it would be like to work there. If you pay close attention, you can probably hear the "questions behind the questions" your interviewer asks. In other words, pay close attention and read between the lines for what is *not* being said in the interview, and you can probably pick up useful nuggets of information that can benefit you during the interview. For instance, if the interviewer continually asks about your ability to develop and motivate teams, or seems to refer to getting teams to work better, you may pick up a possible team-development issue within the organization. With this information, you can sell your ability to lead and motivate teams and possibly land yourself the job.

20.9.4. **The Actual Interview.**

As mentioned earlier, most SNCOs will be interviewed in one of two ways: by phone or in person. If conducted by phone, the interview begins the moment you pick up the phone and ends once you hang up. On the other hand, personal interviews begin the moment you get out of your car and end when you drive out of the parking lot. Either way, the interview is the one best chance you have of "selling yourself" to any potential employer. Whether you interview by phone or in person, there are certain rules you should keep in mind: (1) keep your answers concise, limited to about 2-3 minutes; (2) provide specific examples of your skills and achievements; (3) tie your strengths to the requirements of the job; (4) ask questions; (5) maintain a conversational tone throughout the interview; and (6) keep important documents nearby (i.e., EPRs, resumes, letters of reference, etc.).

20.9.4.1. **The Phone Interview.** To some SNCOs, the phone interview may seem less important than a personal interview because the interview is conducted from different locations, removed from direct observation of the interviewer. However, in many aspects, the phone interview is more difficult than a personal interview. For instance, in a personal interview you can usually gauge how the interview is going by paying attention to the interviewer's nonverbals. On the other hand, with a phone interview there are no visual cues to tell you how you are doing. Therefore, there are some areas you will have to pay close attention to if you want to successfully navigate through a phone interview. Here are a few tips to help you succeed:

20.9.4.1.1. Smile during the interview, just as you would in a personal interview. While hiding behind a phone allows you to disguise your body language, there is no way you can disguise your vocal nonverbals. Smiling during a phone interview keeps you energetic and helps project enthusiasm.

20.9.4.1.2. Keep a mirror in front of you during the interview. This allows you to see your own expressions and will help to ensure you are smiling. It also helps you pay attention to your body language. Just because the interviewer can't see you doesn't mean he or she is not listening for details of your nonverbal responses during the interview. A mirror also ensures you conduct yourself in much the same way you would in a personal interview. You would not put your feet on a desk during a personal interview, would you? Of course not! So keep your feet off your desk during a phone interview. Believe it or not, your body posture naturally reflects in your voice. If your posture is slacking while you are on the phone, you can bet your vocal tone will convey that. Keeping a mirror in front of you will help you focus on your body language and nonverbal responses.

20.9.4.1.3. Know when to speak, and then when to stop. In a personal interview, you can usually tell from the interviewer's nonverbals when you need to wrap up an answer or move on. Phone interviews are often filled with long, silent pauses. Do not feel that you need to fill that dead space with conversation. Pay close attention to the tone of the interviewer's voice and know when to shut up and move on.

20.9.4.1.4. It is wise to develop notes for telephone interviews. These notes should include a list of your strengths and weaknesses and how your skills match organizational needs. Develop a list of potential questions employers might ask, along with possible responses. Practice delivering responses so that you will be ready to give polished answers in a clear confident tone. Do not memorize canned answers since they are likely to sound canned over the phone. Instead, use the script to trigger appropriate responses that sound both spontaneous and energetic. Do not forget to ask questions. Questions for potential employers should be part of your script and should be kept readily available during the interview. Keep in mind, the real key to success in any interview is practice.

20.9.4.2. **The Personal Interview:**

20.9.4.2.1. In many cases, personal interviews begin the moment you get out of your car and do not end until you drive away. Many prospective employers will observe you as you walk from your car to the front door of the building or office. Others will purposely let you sit in a waiting area for 10-20 minutes. All of this is designed to create tension and provide the employer an opportunity to observe your bearing before the actual interview begins. It cannot be overstated that you are on the interviewing clock even though you are not sitting in an interviewing room.

20.9.4.2.2. In job interviews, potential employers judge you on how you look and act, not just on what you say. Your actions, mannerisms, and appearance are reflected in your body language. They give nonverbal information about your work-related skills, attitudes, and values. Research shows that 65 percent of meaning in any interaction is conveyed nonverbally. In many interviews, nonverbal cues are just as important as verbal information in determining who is hired. After all, each SNCO the organization interviews is probably qualified for the job. Therefore, you want to appear *more* qualified than anyone else, so do not let your nonverbals cost you a job.

20.9.4.2.3. The first thing required for the interview is to ensure you are wearing the proper uniform. You should get this information prior to the interview, but check before the interview to make sure. Your dress and appearance is the first nonverbal message you send to any employer, so ensure you are squared away and nothing is out of place.

20.9.4.2.4. Offer a firm (but not *too* firm), warm, whole-hand handshake. Shake hands with both men and women the same way. You would not give men and women different salutes, so do not offer them different handshakes. Practice your handshake before the interview.

20.9.4.2.5. Make eye contact with the interviewer(s). Your eyes are your most powerful communication tools, and many interviewers use eye contact to determine enthusiasm, sincerity, and possible inconsistencies in your responses. If you use natural eye contact, the interview will become more like a conversation between acquaintances, and you will get over some of your nervousness.

20.9.4.2.6. Sit up straight, but not stiff, and lean slightly forward toward the interviewer. As the interview progresses, you may want to mirror the body language of the interviewer. If the interviewer takes a more relaxed posture, then you should relax too—but not too much. If the interviewer is more formal, then you need to mirror that formal behavior.

20.9.4.2.7. Use natural gestures. If you normally use your hands to gesture as you talk, do so during the interview. Gestures help you relax, convey enthusiasm, and release nervous energy. Be careful, though, to avoid nervous gestures such as drumming your fingers, playing with a pencil, jingling the change in your pocket, tapping your feet, etc.

20.9.4.2.8. Speak clearly and evenly—not too fast but not too slow. Expression is a powerful way to show enthusiasm. Do not speak in a monotone voice. Allow your volume to rise and fall, and pronounce words clearly. Use good grammar and diction, and always think before you speak. The interviewer will assess your communication skills based on how clearly you express yourself.

20.9.4.2.9. Notice the nonverbal cues of the interviewer. His or her facial expressions will let you know how well he or she is listening and may give you clues as to how you are doing. For instance, if the interviewer seems distracted or inattentive, you will need to shorten your answers, use examples, or ask questions.

20.9.4.2.10. As the interview ends, take 2-3 minutes to summarize. This gives you a chance to end the interview on a positive note, convey your interest in the position, and sell yourself one more time. During the summary, recap one or two of the key points of the interview, and restate how your experience and skills match those required for the position.

20.10. Post-interview Actions:

20.10.1. Once the interview is complete, two things will increase your chances of success and help you learn from your experience. First, send a short (two or three paragraphs) thank-you note to the organization with which you interviewed. The letter should be typed or handwritten and should express your gratitude for the interview opportunity. Restate your interest in the position, and highlight any particularly noteworthy points made in your conversation or anything you wish to further clarify. This is also an opportunity to add anything you forgot or wish you had said in the interview. Close the letter by mentioning that you will call in a few days to inquire about the employer's decision. Always mail the letter within a day or two of the interview.

20.10.2. The second thing is to make a few notes about the interview. Record some of the questions asked and how you answered them. Write down your strong and weak points from the interview. Make a list of what made the interview successful, what you would change, and what you need to improve. These notes can be invaluable information for you to review and work on for future interviews.

20.11. Interview Conclusion.

The job interview is the most important step in any job-search process. Many SNCOs will undergo the rigors of an interview for special positions during the course of their careers. Understanding the purpose of the job interview and your role in successfully planning for and conducting a proper interview can greatly increase your chances of landing a coveted job in the Air Force.

20.12. Conclusion.

Supervisors or mentors can have a lasting impact on an Airman's career in a variety of ways. Supervisors or mentors benefit from the activities of the relationship and recognize the serious responsibility of nurturing and supporting their Airmen. Besides the information provided within this chapter, supervisors and mentors should be a source of information, encouragement, and feedback. Remember, this chapter and this pamphlet provide the supervisor or mentor the research information he or she needs to develop Airmen for a successful career.

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Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

NOTE: Below are the references annotated within this publication; however, the complete listing of references by chapter and section are available via the following Web site: https://www.omsq.af.mil/PD/2009_PDG_References.htm (public) and https://www-r.omsq.af.mil/PD/2009_PDG_References.htm (military).

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Abbreviations and Acronyms

A1C—Airman first class
A&FRC—Airman and Family Readiness Center
A&P—airframe and powerplant
AADC—area air defense coordinator
AAS—associate of applied science
AB—Airman basic; air base
ABU—Airman battle uniform
AC—abdominal circumference
ACC—Air Combat Command
ACM—Afghanistan Campaign Medal
ACN—authorization change notice
ACO—Allied Command Operations
ACR—authorization change request
AD—active duty
ADAPT—alcohol and drug abuse prevention and treatment
ADAPTPM—ADAPT program manager
ADC—Area Defense Counsel; Air Defense Command
ADCON—administrative control
ADFM—active duty family member
AEA—actual expense allowance
AECP—Airman Education and Commissioning Program
AED—automated external defibrillator
AEF—American expeditionary force**;** air and space expeditionary force

AEFI—air and space expeditionary force indicator
AEG—air and space expeditionary group
AEP—Affirmative Employment Program
AES—air and space expeditionary squadron
AETC—Air Education and Training Command
AETF—air and space expeditionary task force
AEW—aerospace expeditionary wing
AF—Air Force
AFB—Air Force Base
AFBCMR—Air Force Board for Correction of Military Records
AFCCA—Air Force Court of Criminal Appeals
AFCFM—Air Force career field manager
AFCYBER—Air Force Cyber Command
AFDD—Air Force Doctrine Document
AFDRB—Air Force Discharge Review Board
AFELA—Air Force educational leave of absence
AFEM—Armed Forces Expeditionary Medal
AFEMS—Air Force Equipment Management System
AFFOR—Air Force forces
AFHRA—Air Force Historical Research Agency
AFIA—Air Force Inspection Agency
AFIADL—Air Force Institute of Advanced Distributed Learning
AFIMS—Air Force Incident Management System
AFIT—Air Force Institute of Technology
AFJQS—Air Force job qualification standard
AFLSA—Air Force Longevity Service Award
AFMA—Air Force Manpower Agency
AFMC—Air Force Materiel Command
AFOEA—Air Force Organizational Excellence Award
AFOMS—Air Force Occupational Measurement Squadron
AFOSI—Air Force Office of Special Investigations
AFOUA—Air Force Outstanding Unit Award
AFPC—Air Force Personnel Center
AFR—Air Force Reserve
AFRC—Air Force Reserve Command
AFRH—Armed Forces Retirement Home
AFROTC—Air Force Reserve Officer Training Corps
AFS—Air Force specialty
AFSC—Air Force specialty code
AFSM—Armed Forces Service Medal; active duty service members
AFSNCOA—Air Force Senior Noncommissioned Officer Academy
AFSO—Air Force Smart Operations
AFSOC—Air Force Special Operations Command
AFSOF—Air Force special operations forces
AFSPC—Air Force Space Command
AFSP—Air Force Strategic Plan
AFSPP—Air Force Suicide Prevention Program
AFVEC—Air Force Virtual Education Center
AI—air interdiction
ALS—Airman Leadership School
AMA—American Medical Association
AMC—Air Mobility Command
Amn—Airman
ANG—Air National Guard
AO—areas of operation
AOC—air operations center
AOR—area of responsibility
APC—agency program coordinator
APR—airman performance report

ARC—air reserve component; American (National) Red Cross
ARMS—Automated Records Management System
ASBC—Air and Space Basic Course
ASCP—Airman Scholarship and Commissioning Program
AT—antiterrorism
ATM—automated teller machine
ATO—antiterrorism officer
AU-ABC—Air University Associate-to-Baccalaureate Cooperative Program
AWACS—Airborne Warning and Control System
AWOL—absent without official leave
BAH—basic allowance for housing
BAH-DIFF—basic allowance for housing differential
BAQ—basic allowance for quarters
BAS—basic allowance for subsistence
BBP—bullet background paper
BCEE—Thomas N. Barnes Center for Enlisted Education
BDU—battle dress uniform
BES—budget estimate submission
BMI—body mass index
BMT—basic military training
BOP—base of preference
BSZ—base security zone
Btu—British thermal units
BTZ—below the zone
C2—command and control
C3—command, control, and communications
CA/CRL—custodian authorization/custody receipt listing
CAC—common access card
CAFSC—control Air Force specialty code
CAIB—community action information board
CAN—authorization change notice
CAREERS—Career Airman Reenlistment Reservation System
CAS—close air support
CAT—combat application tourniquet
CBRN—chemical, biological, radiological, and nuclear
CBRNE—chemical, biological, radiological, nuclear and high-yield explosive
CCAF—Community College of the Air Force
CCCA—common core compliance area
CCDR—combatant commander
CCM—command chief master sergeant
CCRC—common core readiness criteria
CDC—career development course
CD—compact disk
CE—course examination
CEM—chief enlisted manager
CEMP—comprehensive emergency management plan
CEPME—College for Enlisted Professional Military Education
CERT—credentialing and education research tool
CFACC—combined force air and space component commander
CFC—Combined Forces Command Korea
CFETP—career field education and training plan
CGO—company grade officer
CI—compliance inspection; counterintelligence
CIA—Central Intelligence Agency
CINC—commander in chief
CJCS—Chairman, Joint Chiefs of Staff
CJR—career job reservation
CLEP—College-Level Examination Program
CMC—Commandant of the Marine Corps

CMS—Case Management System
CMSAF—Chief Master Sergeant of the Air Force
CMSgt—chief master sergeant
CNAF—Air Force component numbered air forces
CNO—Chief of Naval Operations
CO—commanding officer
COCOM—combatant command
COLA—cost-of-living adjustment
COMAFFOR—Commander, Air Force Forces
comp—compensatory
COMPUSEC—computer security
COMSEC—communications security
CONUS—continental United States
CPD—core personnel document
CPF—civilian personnel flight
CPG—career progression group
CPI—consumer price index
Cpl—corporal
CPR—cardiopulmonary resuscitation
CRA—clothing replacement allowance
CRO—change of reporting official
CS—competitive sourcing; chief of staff
CSA—Chief of Staff, US Army
CSAF—Chief of Staff, United States Air Force
CSAR—combat search and rescue
CSB—career status bonus
CSS—commander support staff
CTO—commercial travel office
CUI—controlled unclassified information
CV—vice commander
DAF—Department of the Air Force
DAFSC—duty Air Force specialty code
DANTES—Defense Activity for Nontraditional Education Support
DCA—defensive counterair
DCAPES—deliberate and crisis action planning and execution segments
DCS—defensive counterspace, deputy chief of staff
DE—developmental education
DEERS—Defense Enrollment Eligibility Reporting System
DEROS—date eligible for return from overseas
DFAS—Defense Finance and Accounting Service
DFC—defense force commander
DHS—Department of Homeland Security
DIEMS—date initially entered military service
DL—distance learning
DLA—Defense Logistics Agency
DMS—defense message system
DOB—date of birth
DoD—Department of Defense
DOR—date of rank
DOS—date of separation
DR—demand reduction
DRF—disaster response force
DRU—direct reporting unit
DSM—Diagnostic Statistical Manual
DSST—DANTES subject standardized test
DTRA—Defense Threat Reduction Agency
DV—distinguished visitor
DVR—data verification record
DWI—driving while intoxicated

E&T—education and training
EAS—Electronic Access Sytem
ECAMP—Environmental Compliance Assessment and Management Program
ECI—employment cost index
ECS—expeditionary combat support
EDS—employee development specialist
EEO—equal employment opportunity
EEOC—Equal Employment Opportunity Commission
EES—Enlisted Evaluation System
EFACC—Emergency Family Assistance Control Center
EFMP—Exceptional Family Member Program
EFT—electronic funds transfer
EM—Emergency Management
e-mail—electronic mail
EML—environmental and morale leave
EMSEC—emissions security
EO—equal opportunity; executive order
EOC—emergency operations center; end of cycle
EOT—equal opportunity and treatment
EPC—environmental protection committee; Educational Programs Cadre
EPME—Enlisted Professional Military Education
EPR—enlisted performance report
EPTS—existed prior to service
EQUAL—Enlisted Quarterly Assignments Listing
ESF—emergency support functions
ESS—electronic staff summary
ETCA—education and training course announcement
ETS—expiration of term of service
EWO—electronic warfare officer
FA—fitness assessment
FAC—functional account code
FBI—Federal Bureau of Investigations
FICA—Federal Insurance Contributions Act
FITW—Federal income tax withholding
FOA—field operating agency
FOCUS—Focused, Organized, Clear, Understanding, Supported
FOE—follow-on element
FOIA—Freedom of Information Act
FOUO—for official use only
FPCON—force protection condition
FSA—family separation allowance
FSA-R—FSA reassignment
FSA-S—FSA serving on a ship
FSA-T—FSA temporary
FSH—family separation, basic allowance for housing
FSO—financial services office
FSSA—family subsistence supplemental allowance
FSSP—First Sergeant Selection Program
FTA—first-term Airmen
FWA—fraud, waste, and abuse
FWS—Federal Wage System
FY—fiscal year
FYDP—Future Years Defense Program
GCC—geographic combatant commander
GCE—ground crew ensemble
GCM—general court-martial
GCMA—general court-martial authority
GCSS-AF—Global Combat Support System
GEOLOC—geographical location

GFM—global force management
GHQ—general headquarters
GPS—global positioning system
GS—General Schedule
GUC—Gallant Unit Citation
GWOTEM—Global War on Terrorism Expeditionary Medal
GWOTSM—Global War on Terrorism Service Medal
HAF—Headquarters Air Force
HAWC—Health and Wellness Center
HAZMAT—hazardous material
HGS—high grade service
HHG—household goods
HQ—headquarters
HR—hazard report
HS—homeland security
HSC—Homeland Security Council
HSI—health services inspection
HSM—Humanitarian Service Medal
HUMINT—human intelligence
HYT—high year of tenure
IAO—information assurance officer
IC—incident commander
ICBM—intercontinental ballistic missile
ICC—installation control center
ICM—Iraq Campaign Medal
ID—Integrated Defense
IDS—Integrated Delivery System
IFAK—individual first aid kit
IG—Inspector General
IGO—intergovernmental organization
IO—information operations
IPE—individual protection equipment
IPT—integrated product team
IRA—individual retirement account
IRS—internal revenue service
ISD—instructional systems development
ISR—intelligence, surveillance, reconnaissance
IT—information technology
IW—information warfare
JCS—Joint Chiefs of Staff
JFACC—joint forces air component commander
JFC—joint force commander
JFTR—Joint Federal Travel Regulation
JIACG—joint interagency coordination group
JMUA—Joint Meritorious Unit Medal
JOPES—Joint Operations Planning and Execution System
JPAS—Joint Personnel Adjudication System
JTF—joint task force
KDSM—Korea Defense Service Medal
kg—kilogram
KSA—knowledge, skills, abilities
KX—knowledge exchange
LES—leave and earnings statement
LOA—letter of admonishment
LOAC—law of armed conflict
LOC—letter of counseling
LOD—line of duty
LOE—letter of evaluation
LOR—letter of reprimand

LRO—labor relations officer
LRS—logistics readiness squadron
Lt Col—lieutenant colonel
MAAG—Military Assistance Advisory Group
MAC—Military Airlift Command
MAJCOM—major command
MATS—Military Air Transport Service
MCM—Manual for Courts-Martial
MCP—mobile command post
MEO—most efficient organization; military equal opportunity
MEOC—mobile emergency operations center
MFM—MAJCOM functional manager
MGIB—Montgomery GI Bill
MHR—maximum heart rate
MHS—Military Health System
MIA—missing in action
MIHA—move-in housing allowance
MilPDS—Military Personnel Data System
MKTS—Military Knowledge and Testing System
MNF—multinational force
MOF—manpower and organization flight
MOPP—mission-oriented protective posture
MPE—military personnel element
MPES—Manpower and Execution System
MPF—military personnel flight
MR—memorandum for record
MRE—military rule of evidence
MSgt—master sergeant
MSO—military service obligation
MSPB—Merit System Protection Board
MTF—military treatment facility; medical treatment facility
MTP—master training plan
MUA—Meritorious Unit Award
MyEDP—my enlisted development plan
NAF—nonappropriated fund; numbered Air Force
NATO—North Atlantic Treaty Organization
NBC—nuclear, biological, and chemical
NBCC—nuclear, biological, chemical, and conventional
NCO—noncommissioned officer
NCOA—noncommissioned officer academy
NCOIC—noncommissioned officer in charge
NDAA—National Defense Authorization Act
NDSM—National Defense Service Medal
NFQ—not fully qualified
NGO—nongovernmental organization
NIMS—National Incident Management System
NJP—nonjudicial punishment
NORAD—North American Aerospace Defense Command
NRP—National Response Plan
NSC—National Security Council
NSI—nuclear surety inspection
NSPS—National Security Personnel System
O&M—operation and maintenance
OCA—offensive counterair
OCS—offensive counterspace
OHA—overseas housing allowance
OIC—occupational instructor certification
OJT—on-the-job training
OODA—observe, orient, decide, act

OPCON—operational control
OPLAN—operations plan
OPM—Office of Personnel Management
OPR—office of primary responsibility
OPSEC—operations security
OPSTEMPO—operations tempo
ORI—operational readiness inspection
ORM—operational risk management
OS—overseas
OSC—on-scene commander
OSD—Office of the Secretary of Defense
OTS—Officer Training School
P2—pollution prevention
PA—Privacy Act
PACAF—Pacific Air Forces
PAFSC—permanent Air Force specialty code
PCA—permanent change of assignment
PCS—permanent change of station
PD—position description
PDA—personal digital assistant
PDMRA—post-deployment; mobilization respite absence
PDS—permanent duty station; personnel data system
PECD—promotion eligibility cutoff date
PED—personal electronic device
PERSTEMPO—personnel tempo
PES—promotion eligibility status
PFMP—Personal Financial Management Program
PFW—performance feedback worksheet
PHA—preventive health assessment
PIF—personnel information file
PII—personally identifiable information
PIN—personal identification number
PKI—public key infrastructure
PL—protection level
PL1—Protection Level 1
PL2—Protection Level 2
PL3—Protection Level 3
PL4—Protection Level 4
PME—professional military education
POC—point of contact; privately owned conveyance
POM—program objective memorandum
POV—privately owned vehicle
POW—prisoner of war
PPBE—planning, programming, and budgeting and execution
PPO—preferred provider option
PR—program review
PSN—promotion sequence number
PT—physical training
PTDY—permissive TDY
PTSD—posttraumatic stress disorder
R&R—rest and relaxation
RA—resource advisor
RAM—random antiterrorism measure
RAP—recruiters assistance program
RCM—Rules for Court Martial; responsibility center manager
RIC—record of individual counseling
RIF—reduction in force
RIP—report on individual personnel
RMS—resource management system

RNLTD—report not later than date
ROE—rules of engagement
ROS—report of survey
ROTC—Reserve Officer Training Corps
SA—substance abuse
SAC—Strategic Air Command
SAM—surface-to-air missile
SARC—Sexual Assault Response Coordinator
SAV—staff assistance visit
SBP—survivor benefit plan
SCG—security classification guide
SCM—summary court-martial
SCPD—standard core personnel document
SEA—senior enlisted advisor
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SEI—special experience identifier
SEJPME—Senior Enlisted Joint Professional Military Education
SEL—senior enlisted leader
SF—standard form
SGLI—Servicemembers Group Life Insurance
SII—special interest item
SITW—state income tax withholding
SJA—staff judge advocate
SKT—specialty knowledge test
SLA—special leave accrual
SMSgt—senior master sergeant
SMTP—simple mail transfer protocol
SNCO—senior noncommissioned officer
SNCOA—SNCO Academy
SOAR—Scholarships for Outstanding Airmen to ROTC
SOF—special operations force
SPCM—special court-martial
SPD—standard position description
SQR3—survey, question, read, recall, and review
SrA—senior Airman
SRB—selective reenlistment bonus
SRC—survival recovery center
SRID—senior rater identification
SROE—standing rules of engagement
SRP—Selective Reenlistment Program
SSB—Special Separation Bonus
SSgt—staff sergeant
SSN—social security number
SSS—staff summary sheet
STEP—Stripes for Exceptional Performers
TA—tuition assistance
TAC—Tactical Air Command
TACON—tactical control
TAFMS—total active federal military service
TAFMSD—total active federal military service date
TA—tuition assistance
TDP—TRICARE Dental Program
TDY—temporary duty
TEMSD—total enlisted military service date
THC—tetrahydrocannabinol
THR—target heart rate
TI—training instructor
TIC—toxic industrial chemicals

TIG—time in grade; *The Inspector General*
TIM—toxic industrial material
TIS—time in service
TJAG—The Judge Advocate General
TLA—temporary lodging allowance
TLE—temporary lodging expense
TOS—time on station
TPR—TRICARE Prime Remote
TSCO—top secret control officer
TSgt—technical sergeant
TSP—Thrift Savings Plan
TT—treatment team
TTM—treatment team meeting
TTP—tactics, techniques and procedures
UCC—unit control center
UCCI—United Concordia Companies, Inc
UCMJ—Uniform Code of Military Justice
UFPM—unit fitness program manager
UGT—upgrade training
UIF—unfavorable information file
ULP—unfair labor practice
UMD—unit manning document
UN—United Nations
UPRG—unit personnel record group
URE—unit review exercise
US—United States
USAAF—United States Army Air Forces
USAF—United States Air Force
USAFA—United States Air Force Academy
USAFE—United States Air Forces in Europe
USAFSE—United States Air Force supervisory examination
USC—United States Code
USCAAF—US Court of Appeals for the Armed Forces
USCENTCOM—United States Central Command
USEUCOM—United States European Command
USG—US Government
USJFCOM—United States Joint Forces Command
USNORTHCOM—US Northern Command
USPACOM—US Pacific Command
USSOCOM—US Special Operations Command
USSOUTHCOM—US Southern Command
USSR—Union of Soviet Socialist Republic
USSTRATCOM—United States Strategic Command
USTRANSCOM—United States Transportation Command
UTC—unit type code
UTM—unit training manager
UXO—unexploded ordnance
VA—Veterans Affairs
VCJCS—Vice Chairman, Joint Chief of Staff
VEAP—Veterans Education Assistance Program
vMPF—virtual military personnel flight
VO2—volume of oxygen
VSBAP—voluntary stabilized base assignment program
VSI—voluntary separation incentive
WAAC—Women's Army Auxiliary Corps
WAC—Women's Army Corps
WAPS—Weighted Airman Promotion System
WEAR—we are all recruiters
WG—wage grade

WL—wage leader
WMD—weapons of mass destruction
WMP—war and mobilization plan
WOC—wing operations center
WR—war reserve
WS—wage supervisor
WWI—World War I
WWII—World War II

Terms

Abuse—The intentional, wrongful, or improper use of government resources. Abuse typically involves misuse of rank, position, or authority.

Aerospace Power—The synergistic application of air, space, and information systems to project global strategic military power.

Air Force Members—All active duty officers and enlisted personnel serving in the United States Air Force.

Air Force Personnel—All civilian employees, including government employees, in the Department of the Air Force (including nonappropriated fund activities), and all active duty officers and enlisted members of the Air Force.

Alignment—Dress and cover.

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.

Conflict—A fight; a battle; struggle.

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.

Counterair—A US Air Force term for air operations conducted to attain and maintain a desired degree of air superiority by the destruction or neutralization of enemy forces. Both air offensive and air defensive actions are involved. The former range throughout enemy territory and are generally conducted at the initiative of the friendly forces. The latter are conducted near or over friendly territory and are generally reactive to the initiative of the enemy air forces.

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.

Endorser—The evaluator in the rating chain designated to close out the EPR. The minimum grade requirements vary depending upon the ratee's grade.

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.

Hardware—The generic term dealing with physical items as distinguished from its capability or function, such as equipment, tools, implements, instruments, devices, sets, fittings, trimmings, assemblies, subassemblies, components, and parts.

Hyper-vigilance—The condition of maintaining an abnormal awareness of environmental stimuli, post-traumatic stress syndrome, marked by symptoms like frequent nightmares and repetitive anxiety dreams, insomnia, intrusive disturbing thoughts, *hypervigilance*, and being easily startled.

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.

Internet—An informal collection of government, military, commercial, and educational computer networks using the transmission control protocol/internet protocol (TCP/IP) to transmit information. The global collection of interconnected local, mid-level, and wide area networks that use IP as the network layer protocol.

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 combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) 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 Defense, a combatant commander, 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 Operations Other Than War—Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war.

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.

Nonappropriated 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 child care center.

Nonappropriated Funds—Funds generated by Department of Defense 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 combatant command. Operational control is inherent in combatant command (command authority). 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.

Permissive Reassignment—A permanent change of station at no expense to the government where an individual is given consideration because of personal reasons. Individuals bear all costs and travel in leave status.

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) 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 data concerning 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.

Software—A set of computer programs, procedures, and associated documentation concerned with the operation of data processing system, such as compilers, library routines, manuals, and circuit diagrams.

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, in order 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 combatant command.

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 potentials.

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 combatant command 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.

War—Open and often prolonged conflict between nations (or organized groups within nations) to achieve national objectives.

World Wide Web (WWW)—Uses the Internet as its transport media and is a collection of protocols and standards that allow the user to find information available on the internet by using hypertext and/or hypermedia documents.

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Rank Insignia of the United States Armed Forces

OFFICERS

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special

AIR FORCE

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	*(Reserved - wartime only)* General of the Air Force (GAF)

ARMY

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	*(Reserved - wartime only)* General of the Army (GA)

MARINES

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	

NAVY

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (VADM)	*(Reserved - wartime only)* Fleet Admiral (FADM)

COAST GUARD

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (VADM)	

WARRANT OFFICERS

ARMY

Warrant Officer (WO-1)	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	Chief Warrant Officer (CWO-5)

MARINES

Warrant Officer (WO-1)	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	Chief Warrant Officer (CWO-5)

NAVY

The grade of Warrant Officer (WO) is no longer in use.	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	Chief Warrant Officer (CWO-5)

COAST GUARD

The grade of Warrant Officer (WO) is no longer in use.	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	The grade of Warrant Officer (CWO-5) is no longer in use.