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AIR FORCE CADET WING CLASSIFICATION DIRECTORY (AFCWCD)

The Official Guide to
the Air Force Cadet
Duties and
Responsibilities

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CHAPTER 1

Cadet Wing Command Structure Overview

1.1. COMMAND AND CONTROL

1.1.1. General. USAFA organizes the cadet wing into groups and squadrons to provide legal command and control of all assigned cadets. The USAFA chain of command models Department of the Air Force (DAF) operational units. Being assigned to a cadet squadron, group, or wing enables cadets to experience first-hand what it's like to live and work in a DAF organizational structure. Cadets learn how to use the chain of command, how to function within military formations, and how military units organize to accomplish collective tasks and missions.

1.1.2. General Chain of Command. The chain of command provides command, control, and communication necessary for mission execution. The chain of command includes varying levels of responsibility and authority at every level, and each level is responsible for all lower levels and accountable to all higher levels. For the purposes of this document, ADCON (administrative control) refers to the chain of command. OP/TACON (Operational / Tactical Control) refers to a cadet's functional responsibility to a specific wing function, yet residing in the squadron or group whose chain of command is the squadron or group commander (e.g. Cadet Wing Operations Center Director who is ADCON to the cadet squadron commander (cadet Sq/CC), yet OPCON to the Wing A3).

1.1.2.1. Cadet & Permanent Party Chain of Command. At any time, cadets are responsible to both their cadet and permanent party (PP) chain of command. Although cadets have authority for delegating tasks and administering discipline, final command authority of the unit is vested in the PP commander of the unit.

1.1.3. Commandant of Cadets (USAFA/CW) Chain of Command. Command authority flows from the USAFA/CC to USAFA/CW to Permanent Party Group Commander (PPGC) to Permanent Party Squadron Commanders (PP Sq/CC). G-Series command authority (G-Series Orders Commander) resides with the PP Sq/CC and no other agency or mission element on USAFA has command authority over cadets. The Student Information System (SIS) is used to assign a cadet to a squadron and therefore designates the cadet's lawful commander.

1.1.4. Cadet Wing Infrastructure. The United States Air Force Academy Cadet Wing (AFCW) is organized into four groups with forty squadrons. The cadet chain of command provides the military context within which both training and development takes place.

1.1.4.1. Administrative Support. Squadrons provide all basic administrative support to meet the daily demands of over 4,000 cadets.

1.1.4.2. Leadership Opportunities. Cadet Wing, Group, and Squadron Commanders share authority through their respective commanders: Commandant, PPGC, and PP Sq/CC.

1.1.4.3. Military Environment. Life in cadet squadrons is purposefully military. The military environment, with its focus on standardization, order, and discipline, is deliberate. A military environment minimizes distractions and allows cadets to focus on those tasks critical for their development as future officers of character.

1.1.4.4. Supportive Developmental Environment. Squadron culture will be consistent with Air Force (AF) and Space Force (SF) Core Values, reinforce institutional goals, and facilitate internalization of the four roles of officers within the Officer Development System (ODS).

1.1.4.5. Social Support. Squadron cohesion and spirit support cadet development by

motivating and inspiring cadets to excel, persevere, and accept the profession of arms.

1.1.5. Functional Responsibility. Command and staff responsibilities for cadet wing operations are held by the Commandant of Cadets (USAFA/CW) and the PP staff. The role of the PP staff is to advise the Group Commanders and Commandant. All major decisions are made by USAFA/CW and will not be delegated to cadets. Cadets participate in matters by providing suggestions, inputs, and recommendations to USAFA/CW and the PP chain of command. The CW staff builds cadet experience by soliciting inputs and engaging in dialogue. Overall responsibility for AFCW, its policies and operations, remains with USAFA/CW.

1.1.6. Cadet Chain of Command. Cadets occupying duty positions perform many operational, support, and managerial tasks necessary for daily functioning of AFCW. Cadets are responsible to their cadet supervisors and PP Sq/CC, and ultimately the USAFA/CW for performance of their duties. Many duties in this instruction have assigned officer/non-commissioned officer (NCO) mentors who advise cadets in the performance of their tasks. When a cadet has a question on a policy or a key decision to make, the cadet will seek assistance & authority from officer/NCO mentors. Likewise, mentors will advise cadets in positions of responsibility to ensure that 47-month leadership plan objectives, AF and SF Institutional Competencies and USAFA Outcomes are achieved.

1.1.7. Cadet Authority. Cadets with specific watch or sentry duties such as Cadet in Charge of Quarters (CCQ) and Cadet Wing Operations Center (CWOC) may give lawful orders to any cadet within their area of responsibility, regardless of rank or class.

1.1.8. Cadet Rank/Titles. In line with service procedure, cadets normally hold rank/grade commensurate with the position assigned. Cadets may be relieved of duty and/or rank for various reasons, such as academic problems or failure to perform duties.

1.1.9. Reporting Official. Reporting official for a cadet will normally be his/her immediate supervisor cadet within the squadron. If a cadet is on group/wing staff, the reporting official will normally be the ranking cadet within the same staff. Cadets with Special Functions positions will report to their respective cadet Sq/CCs for the purposes of stratification. All cadets given supervisory responsibilities over subordinates will ensure feedback and Military Performance Appraisal (MPA) rating is accomplished IAW USAFAI 36-2401, *Military Performance Appraisal*.

1.1.10. Accountability. Cadets will be assigned directly to a squadron, flight, element, or air staff for ADCON, accountability, and military duties and responsibilities. Cadets assigned to squadron/group/wing staff positions will take and report accountability to their respective commander for formations, briefings, events, Commissioning Education classes, etc. Cadets will always utilize the chain of command to report accountability: Element Leader to Flight Commander to cadet Sq/CCs to Group Commander to Wing Commander, etc. Leaders will take accountability of their subordinates and route it up the chain of command.

1.1.11. Deviations. Requests for any deviations from the unit manning document must be submitted to the Commandant of Cadets through the Wing Director of Operations (USAFA/CWDO). Cadet Sq/CCs will have authority to adjust the size and structure of their squadron in line with guidance on flight numbers and A-Staff manning. Cadets will hold only one duty at a time in SIS. In rare circumstances where a cadet holds more than one duty and is the rating official or additional rater for cadets in his/her

chain of command, the rating cadet must be in the primary job. When the cadet is not a rater or additional rater, the cadet can choose which duty he/she wants to receive credit for on the Cadet Personal Data Summary.

1.1.12. Line and Staff Definitions. Line is responsible for implementing and enforcing Cadet Wing Commander's (AFCW/CC) plans, programs, and policies. Line ensures tactical-level execution of daily operations in the cadet wing and coordinates consequences, positive or negative, for performance. Additionally, the line chain of command should seek program implementation guidance from staff. Staff provides operational level management of the AFCW/CC's plans, programs, and policies. Staff provides inputs and feedback to the line chain of command. Staff serves as an implementation check and policy guide, advising and providing suggestions. Staff, with their commander's approval, set parameters within which subordinate units will operate.

1.1.13. Permanent Party Mentors. Each cadet duty is monitored by one or more permanent party mentors. Permanent party has the authority and ultimate responsibility to execute USAFA's mission. Cadets participate in matters by providing inputs and making recommendations. Commanders should share mentor responsibilities with deputies, senior enlisted leaders, PP Sq/CCs, Academy Military Trainers (AMTs), and/or associates as appropriate.

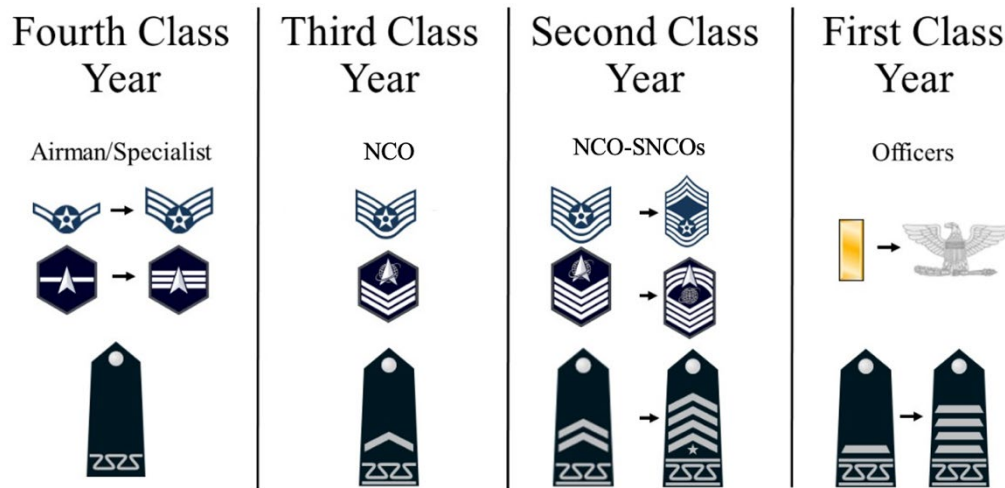
1.1.14. Leadership Credit. Academic year cadets can earn leadership credit as outlined by the Curriculum of Instruction (COI) Handbook para 1-1.5 c. Every cadet is required to accomplish a minimum of two leadership credits to graduate.

1.2. CADET EXPECTATIONS

1.2.1. General. Every cadet's fundamental duty and responsibility is to develop into an officer of character. Cadets are expected to capitalize on daily experiences living and operating within the AFCW construct, executing their tiered duties in addition to their assigned military duty position. Everything cadets do entails training and development. They should internalize the AF and SF core values and adopt them as their own. Cadets will dedicate efforts to personal, interpersonal, team, and organizational leadership growth and ability. Cadets will apply leadership, followership, and experience in all tiers: Airman, NCO, Senior Non-commissioned Officer (SNCO), and Officer. Cadets will perform duties in all tiers throughout the four-year experience, in direct support of squadron, group, and wing functions. Education and training programs in the Cadet Military Education and Training Plan (CMETP) provide opportunities for cadets to demonstrate development congruent with the Military Performance Appraisal (MPA) competencies.

1.2.2. Deliberate Development. To develop officers of character, USAFA is compelled to execute a deliberate and common approach to development, progression, and assumption of increased supervisory and leadership responsibilities. This is accomplished through a tiered cadet structure like the operational AF and SF. All elements of development – education, training, and experience – are levied in the AFCW Classification Directory and tiered appropriately for growth and proficiency.

1.2.3. Four Class System Aligned with AF/SF Operational Tiers for deliberate development.



1.2.4. Fourth Class Cadet (C4C) (Airman Tier) Duties and Responsibilities. Four Degrees are learning and adapting to the military profession and require significant supervision and support. They are expected to demonstrate proficiency at performing basic tasks. They are also expected to understand and conform to USAFA, Air and Space Force standards, customs, courtesies, heritage, and core values. Through the course of the year, Four Degrees are preparing and training to transition from their roles as effective team members to roles as supervisors. They are expected to fully comply with Air and Space Force and USAFA standards and commit to advancing their personal growth.

1.2.5. Third Class Cadet (C3C) (NCO Tier) Duties and Responsibilities. Three Degrees are responsible for their subordinates' development and serve as the frontline supervisors for the Four Degrees. They are expected to demonstrate proficiency in training and supervision.

1.2.6. Second Class Cadet (C2C) (NCO/SNCO Tier) Duties and Responsibilities. Two Degrees lead teams following the orders and commander's intent established by the first-degree leaders. Two Degrees advise, supervise, and mentor the Three Degrees and Four Degrees under their charge to further grow and develop them into their future roles. They are expected to demonstrate proficiency at integrating their subordinates' talents, skills, and abilities with other teams to effectively accomplish the mission.

1.2.7. First Class Cadet (C1C) (Officer Tier) Duties and Responsibilities. Firsties command their teams by directing them to complete tasks and missions. Firsties are in charge of leading people under their command and managing resources. They are expected to demonstrate proficiency at leading people to accomplish the mission while promoting and safeguarding the morale, physical well-being, and general welfare of persons under their charge.

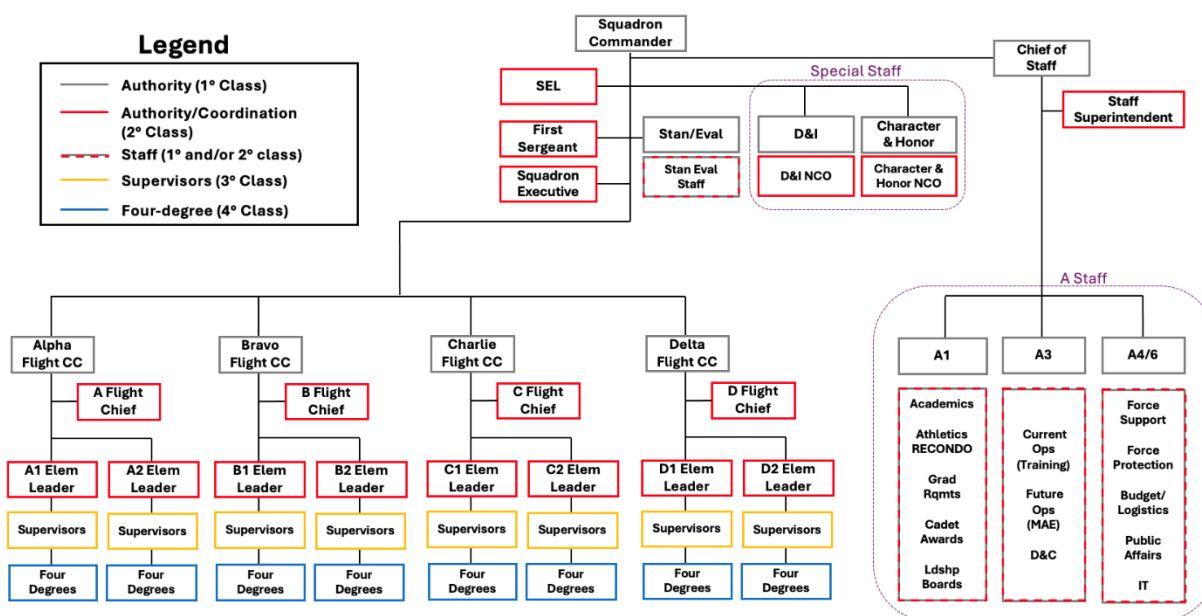
CHAPTER 2

Cadet Squadron Staff

2.1. General. This section outlines the Cadet Squadron Staff structure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all inclusive. Squadron Staff will report to the PP Sq/CC through the Cadet Sq/CCs or Cadet Squadron Chief of Staff for issues related to command and control of the cadet squadron.

2.2. AD/TAC/OPCON. Squadron Staff members are AD/TAC/OPCON to their Flight Commander or Division Chief and in turn the Cadet Sq/CCs the PP Sq/CC. PEER and Teal/White/Purple Rope officers/NCOs directly inform the cadet commander as to the culture and climate within the unit.

2.3. Stratification & Feedback. The Squadron Staff MPA average is 84%. Squadron Staff members will conduct feedback with the cadet specified in the Squadron Staff rating chain and be stratified by the Cadet Squadron Command Staff.



CSXX/CC, C/Lt Col

SQUADRON COMMANDER

1. Duty Summary. Responsible to PP Sq/CC, Group and Wing Commander for all cadet duty functions and squadron activities. Implements wing plans, programs and policies ISO Commandant's goals and objectives. Responsible for discerning and delegating tasks concerning squadron mission execution along with health, morale, and welfare to Flight Commanders. Ensures subordinates within A-Staff execute the mission and train, mentor, counsel, and evaluate cadets through the Leadership Growth Model (LGM). Professional qualities, military performance, enforcement, leadership, and character will be measured against other cadet Sq/CCs. Reports to CGXX/CC. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Executes Wing/Group Commander plans, programs, and policies.
- 2.2. Knows and adheres to all AFCW regulations/policies and sets the example.
- 2.3. Establishes unit goals, objectives, and mechanisms to achieve them.
- 2.4. Supervises and retains knowledge of all squadron activities by coordinating with Flight Commanders.
- 2.5. Maintains good order and discipline by establishing and enforcing squadron disciplinary environment and uniformity of discipline through effective and efficient execution of Cadet Disciplinary System (CDS) and administrative actions.
- 2.6. Coordinates with Flight Commanders to evaluate squadron subordinate performance, recommends subjective points to PP Sq/CC contributing to MPA.
- 2.7. Enforces compliance with standards IAW USAFA policies and directives and takes corrective action when necessary.
- 2.8. Ensures effective communication up and down cadet/PP chains of command.
- 2.9. Holds staff meetings and commander's calls to keep squadron informed.
- 2.10. Informs Cadet Group Commander/PP Sq/CC on unit status and cadets with unsatisfactory performance, behavior, honor or resiliency issues. Develops appropriate rehabilitative plans for unsatisfactory individuals with PP Sq/CC and Squadron Staff.
- 2.11. Chairs Squadron Commander Review Boards (SCRB) as approved by PP Sq/CC, IAW AFCWI 51-201, *Administration of Cadet Discipline*. Coordinates attendance. Recommends Group Commander Review Board (GRB) when necessary.
- 2.12. Direct Chief of Staff (CoS) to Direct A-Staff for executing taskers IAW Appendixes A1, A3, A4/6.
- 2.13. Responsible for enforcing standards at major missions: football games, pack-the-house-events, major training events, etc.
- 2.14. Mentors, councils, directs, and leads squadron members to execute mission and adhere to and enforce standards within cadet ranks by monitoring feedback from Squadron Staff and Flight Commanders.
- 2.15. Appoints Stan/Eval as Primary and Alternate Self-Inspection Program Monitors to evaluate and enforce standards, ensuring a healthy, clean, and orderly living environment.
- 2.16. Conducts self-inspection at beginning and end of semester to assess mission execution, readiness and support.
- 2.17. Remains in good academic standing. Executes the mission, leads people, manages resources, and improves the unit IAW AFI 1-2, *Commanders Responsibility*.
- 2.18. Accomplishes Cadet Leadership Enrichment Seminar & CC Training.

CSXX/COS, C/Maj

SQUADRON CHIEF OF STAFF

1. Duty Summary. Delegated Command Authority in absence of cadet Sq/CC. Directs and executes operational mission through managing Air Staff. Administers cadet discipline system. Responsible for overseeing A-Staff functions. Professional qualities, military performance, enforcement, leadership, and character will be measured against other deputy commanders at the Group Level in conjunction with the Group Commander. Reports to CSXX/CC. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Oversees the development of COAs, plans, Programs, and policies to be implemented through A-Staff coordination to meet Sq/CC intent.
- 2.2. Administers demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*.
- 2.3. Advises CSXX/CC and PP Sq/CC on status of discipline and monitoring system.
- 2.4. Instructs A-Staff on how to implement remedial training/corrective actions based on Stan/Eval trends and FalconNet analysis data to improve squadron's mission performance in line with Sq/CC intent.
- 2.5. Knows and adheres to all AFCW regulations/policies and sets the example.
- 2.6. Supervises and retains knowledge of all squadron activities.
- 2.7. Maintains good order and discipline by establishing and enforcing squadron disciplinary environment and uniformity of discipline.
- 2.8. Delegates and directs duties/tasks with accountability at all levels, specifically through the squadron A-Staff.
- 2.9. Audits accountability and passes weekly and monthly; reports findings to cadet Sq/CC and PP Sq/CC.
- 2.10. Enforces compliance with standards IAW USAFA policies and directives. Take corrective action when necessary.

CSXX/CCS, C/SMSgt

SQUADRON SENIOR ENLISTED LEADER

1. Duty Summary. The ranking second-class cadet in squadron. Primary advisor to cadet Sq/CCs on issues affecting the lower three classes. Performs duties as tasked by cadet Sq/CCs. Establishes control mechanisms to meet mission objectives and standards along with recommending actions to CSXX/CC to improve organizational effectiveness, efficiency, and proper personnel/resource management. Executes First Sergeant duties in absence of principal. Reports to CSXX/CC. Mentored by Squadron AMT.

2. Responsibilities:

- 2.1. Advises cadet Sq/CCs on morale, health, welfare and discipline of lower three classes. Recommends corrective actions to address adverse trends.
- 2.2. Plans and executes squadron participation in military formations and ceremonies. Works requirements with Squadron Staff to address deficiencies.
- 2.3. Advises Stan/Eval Staff to ensure standardized grading and proper enforcement of standards.
- 2.4. Audits safety/security discrepancy reports to ensure compliance and timely resolution.
- 2.5. Monitors squadron ceremonies and major events and assesses performance. Audits Element Leader and flight commander accountability reports for all formations, briefings, ceremonies, Military Call to Quarters (MCQ) events, functions, activities, etc.
- 2.6. Ensures accountability reports are completed, filed, and distributed to Group Staff as required for all major formations/briefings/events.

CSXX/CCF, C/MSgt

SQUADRON FIRST SERGEANT

1. Duty Summary. Dedicated focal point for health, wellness, discipline, compliance, welfare, morale, resiliency, development and overall performance of the squadron. Derives authority from cadet Sq/CC and exercises general supervision over all assigned cadets. Maintains a mission-ready squadron. Provides sound advice to cadet Sq/CC on wide range of topics. Ensures cadets understand commanders' policies, goals and objectives. Ensures discipline is equitable and effective. Maintains esprit-de-corps. Works with Wing Command Chief and Group Senior Enlisted Leader to ensure lower three classes can execute all assigned tasks to standards. Reports to CSXX/CC. Mentored by Squadron AMT.

2. Responsibilities:

- 2.1. Advises cadet Sq/CC on discipline, morale, health and welfare issues with emphasis on lower three classes.
- 2.2. Inspects and meets with squadron cadets daily and weekly. Ensures policies/directives are well-known, adhered to and enforced at all levels.
- 2.3. Ensures equitable discipline, reviews cadet disciplinary action and monitoring system, and makes recommendations to cadet Sq/CC.
- 2.4. Provides weekly report to cadet Sq/CC on unit morale/health/welfare.
- 2.5. Reviews rope report and updates cadet Sq/CC and PP Sq/CC on cadet counseling activities and climate indicators/observations.
- 2.6. Provides individual counseling to enhance cadet's personal/team performance.
- 2.7. Maintains records and rosters of cadets' assigned special duties/details (i.e. airfield, honor guard details, etc.).
- 2.8. Ensures cadets are recognized appropriately for positive contributions and outstanding performance.
- 2.9. Processes squadron disciplinary action documents: demerit roster, tours/confinements/restrictions reports, etc. IAW AFCWI 51-201, *Administration of Cadet Discipline*.
- 2.10. Processes, manages, and maintains files of AFCW Forms 10; AFCW Forms 37 Cadet Conduct Summary; AFCW Forms 41; AFCW Forms 33, Confinement Log; and AFCW Form 7, AFCW Form 1.
- 2.11. Compiles, reviews and transmits to CSXX/COS, CSXX/CC, and PP Sq/CC a weekly squadron tour/demerit/confinement/detail report showing outstanding/served status.
- 2.12. Notifies and posts weekly discipline rosters IAW AFCWI 51-201.
- 2.13. Notifies cadets of status of demerits/sanctions/probationary timelines. Ensures supervisor is tracking status, and if not, reports supervisor to Chief of Staff.
- 2.14. Briefs changes/updates to CDS to all squadron personnel.
- 2.15. Responsible for ensuring cadets unable to attend meals have adequate access to food.

SQUADRON EXECUTIVE

1. Duty Summary. Selected for development opportunity to serve on Squadron Staff. Serves as administrative assistant to cadet Sq/CC. Reports to CSXX/CC. Mentored by Squadron AMT.

2. Responsibilities:

- 2.1. Screens all correspondence sent to/from cadet Sq/CC for accuracy and timeliness. Reports frequent discrepancies or routine offenders to cadet Sq/CC to ensure subordinates revise administrative skills to meet expectations.
- 2.2. Advises cadet Sq/CC of staff coordination issues and helps address them.
- 2.3. Reserves and coordinates meeting locations.
- 2.4. Ensures effective communication up and down the chain of command.
- 2.5. Ensures timely feedback/appraisals (MPAs). Keeps cadet Sq/CC and PP Sq/CC informed of status, discrepancies and supervisors who routinely miss suspenses.
- 2.6. Ensures squadron escort duties are fulfilled with adequate protocols.
- 2.7. POC for Sponsor Wing program.
- 2.8. Contacts sponsor base early to plan base visit with approval from PP Sq/CC. Delegates staff tasks: transportation, lodging, itinerary, to A4/6. Routes eSSS/Task Management Tool (TMT).
- 2.9. Captures meeting minutes as needed for Squadron Staff.

CSXX/CCV, C/Capt

SQUADRON STANDARDIZATION & EVALUATION OFFICER

1. Duty Summary. Executes inspection programs, evaluation of training, and trend analysis. Conducts both formal and informal inspections. Focal point on stan/eval process/procedures. Provides performance feedback to Cadet Sq/CC and the unit on evaluation procedures, inspections, and overall standards IAW AFIs and AFCW policies/directives. During critical manning periods (i.e., Saturday AM Inspections (SAMI) and other inspection events), they may request additional graders from A-Staff upon coordination with Cadet CoS. Reports to CSXX/CC. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Understands, adheres to, and enforces all applicable AFCW policies, directives and instructions.
- 2.2. Directs Stan/Eval program, under guidance of Wing and Group Stan/Eval Officers and cadet Sq/CC.
- 2.3. Advises Cadet Sq/CC on squadron performance and any indicators/trends/correction actions required to address deficiencies.
- 2.4. Enforces cadet standards IAW AFCW and USAF publications at all levels.
- 2.5. Inspects other squadrons at direction of Group or Wing Stan/Eval.
- 2.6. Utilizes Flight Commanders and A-staff to augment inspection teams for SAMIs.
- 2.7. Oversees collecting and inputting accurate AM Inspection (AMI), SAMI, Personal Appearance Inspection (PAI) and knowledge test scores into FalconNet and Military Performance Averages (MPA).
- 2.8. Administers, grades, and reports cadet military knowledge tests.
- 2.9. Performs other duties as required by the cadet Sq/CC.
- 2.10. Maintains and reports accountability of Stan/Eval Staff.
- 2.11. Attends training from Wing Stan/Eval during first week of the semester.
- 2.12. Manages inspection programs, evaluates training and conducts trend analysis.
- 2.13. Develops program to help squadron prepare for inspections/SAMIs/Open Ranks Inspections (ORI)/Unit Compliance Inspections (UCI)/spot- inspections to ensure operational readiness.
- 2.14. Spot-checks hallway, Cadet in Charge of Quarters (CCQ), Squadron Activity Room (SAR), and common area cleanliness weekly and reports status to CSXX/CC.

CSXX/CCV, C/1Lt or C/TSgt

SQUADRON STANDARDIZATION & EVALUATION STAFF (5x)

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. Assists the Squadron Stan/Eval Officer in executing stan/eval duties and responsibilities along with additional duties supporting daily squadron activities. The staff will consist of five cadets. Reports to Stan/Eval Officer. Mentored by Squadron AMT.

2. Responsibilities:

- 2.1. Assists Squadron Stan/Eval Officer in performance of duties required implementing the program.
- 2.2. Conducts formal and informal inspections. Inputs accurate AMI, SAMI, PAI and knowledge test scores into MPAs.
- 2.3. Inspects other squadrons at direction of Group or Wing Stan/Eval.
- 2.4. Assists Stan/Eval Staff in development, administration, and grading of all military knowledge testing.
- 2.5. Attends training from Wing Stan/Eval Staff during the first week of the semester.

CSXX/SS, C/MSgt

SQUADRON STAFF SUPERINTENDENT

1. Duty Summary. Serves as the direct line from Air Staff to the cadet Sq/CC in the absence of the Squadron Chief of Staff. Will serve as the primary advisor to the Squadron Chief of Staff and conduct duties as assigned by the Chief of Staff. Will oversee the day-to-day operations along with the Chief of Staff, focusing on Air Staff Division Chiefs and their staffs. Professional qualities, military performance, enforcement of standards, and leadership will be measured against the other second-class cadets within squadron leadership. Reports to CSXX/COS. Mentored by Squadron AMT.

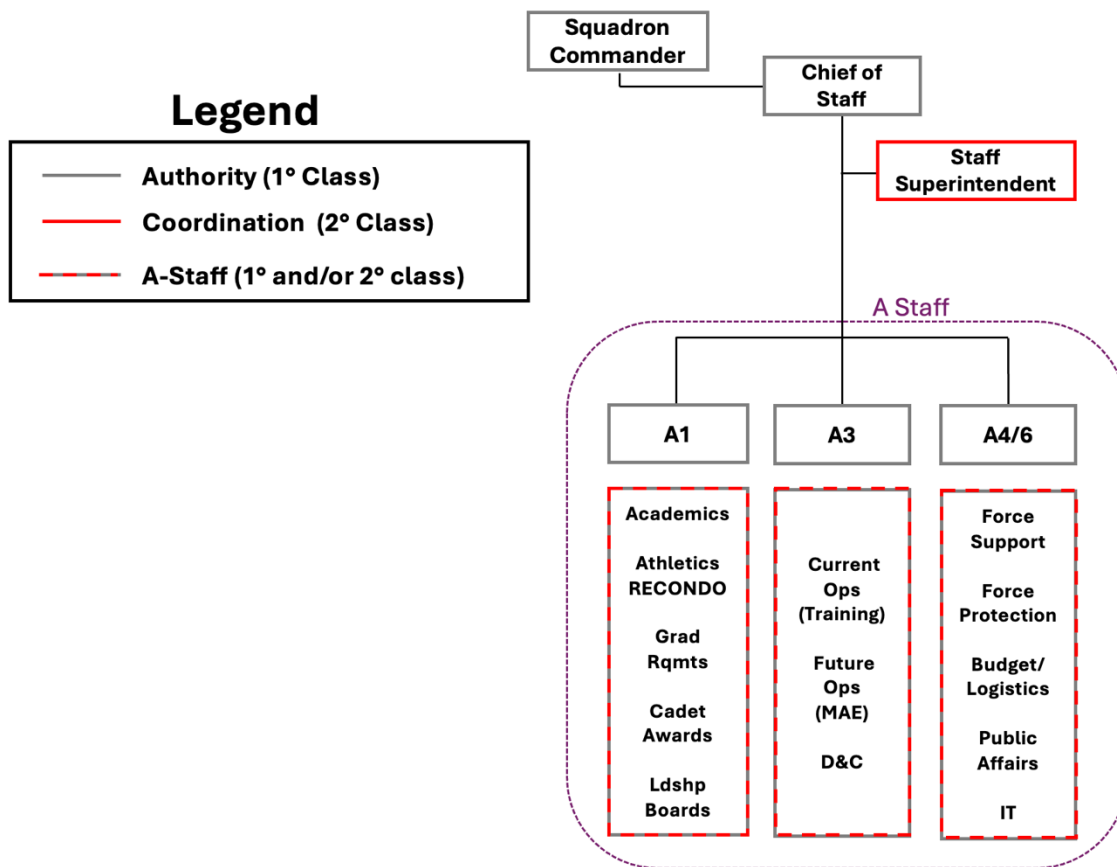
2. Responsibilities:

- 2.1. Advises the Squadron Chief of Staff on Squadron day-to-day operations.
- 2.2. Executes all tasks assigned by the Squadron Chief of Staff to conduct good order and discipline within the Squadron.
- 2.3. Manages the Squadron Duty Officer System (SDO) with the Squadron Chief of Staff, assigning cadets to the program.
- 2.4. Fills in for Squadron Chief of Staff when they are absent.
- 2.5. Coordinates and verifies A-Staff taskers are properly executed by the flights.

SQUADRON A-STAFF

1. A-Staff Summary. The A-Staff structure within the Cadet Wing, functioning as the administrative brain of the unit, is designed to plan and shape the commander's intent, enhancing the operational efficiency and flexibility of squadron management. Such a branch has no authority unless following the Commander's Intent. Comprising three first-class cadets overseeing segments A1, A3, and A4/6, each A-Staff division is headed by a Division Chief whose role is denoted by their specific A-Staff designation (e.g., the leader of A1 Staff is the A1 Division Chief). This setup ensures that the strategic planning and administrative oversight remain centralized while the execution of tasks is delegated to individual flights. Flexibility is a key feature, with each A-Staff member potentially managing multiple programs throughout the semester, tailored to balance the workload effectively between more and less demanding programs. This system allows for adjustments based on real-time needs, fostering leadership among cadets and ensuring optimal use of resources. If necessary, the A-Staff positions can be filled by either first-class or second-class cadets, maintaining efficiency even during personnel shortages. In general, an A-Staff first-class cadet will hold the role of C/1Lt, while an A-Staff second-class cadet will hold the role of C/TSgt. Manning for each program may not exceed 3 cadets, however, at the discretion of squadron leadership, fewer may be hired. Feedback, mentoring, and accountability will follow seniority.

2. A-Staff Command Schematic and Rating Chain.



CSXX/A1, C/Capt

SQUADRON A1 DIVISION CHIEF

1. Duty Summary. The A1 section within the squadron is responsible for managing all personnel-related services, ensuring cadet well-being, academic success, athletic fitness, and leadership development. These duties are integral to the mission of the Air Force Academy, preparing cadets for future roles as leaders and officers in the United States Air Force and the United States Space Force. The Division Chief may not assign tasks directly to the flights unless cadet Sq/CCs intent is implied. Responsible for administering feedback to their subordinates. Reports to CSXX/COS. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Oversees A1 Programs, Responsibilities, and Staff (see Appendix A1).
- 2.2. Ensures A1 programs are sufficiently executed within the intent of the CSXX/CC.
- 2.3. Manages chain of communication between Group/Wing A1.
- 2.4. Reports staff accountability to Squadron Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A1 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the Cadet Wing.
- 2.8. Ensures continuity within all A1 programs for semester leadership exchange.

CSXX/A1S, C/1Lt or C/TSgt

SQUADRON A1 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A1 Staff is responsible for performing or coordinating tasks assigned by the A1. They will create, adjust, and develop programs and all administrative resources within A1's areas of competencies while leaving the execution to Flight Staff. The total number of cadets in A1 Staff will be based on manning and mission requirements and will be at the discretion of the cadet Sq/CCs. Reports to and mentored by CSXX/A1.

2. Responsibilities:

- 2.1. Oversees A1 Programs and Responsibilities (see Appendix A1).
- 2.2. Works with flights to ensure respective program responsibilities are met.
- 2.3. Manages programs as delegated by the A1.
- 2.4. Manages appropriate paperwork related to A1 taskers.
- 2.5. Provides organizational support for missions within the unit.

CSXX/A3, C/Capt

SQUADRON A3 DIVISION CHIEF

1. Duty Summary. The A-3 section within the Cadet Wing is tasked with overseeing all aspects of operations training, encompassing both current and future operational preparedness, and drill and ceremonies. This role is pivotal in ensuring that cadets are not only ready for immediate tasks but are also prepared for future challenges within the Air Force. The Division Chief may not assign tasks directly to the flights unless cadet Sq/CCs intent is implied. Reports to CSXX/COS. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Oversees A3 Programs, Responsibilities, and Staff (see Appendix A3).
- 2.2. Ensures A3 programs are sufficiently executed within the intent of the CSXX/CC.
- 2.3. Manages chain of communication between Group/Wing A3.
- 2.4. Reports staff accountability to Squadron Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A3 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the Cadet Wing.
- 2.8. Ensures continuity within all A3 programs for semester leadership exchange.

CSXX/A3S, C/1Lt or C/TSgt

SQUADRON A3 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A3 Staff is responsible for performing or coordinating tasks assigned by the A3. They will create, adjust, and develop programs and all administrative resources within A3's areas of competencies while leaving the execution to Flight Staff. The total number of cadets in A3 Staff will be based on manning and mission requirements and will be at the discretion of the cadet Sq/CC. Reports to and mentored by CSXX/A3.

2. Responsibilities:

- 2.1. Oversees A3 Programs and Responsibilities (see Appendix A3).
- 2.2. Works with flights to ensure respective program responsibilities are met.
- 2.3. Manages programs as delegated by the A3.
- 2.4. Manages appropriate paperwork related to A3 taskers.
- 2.5. Provides organizational support for missions within the unit.
- 2.6. Creates and modifies operational plans to be delegated for execution to the flights under the directives of the A3 Division Chief.

CSXX/A4/6, C/Capt

SQUADRON A4/6 DIVISION CHIEF

1. Duty Summary. At the squadron level, A4/6 manages logistics and support services tailored to the squadron's immediate needs. This role involves coordinating the allocation of resources, managing day-to-day supply needs, and supporting squadron activities. The Division Chief may not assign tasks directly to the flights unless cadet Sq/CCs intent is implied. Reports to CSXX/COS. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Oversees A4/6 Programs, Responsibilities, and Staff (see Appendix A4/6).
- 2.2. Ensures A4/6 programs are sufficiently executed within the intent of the CSXX/CC.
- 2.3. Manages chain of communication between Group/Wing A4/6.
- 2.4. Reports staff accountability to Squadron Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A4/6 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the Cadet Wing.
- 2.8. Ensures continuity within all A4/6 programs for semester leadership exchange.
- 2.9. Oversees the Facility Management Program.

CSXX/A4/6S, C/1Lt or C/TSgt

SQUADRON A4/6 STAFF

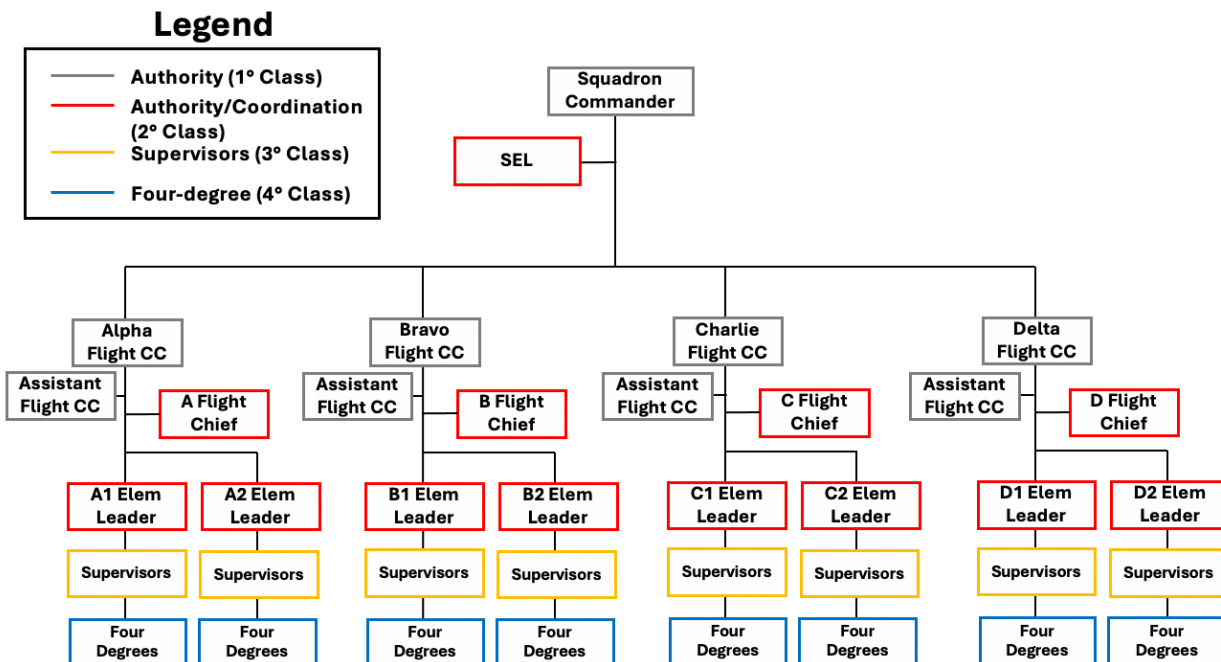
1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A4/6 Staff are responsible for performing or coordinating tasks and programs assigned by the A4/6. They will create, adjust, and develop programs and all administrative resources within A4/6's areas of competencies while leaving the execution to Flight Staff. The total number of cadets in A4/6 Staff will be based on manning and mission requirements and will be at the discretion of the cadet Sq/CC. Reports to and mentored by CSXX/A4/6.

2. Responsibilities:

- 2.1. Oversees A4/6 Programs and Responsibilities (see Appendix A4/6).
- 2.2. Works with flights to ensure respective program responsibilities are met.
- 2.3. Manages programs as delegated by the A4/6.
- 2.4. Manages appropriate paperwork related to A4/6 taskers.
- 2.5. Provides organizational support for missions within the unit.
- 2.6. Performs functions of Facility Manager.

SQUADRON FLIGHT STAFF

- 1. Flight Summary (Alpha, Bravo, Charlie, Delta).** To provide mission capable cadets to A-Staff and Squadron Leadership to execute operational needs of the squadron.
- 2. Flight Requirements.** Each squadron will consist of 3-4 flights denoted by Alpha, Bravo, Charlie, and Delta. Depending on squadron leadership and needs of the squadron, Delta Flight may or may not be utilized.
- 3. Flight Structure.** Each flight will consist of a Flight Commander, Flight Chief, 2-3 Element Leaders, Supervisors, and Four Degrees. Depending on mission requirements and unit size, an Assistant Flight Commander may be added at cadet Sq/CC discretion.
- 4. Flight Command Schematic and Rating Chain.**



CSXX/Alpha (or Bravo, Charlie, Delta) Flight CC, C/Capt

FLIGHT COMMANDER

1. Duty Summary. Oversees the management and well-being of the flight and personnel. Works with the Flight Chief (and Asst. Flight Comm.) to accomplish delegated tasks from A-Staff and squadron leadership by utilizing flight elements. Responsible for overseeing the growth and well-being of personnel in the flight by tracking accomplishments, probations, challenges, etc. of their personnel. Advocating for the personnel within the flight during squadron leadership meetings. Reports to CSXX/CC. Mentored by PP Sq/CC.

2. Responsibilities:

- 2.1. Knows, adheres to and enforces all standards IAW AFCWI 36-3501.
- 2.2. Develops subordinates' ability to train, mentor, counsel and evaluate cadets through Leadership Growth Model.
- 2.3. Executes cadet Sq/CC and PP Sq/CC plans, programs and policies.
- 2.4. Accountable for flight at all times for all unit events and activities.
- 2.5. Maintains good order and discipline and uniformity of discipline for all subordinates by setting clear and attainable expectations for personal appearance, rooms, behavior and mission accomplishment.
- 2.6. Conducts and documents formal, face-to-face initial, mid-term, and final feedback to subordinates and ensures they do the same for their subordinates.
- 2.7. Recommends MPAs to cadet Sq/CC at the end of the semester.
- 2.8. Monitors military, academic and athletic performance and morale of all flight members. Evaluates and addresses problems affecting individual and team performance along with correcting substandard performance.
- 2.9. Performs all tasks delegated by the A-Staff and reports completion to respective A-Staff Division Chief.

CSXX/Alpha (or Bravo, Charlie, Delta) Flight, C/1Lt

ASSISTANT FLIGHT COMMANDER

1. Duty Summary. Assists and fills in for Flight Commander in his/her absence. Reports to the Flight Commander. Optional cadet role based on manning availability, needs of the squadron, and cadet Sq/CC discretion. Reports to and mentored by Flight Commander.

2. Responsibilities:

- 2.1. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance.
- 2.2. Mentors flight members.
- 2.3. Assist Flight Commander in his/her responsibilities.

CSXX/Alpha (or Bravo, Charlie, Delta) Flight, C/MSgt

FLIGHT CHIEF

1. Duty Summary. Assists Flight Commander in the management and well-being of the flight and personnel. Assists Flight Commander with tasks from A-Staff or squadron leadership and delegates within the flight. Reports to and mentored by Flight Commander.

2. Responsibilities:

- 2.1. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance.
- 2.2. Mentors flight members.
- 2.3. Advocates and advises the Flight Commander on personnel and morale within the flight.
- 2.4. Assist Flight Commander in his/her responsibilities.

CSXX/Alpha (or Bravo, Charlie, Delta) Flight, C/TSgt

ELEMENT LEADER

1. Duty Summary. Assists Flight Commander and Flight Chief in executing the duties and responsibilities delegated to the flight along with supporting day-to-day squadron activities. Responsible for knowing and managing his/her element along with advising the Flight Commander and Flight Chief on personnel within the element. Reports to and mentored by Flight Commander.

2. Responsibilities:

- 2.1. Maintains good order and discipline in the element by establishing proper disciplinary environment and a high standard of performance.
- 2.2. Advocates and advises the Flight Commander and/or Flight Chief on personnel and morale within the element.
- 2.3. Mentors personnel within the element.

CSXX/Alpha (or Bravo, Charlie, Delta) Flight, C/SSgt

SUPERVISOR

1. Duty Summary. Works in their designated element in the completion of delegated duties and responsibilities. Primary responsibility is the mentorship and development of his/her fourth-class cadet. Reports to Element Leader. The performance of their respective fourth-class cadet is their responsibility and reflects upon their supervision abilities. Supervisors are responsible for establishing clear expectations and taking appropriate disciplinary actions to ensure a high standard of performance with their assigned subordinate(s). Reports to and mentored by Element Leader.

2. Responsibilities:

- 2.1. Provides an example of a disciplined and a high performing cadet for his/her fourth-class cadet.
- 2.2. Frequently meets with and mentors his/her fourth-class cadet.
- 2.3. Advocates for his/her fourth-class cadet to the Element Leader and Flight Commander.
- 2.4. Serves as a subject matter expert in fourth-class cadet policy, guidance and training.
- 2.5. Responsible for developing feedback and accountability skillsets as a front-line supervisor.

CSXX/Alpha (or Bravo, Charlie, Delta) Flight, C/Amn

FOURTH-CLASS CADET

1. Duty Summary. Follows the example and training of the first-class, second-class, and third-class cadets in the squadron. Responsible for developing the foundational character traits and knowledge required to be an officer. Learns and adheres to the regulations set out in AFI 36-3501 Cadet Standards and Duties. Reports to and mentored by Cadet Supervisor.

2. Responsibilities:

- 2.1. Learns and embodies the standards of military officer conduct and professionalism in accordance with Contrails, USAFAI 36-3501, Cadet Standards and Duties, and other supplemental knowledge.
- 2.2. Learns and adheres to dress, appearance, dormitory standards, organizational structure, class roles and responsibilities IAW USAFAI 36-3501, Cadet Standards and Duties.
- 2.3. Understands and adheres to ROEs set out by the Commandant of Cadets.
- 2.4. Learns and embodies core principles of The Profession of Arms, the Air Force Core Values: Integrity First, Service Before Self and Excellence In All We Do; and the Space Force Core Values: Character, Connection, Commitment, and Courage as a foundation for leading as an officer.

CHAPTER 3

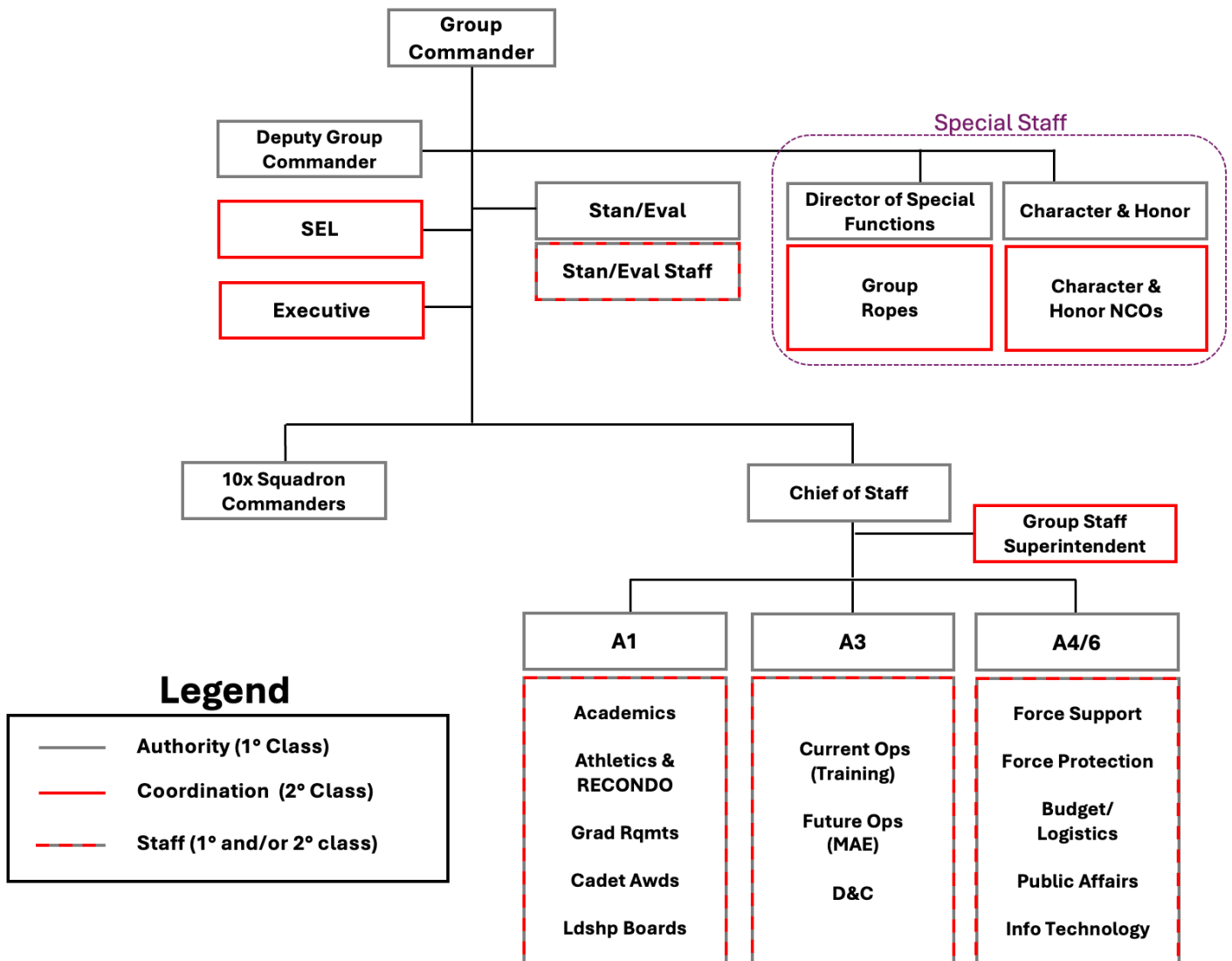
Cadet Group Staff

3.1. General. This section outlines the Cadet Group Staff infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all inclusive. Group Staff will report to the Permanent Party Group Commander through the Cadet Group Commander or Cadet Deputy Group Commander for issues related to command and control of the cadet group.

3.2. AD/TAC/OPCON. Group Staff members are TAC/OPCON to their Directorate Lead and in turn the Permanent Party Group Commander. All members are ADCON to their respective squadron and their PP Sq/CC.

3.3. Stratification & Feedback. The Group Staff MPA average is 88%. Group Staff members will conduct feedback with the cadet specified in the Group Staff rating chain and be stratified by the Cadet Group Command Staff.

3.4 Group Staff Command Structure and Rating Chain



CGXX/CC, C/Col

CADET GROUP COMMANDER

1. Duty Summary. Implements wing plans, programs, and policies ISO Commandant and Cadet Wing Commander's intent. Establishes group goals, processes, and objectives for mission success. Supervises cadet group activities and enforces discipline and conduct. Responsible to Permanent Party Group Commander (PPGC) for all cadet duty functions; Advises PPGC and Wing Commander on state of the group. Reports to AFCW/CC. Mentored by Permanent Party Group Commander.

2. Responsibilities:

- 2.1. Executes the mission, leads people, manages resources, and improves the unit IAW AFI 1-2.
- 2.2. Provides cadet group vision and goals IAW USAFA mission. Enforces discipline and conduct of the cadet group.
- 2.3. Supervises and retains knowledge of all cadet group activities.
- 2.4. Holds staff meetings and commander's calls to keep group updated.
- 2.5. Ensures effective communication up and down cadet/PP chain of command.
- 2.6. Supervises ten cadet Sq/CCs. Mentors, counsels, directs and leads cadet Sq/CCs to execute the USAFA mission and adhere to AF and USAFA policies and procedures.
- 2.7. Supervises cadet Group Staff. Mentors, counsels, directs, and leads cadet Group Staff to execute the USAFA mission and adhere to AF and USAFA policies and procedures.
- 2.8. Executes group-wide projects. Advises PPGC and AFCW/CC on state of the group.
- 2.9. Chairs Group CC Review Board (GRB) as approved by PPGC. Coordinates attendance with Squadron/Group Staff. Provides recommendation to PPGC.
- 2.10. Upholds AF and SF Core Values and models as a leader of character.
- 2.11. Informed as to the situational awareness of the climate, culture, and well-being of the group. Utilizes the specialized knowledge of the Group Ropes and Group DSF to meet on a routine schedule.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Subject matter expert on the following documents:
 - 3.1.1. AFI 1-2, *Commander's Responsibility*
 - 3.1.2. AFCWI 36-3501, *Cadet Standards and Duties*
 - 3.1.3. USAFAI 36-3536, *Allocation of Cadet Time*
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar and CC Training.
- 3.4. Experience. Adequate leadership experience prior to applying.

CGXX/CD, C/Lt Col

CADET DEPUTY GROUP COMMANDER

1. Duty Summary. Executes Group Commander's functions in his/her absence. Serves as principal advisor to the Cadet Group Commander. Responsible for all operational functions in the group. Serves as Group Inspector General and complaints monitor. Reports to Cadet Group Commander. Mentored by Cadet Group Commander and Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Principle advisor to the Cadet Group Commander. Works closely with Cadet Group CC and other members of Group Top 7 to properly advise the Cadet Group Commander.
- 2.2. Acts as a group point of contact for AFCW issues.
- 2.3. Handles staff issues within the Group Staff.
- 2.4. As the IG, recommends corrective action to those cadet Sq/CCs whose squadrons fail to comply with standards.
- 2.5. Schedules and manages Group Duty Officers (GDO) for the Group Staff hallway.

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of AFCWI 51-201, *Administration of Cadet Discipline* and Group Chain of Command Structure.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar and CC Training.
- 3.4. Experience. Command team or group staff experience preferred. Proficient in developing interpersonal relationships.

CGXX/COS, C/Lt Col

GROUP CHIEF OF STAFF

1. Duty Summary. Responsible for overseeing operations and program management within Group A-Staff. Monitors administration of group's cadet discipline system. Reports to Group Commander. Mentored by Group Commander and Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Authorizes and administers demerit/tour/confinement work. Monitors system for compliance.
- 2.2. Executes Cadet Group Commander plans, programs, and policies through A-Staff coordination.
- 2.3. Administers demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*.
- 2.4. Advises CGXX/CC and PPGC on status of discipline and monitoring system.
- 2.5. Instructs A-Staff on how to implement remedial training/corrective actions based on Stan/Eval trends and FalconNet analysis data to improve squadron's mission performance.
- 2.6. Knows and adheres to all AFCW regulations/policies and sets the example.
- 2.7. Supervises and retains knowledge of all squadron activities.
- 2.8. Maintains good order and discipline by establishing and enforcing squadron disciplinary environment and uniformity of discipline.
- 2.9. Delegates and directs duties/tasks with accountability at all levels, specifically through the squadron A-Staff.
- 2.11. Audits accountability and passes weekly and monthly; reports findings to Group Commander.
- 2.12. Enforces compliance with standards IAW USAFA policies and directives. Take corrective action when necessary.

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of AFCWI 51- 201, Administration of Cadet Discipline and knowledge of USAFAIs, AFCWIs, and AFIs.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar and CC Training.
- 3.4. Experience. Group staff experience preferred. Adequate leadership experience prior to applying.

CGXX/CCC, C/CMSgt

GROUP SENIOR ENLISTED LEADER

1. Duty Summary. Ensures group is in coordination with wing direction and maintains adherence to standards within C2Cs in group. Primary advisor to Group Commander on status of lower three classes activities and ensures accountability standards are maintained. Reports to Group Commander. Mentored by Permanent Party Group Senior Enlisted Leader.

2. Responsibilities:

- 2.1. Advises CG/CC on specifics within each ME.
- 2.2. Advises Wing Command Chief (AFCW/CCC) on status of Group and executes Wing mission and vision at NCOIC level.
- 2.3. Reports trends and issues to CG/CC and AFCW/CCC.
- 2.4. Ascertains from First Sergeants health and wellness of cadet group regarding discipline, compliance, training, development, welfare and morale.
- 2.5. Monitors accountability within squadrons of the group and ensures accurate reporting.
- 2.6. Properly executes and administers Group and Squadron CCQ Programs.
- 2.7. Maintains understanding of status of group to relay information as needed when top 3 firsties are not available.
- 2.8 Assists CoS with reporting status of the demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*.

3. Duty Qualifications:

- 3.1. Knowledge. Understands how to write MFRs and write disciplinary documents.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Transition week Senior Enlisted Leader training.
- 3.4. Experience. Organizational supervision skills, CQ process understanding.

CGXX/CCE, C/MSgt

GROUP EXECUTIVE

1. Duty Summary. Administrative assistant to their respective CG/CC. Reports to Cadet Group Commander. Mentored by Permanent Party Group Commander and Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Reserves and coordinates meeting locations.
- 2.2. Manages group taskers; compiles/disseminates to wing/staff/units.
- 2.3. Advises Group commander of any issues among staff and units.
- 2.4. Coordinates group-wide events with Division Chiefs.
- 2.5. Takes and disseminates squadron and group meeting notes for Group Commander.

3. Duty Qualifications:

- 3.1. Knowledge. Familiar with the following publications:
 - 3.1.1. AFCWI 36-3501, *Cadet Standards and Duties*
 - 3.1.2. USAFAI 36-3536, *Allocation of Cadet Time*
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. May be required to receive training on Office 365 platform and tools.
- 3.4. Experience. Microsoft programs proficiency preferred, including Forms, Outlook, and Excel.

CGXX/CGV, C/Maj

GROUP STANDARDIZATION & EVALUATION OFFICER

1. Duty Summary. Executes Stan/Eval Program, under the guidance of Group Permanent Party Commander, Group Commander, Wing Stan/Eval, PP Sq/CCs, and USAFA/CV. Conducts inspections, both formal and informal, within the group. During critical manning periods (i.e., SAMIs and other inspection events), they may request additional graders from A-Staff upon coordination with Group Chief of Staff. Reports to Group CC. Mentored by USAFA/CWVV.

2. Responsibilities:

- 2.1. Knows, adheres to, and enforces Cadet Standards IAW AFCWI-36-3501, Cadet Standards and Duties.
- 2.2. Educates the group on standards and policies and assesses compliance.
- 2.3. Monitors group inspector training program. Provides status updates to USAFA/CWVV, through Wing Stan/Eval, as well as feedback to squadron evaluators.
- 2.4. Coordinates inspections with wing stan/eval and USAFA/CWVV.
- 2.5. Monitors AMI, SAMI and PAI training for all squadrons in assigned group. Evaluates squadron inspection teams to ensure compliance with expectations for each graded event. Provides status updates to USAFA/CWVV, through wing stan/eval, as well as feedback to squadron evaluators.
- 2.6. Provides Group and Squadron CC's feedback on unit performance for inspections, training and military knowledge testing.
- 2.7. Inputs accurate AMI, SAMI, and PAI scores into FalconNet SE. Assists Squadron Stan/Eval Staff with inputting accurate scores when technical difficulties occur.
- 2.8. Compiles group and squadron trends and analyses reports for AMIs and SAMIs. Provides reports and recommendations to address deficiencies to the Group CC.
- 2.9. Helps Wing Stan/Eval develop and administer knowledge testing for all four classes. Collects results and provides feedback to squadrons.
- 2.10. Educates squadron officers on SAV standards in accordance with wing grading rubric.
- 2.11. Performs other duties as required by Group Commander, Wing Stan/Eval Officer, or USAFA/CWVV.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on all CS&D and AFI standards, to include room standards, dress & appearance, and customs & courtesies.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Trained by Wing Stan/Eval at the beginning of the semester.
- 3.5. Experience. Has a basic understanding of how to use excel. Overall willing and able to promptly help squadrons with any stan/eval issues or questions as they arise.

CGXX/CGV, C/MSgt

GROUP STANDARDIZATION & EVALUATION NCOIC (2x)

1. Duty Summary. Assists Stan/Eval officer in Stan/Eval Program execution. Conducts group/squadron inspections, both formal and informal. Each Group will have two NCOICs. Reports to and mentored by Group Stan/Eval Officer.

2. Responsibilities:

- 2.1. Helps educate group on standards and policies while assessing compliance.
- 2.2. Supplies forms to squadron stan/eval officers for inspections.
- 2.3. Assists group stan/eval officer with enforcing proper/efficient grading.
- 2.4. Evaluates squadrons for compliance with expectations outlined in AMIs, SAMIs, PAIs, ORIs, NMF and trash compactors. Helps identify noncompliant or low-performing squadrons.
- 2.5. Helps provide squadron feedback utilizing formal reports, briefings or written reports for commanders and/or USAFA/CWVV. Maintains on file for at least one year and references for future inspections.
- 2.6. Assists officer in administration, distribution and compilation of scores of knowledge testing for all four classes.

3. Duty Qualifications:

- 3.1. Knowledge. Knows, adheres to and enforces Cadet Standards.
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Receives training by Wing Stan/Eval at the beginning of the semester.
- 3.4. Experience. Previous experience in squadron stan/eval highly desired.

CGXX/SS, C/SMgt

GROUP STAFF SUPERINTENDENT

1. Duty Summary. Serves as the direct line from Air Staff to the Group Commander in the absence of the Group Chief of Staff. Will serve as the primary advisor to the Group Chief of Staff and conduct duties assigned by the Chief of Staff. Will oversee the day-to-day operations along with the Chief of Staff, focusing on Air Staff Officers and their staff. Professional Qualities, military performance, enforcement of standards, and leadership will be measured against the other second-class cadets within group leadership. Reports to and mentored by Group Chief of Staff.

2. Responsibilities:

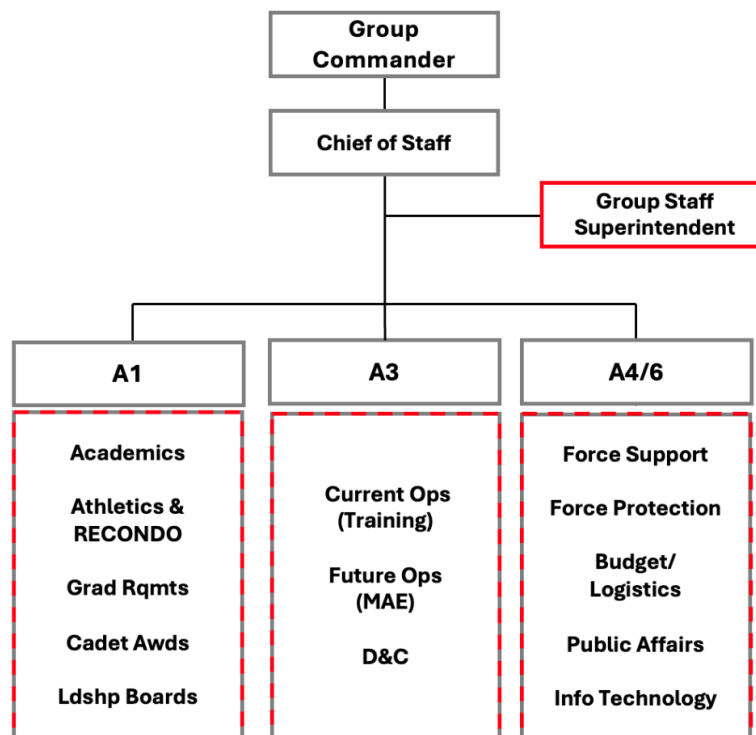
- 2.1. Advises the Group Chief of Staff on Group day-to-day operations.
- 2.2. Executes all tasks assigned by the Group Chief of Staff to conduct good order and discipline within the Group.
- 2.3. Fills in for Group Chief of Staff when they are absent.
- 2.5. Ensures effective communication channels between the Air Staff, squadrons, and other relevant parties within the group.
- 2.6. Regularly assesses the performance of second-class cadets and staff officers, providing feedback and recommendations for improvements.
- 2.7. Participates in strategic planning for the group, helping to set goals and objectives that align with the overall mission and vision.

GROUP A-STAFF

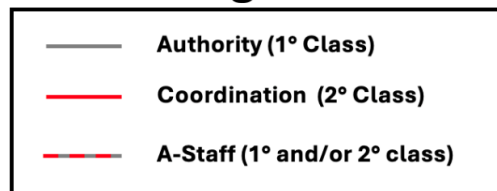
A-Staff Summary Much like the Squadron-Level A-Staff, the Group-Level A-Staff is a specialized administrative unit created to enhance the operational efficiency and flexibility of the cadet group. Functioning as the central hub of the unit, the Group A-Staff focuses on all administrative planning and coordination to align with the Commander's Intent. The Group A-Staff communicates with its respective programs at the squadron levels, although the ultimate command authority over their policies rests with the Cadet Group Commander. It can delegate tasks to squadrons when aligned with the Commander's Intent. The Group A-Staff includes first-class cadets overseeing the segments A1, A3, and A4/6, known as Division Chiefs. Each first-class position is supported by additional designated first and second-class cadets who manage specific tasks, programs, and responsibilities, ensuring a well-rounded approach to meeting the needs of the group.

Staffing Capacity The total number of cadets to be in A-Staff (excluding division chiefs) cannot exceed 15 Cadets (recommended allocation of 5 C1Cs and 10 C2Cs). Waiver authority for deviation will be the Permanent Party Group Commander.

A-Staff Command Schematic and Rating Chain.



Legend



CGXX/A1, C/Maj

GROUP A1 DIVISION CHIEF

1. Duty Summary. The A1 division within the group is responsible for managing all personnel-related services, ensuring cadet well-being, academic success, athletic fitness, and leadership development. These duties are integral to the mission of the Air Force Academy, preparing cadets for future roles as leaders and officers in the United States Air Force and the United States Space Force. Responsible for administering feedback for its subordinates. Reports to the Group Chief of Staff. Mentored by Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Oversees A1 Programs, Responsibilities, and Staff (see Appendix A1).
- 2.2. Ensures A1 programs are sufficiently executed within the intent of the Gp/CC.
- 2.3. Facilitates chain of communication between Squadron/Wing A1.
- 2.4. Reports staff accountability to Group Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A1 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A1 programs for semester leadership exchange.

CGXX/A1S, C/Capt or C/MSgt

GROUP A1 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A1 Staff is responsible for performing or coordinating tasks assigned by the A1. They will manage programs in conjunction with Group Staff. The total number of cadets in Group A1 Staff is at the discretion of the Cadet Group Commander. Reports to and mentored by CGXX/A1.

2. Responsibilities:

- 2.1. Oversees A1 Programs and Responsibilities (see Appendix A1).
- 2.2. Manages programs as delegated by the A1.
- 2.3. Manages appropriate paperwork related to A1 taskers.
- 2.4. Provides organizational support for missions within the unit.

CGXX/A3, C/Maj

GROUP A3 DIVISION CHIEF

1. Duty Summary. The A3 division within the group is tasked with overseeing all aspects of operations training, encompassing both current and future operational preparedness, and drill and ceremonies. This role is pivotal in ensuring that cadets are not only ready for immediate tasks but are also prepared for future challenges within the Air Force. Reports to the CGXX/COS. Mentored by Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Oversees A3 Programs, Responsibilities, and Staff (see Appendix A3).
- 2.2. Ensures A3 programs are sufficiently executed within the intent of the Gp/CC.
- 2.3. Facilitates chain of communication between Squadron/Wing A3.
- 2.4. Reports staff accountability to Group Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A3 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A3 programs for semester leadership exchange.

CGXX/A3S, C/Capt or C/MSgt

GROUP A3 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A3 Staff is responsible for performing or coordinating tasks assigned by the A3. They will manage programs in conjunction with Group Staff. The total number of cadets in Group A3 Staff is at the discretion of the Cadet Group Commander. Reports to and mentored by CGXX/A3.

2. Responsibilities:

- 2.1. Oversees A3 Programs and Responsibilities (see Appendix A3).
- 2.2. Manages programs as delegated by the A3.
- 2.3. Manages appropriate paperwork related to A3 taskers.
- 2.4. Provides organizational support for missions within the unit.

CGXX/A4/6, C/Maj

GROUP A4/6 DIVISION CHIEF

1. Duty Summary. At the group level, A4/6 manages logistics and support services tailored to the group's immediate needs. This role involves coordinating the allocation of resources, managing day-to-day supply needs, and supporting group activities. Reports to Group Chief of Staff. Mentored by Permanent Party Deputy Group Commander.

2. Responsibilities:

- 2.1. Oversees A4/6 Programs, Responsibilities, and Staff (see Appendix A4/6).
- 2.2. Ensures A4/6 programs are sufficiently executed within the intent of the Gp/CC.
- 2.3. Manages chain of communication between Group/Wing A4/6.
- 2.4. Reports staff accountability to Group Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A4/6 Programs.
- 2.6. Coordinates across staff functions.
- 2.7. Ensures that all members of staff maintain good standing within the Cadet Wing.
- 2.8. Ensures continuity within all A4/6 programs for semester leadership exchange.
- 2.9. Oversees the Facility Management Program.

CGXX/A46S, C/Capt or C/MSgt

GROUP A4/6 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A4/6 Staff are responsible for performing or coordinating tasks and programs assigned by the A4/6. They will manage programs in conjunction with Group Staff. The total number of cadets in Group A4/6 Staff is at the discretion of the Cadet Group Commander. Reports to and mentored by CGXX/A4/6.

2. Responsibilities:

- 2.1. Oversees A4/6 Programs and Responsibilities (see Appendix A4/6).
- 2.2. Manages programs as delegated by the A4/6.
- 2.3. Manages appropriate paperwork related to A4/6 taskers.
- 2.4. Provides organizational support for missions within the unit.
- 2.5. Performs functions of Facility Manager.

CHAPTER 4

Cadet Wing Staff

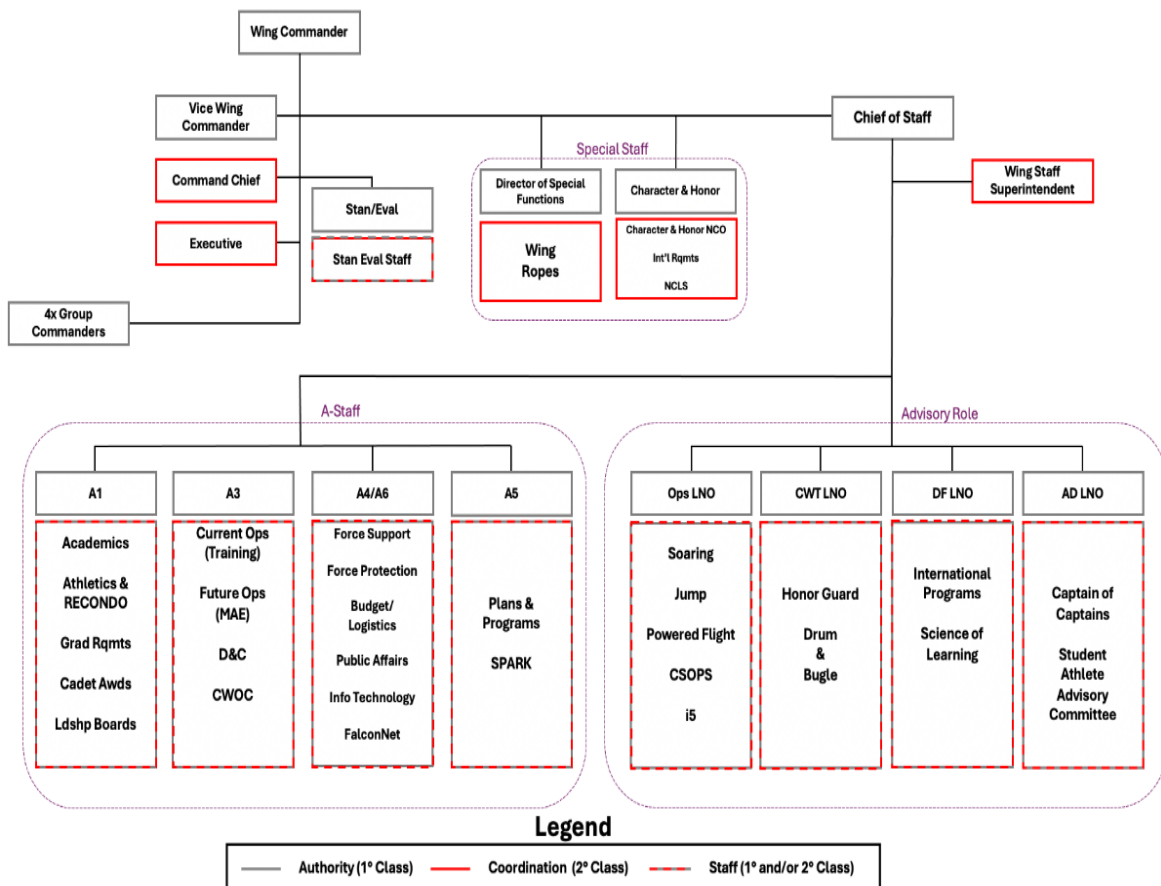
4.1. General. This section outlines the Cadet Wing Staff infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all inclusive. Wing Staff will report to the Commandant of Cadets through the Cadet Wing Commander or Cadet Vice Wing Commander for issues related to command and control of the cadet wing.

4.2. Classification. The Cadet Wing Staff consists of staff positions whose mission, purpose, or value- added to the Cadet Wing achieves an end-state of the Air Force Academy mission, vision, or purpose. The Cadet Wing Commander is the OPR for determining the classification of positions assigned to the Cadet Wing Staff.

4.3. AD/TAC/OPCON. Wing Staff members living in the Wing Staff hallway are ADCON to their Cadet Squadrons and TAC/OPCON to their Directorate Lead and in turn the USAFA/CWDO. Wing Staff members living in squadron are ADCON to their respective cadet Sq/CC and TAC/OPCON to their Directorate Lead and in turn the USAFA/CWDO. Wing Teal/White Ropes, D&I Officer, and PEER will coordinate with the AFCW/CC as to the culture and climate of the wing.

4.4. Stratification & Feedback. The Wing Staff MPA average is 91%. Wing Staff members will conduct feedback with the cadet specified in the Wing Staff rating chain and be stratified by the Cadet Wing Command Staff.

4.5 Wing Staff Command Structure and Rating Chain



AFCW/CC, C/Col

CADET WING COMMANDER

1. Duty Summary. Develops and implements plans, programs, and policies in direct support of Commandant's goals and objectives. Leads and supervises cadet wing activities. Reports to USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWV.

2. Responsibilities:

- 2.1. Executes the mission, leads people, manages resources, and improves the unit IAW AFI 1-2.
- 2.2. Advises USAFA/CW on any matter related to the Cadet Wing.
- 2.3. Provides cadet wing vision and goals IAW USAFA mission.
- 2.4. Enforces AF and USAFA policies and procedures
- 2.5. Enforces discipline and conduct of the Cadet Wing.
- 2.6. Improves morale and welfare among cadets/permanent party. Recommends improvements through USAFA/CW to Dean of Faculty (DF), Director of Athletics (AD), USAFA/CW Staff, and base elements.
- 2.7. Responsible to USAFA/CW for all duty positions executed by cadets.
- 2.8. Supervises cadet group commanders and works with PPGC as needed.
- 2.9. Ensures subordinates execute the mission and train, mentor, counsel and evaluate cadets through Leader of Character Framework (LoCF).
- 2.10. Supervises and retains knowledge of all cadet wing activities.
- 2.11. Upholds AF and SF Core Values and models as a leader of character.
- 2.12. Commander of troops (COT) during AFCW formations and football games.
- 2.13. Conducts AFCW staff meetings and commander's calls.
- 2.14. Coordinates with CWC for AFCW/CH appointment.
- 2.15. Voting member on USAFA Cadet Pay Group per USAFAI 65-101.
- 2.16. Honor Review Committee Executive Panel (HRCEP) representative and voting member.
 - 2.16.1. Appoints two Cadet Group Commanders to the HRCEP for a term length of one semester.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Subject matter expert on the following documents:
 - 3.1.1. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. AFI 1-2, Commander's Responsibility
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar & CC Training.
- 3.4. Experience. Adequate leadership experience prior to applying.

AFCW/CV, C/Col

CADET VICE WING COMMANDER

1. Duty Summary. Principle advisor to the Cadet Wing Commander. Assumes roles, responsibilities, and cadet authority in absence of the Cadet Wing Commander. Reports to AFCW/CC and USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWV.

2. Responsibilities:

- 2.1. As AFCW IG, solicits and hears cadet and Permanent Party complaints and refers to appropriate cadet staff or base agency through USAFA/CWV for corrective action. Recommends corrective action to Cadet Group Commanders and cadet Sq/CCs whose units fail to comply with standards.
- 2.2. Supervises Group Deputy Commanders' IG functions.
- 2.3. Ensures professional execution of the Cadet Development System.
- 2.4. Executes wing-wide projects and events.
- 2.5. Executes Squadron of the Month program.
- 2.6. Provides Stan/Eval feedback to subordinates for corrective action.
- 2.7. Coordinates with CWC for AFCW/CH appointment.
- 2.8. Commander of Troops (COT) during AFCW formations and football games in the absence of the Wing Commander.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Subject matter expert on the following documents:
 - 3.1.1. AFI 1-2, Commander's Responsibility
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.4. CWOI 36-2018, Organization, Responsibility, and Policy
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar & CC Training.
- 3.4. Experience. Adequate leadership experience prior to applying.

AFCW/COS, C/Col

CADET WING CHIEF OF STAFF

1. Duty Summary. Responsible for the Cadet Wing's daily operations and readiness through the Wing A-Staff. Monitors administration of the Cadet Discipline System. Remains in good military, academic, and athletic standing. Reports to AFCW/CC and USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWDO.

2. Responsibilities:

- 2.1. Authorizes and administers demerit/tour/confinement/work detail IAW AFCWI 51-201, Administration of Cadet Discipline. Monitors system for compliance.
- 2.2. Generates master list of monitors: tours, confinements, Hap's CQ, Senior/Junior Officer of the Day, Senior/Junior Duty Officer. Manages and oversees cadet scheduling and monitoring execution.
- 2.3. Advises wing commander on status of discipline and monitoring systems.
- 2.4. Manages AFCW Senior Officer of the Day (SOD) Program.
- 2.5. Oversees distribution of the daily Routine Order to the Cadet Wing.
- 2.6. As AFCW/COS, manages wing staff and related disciplinary issues, organizes Wing Staff meetings, and manages Continuity of Operations (COOP) processes.

3. Duty Qualifications:

- 3.1. Knowledge. Working knowledge of functional duties within the cadet wing, including the administration of tours, confinements, Hap's CQ, and SOD/SDO/JOD/JDO. Subject matter expert on the following publications:
 - 3.1.1. AFCWI 36-3501, Cadet Standards and Duties
- 3.2. Education. Understanding of chain of command structure, various events/duties of mission elements in directorate. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar.
- 3.4. Experience. Working knowledge of FalconNet, SharePoint, etc. preferred, not required.

AFCW/CCC, C/CMSgt

WING COMMAND CHIEF

1. Duty Summary. Ranking second-class cadet. Key advocate and advisor to the Cadet Wing Commander on training and equipping the cadet non-commissioned officer force. Ensures the commander's directions and policies are carried out with dedication to the mission. Responsible for the professional development of the cadet enlisted force, working in concert with Group Senior Enlisted Leaders and First Sergeants to oversee the readiness, training, health, morale, welfare, quality of life, and force development of the lower three classes. Oversees the execution of third-class specific responsibilities including the fourth-class mentorship programs. Reports to AFCW/CC. Mentored by USAFA/CCC.

2. Responsibilities:

- 2.1. Provides general supervision of the lower three classes: the cadet enlisted force.
- 2.2. Regularly visits the cadet enlisted force to better assess the culture and climate of the wing.
- 2.3. Understands AF doctrine and core leadership competencies and communicates these to the force.
- 2.4. Meets regularly with, mentors, and assists in the development of Group Senior Enlisted Leaders and serves as the base-level functional area manager for Group Senior Enlisted Leaders.
- 2.5. Ascertains from First Sergeants the health and wellness of the Cadet Wing regarding discipline, compliance, training, development, welfare, and morale. Attends First Sergeant council meetings.
- 2.6. Oversees and monitors all ceremonies and major formations. Ensures cadet contingents support ceremonies and special formations.
- 2.7. Advises AFCW/CC on quality-of-life issues and concerns, training, and discipline of the cadet enlisted force.
- 2.8. Represents AFCW/CC at various meetings.
- 2.9. Monitors the command's status of discipline and advises AFCW/CC on matters of compliance with AF standards and disciplinary actions.
- 2.10. Works in concert with subordinate commanders to accomplish the command's mission.
- 2.11. Works housing plan for staff members residing in the Wing Staff hallway.
- 2.12. Captures minutes for own and CG/CCC meetings.
- 2.13. Coordinates own appointments and commitments. Monitors calendar and agenda along with the CW master schedule.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Familiar with AFI 36-2113, The First Sergeant. Subject matter expert on the following documents:
 - 3.1.1. AFI 1-2, Commander's Responsibility
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.4. AFH 33-337, Air Force Tongue and Quill
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes job-specific training with Group and Squadron Senior Enlisted Leaders each semester.
- 3.4. Experience. Above average use of Excel and Microsoft Teams; previous formal or informal leadership in club or squadron preferred.

AFCW/CCE, C/SMSgt

WING EXECUTIVE

1. Duty Summary. Administrative assistant to the Cadet Wing Commander. Reports to and mentored by AFCW/CC.

2. Responsibilities:

- 2.1. Submit Weekly WARs to USAFA/CWDO.
- 2.2. Advises vice wing commander on any issues among staff and units.
- 2.3. Liaisons with USAFA/CWTS and Cadet Scheduling Office for escorts. Oversees escorting duties and fills required quotas for mandatory events.
- 2.4. Disseminates pertinent information via authorized wing wide emails.
- 2.5. Completes taskers assigned by Cadet Wing Top 3.

3. Duty Qualifications:

- 3.1. Knowledge. Fluent knowledge on
 - 3.1.1. AFCWI 36-3501 Cadet Standards and Duties
 - 3.1.2. USAFAI 36-3536 Allocation of Cadet Time
 - 3.1.3. AFH 33-337, Air Force Tongue and Quill
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. No additional training required.
- 3.4. Experience. Understand the role of an advisor. Experience with drafting MFRs, official emails, and eSSS. Proficiency with use of Microsoft Teams, Outlook, and Applications preferred.

AFCW/CWV, C/Lt Col

WING STANDARDIZATION & EVALUATION OFFICER

1. Duty Summary. Administers Wing Stan/Eval program. Updates Stan/Eval policies for currency/applicability. Provides reports to AFCW/CV on Cadet Wing evaluations. Provides feedback to the Cadet Wing Commander and Cadet Group Commanders on unit performance. Develops policy, training, and guidance to improve performance. During critical manning periods (i.e., SAMIs and other inspection events), they may request additional graders from A-Staff upon coordination with Wing Chief of Staff. Reports to AFCW/CC. Mentored by USAFA/CWVV.

2. Responsibilities:

- 2.1. Educates the Cadet Wing on standards and assesses performance.
- 2.2. Generates evaluation tools, training, and processes to provide group and squadron feedback.
- 2.3. Coordinates with USAFA/CWVV on AF and USAFA policies. Coordinates with the Cadet Wing Commander on the development of Outstanding Squadron System performance incentives IAW USAFAI 36-2809, USAF Academy Cadet Awards Program.
- 2.4. Schedules wing-wide and no-notice spot inspections on behalf of Cadet Wing Commander.
- 2.5. Coordinates with A3 Division Chief on evaluation and assessment requirements of wing training objectives; designs and oversees execution of said evaluations and assessments. Ensures assessment evaluators are properly trained.
- 2.6. Evaluates group and squadron inspection teams to ensure compliance with expectations as outlined in AMIs, SAMIs, PAIs, ORIs, NMF, common areas, and trash compactors.
- 2.7. Publicizes stan/eval, trends, and analysis information throughout the cadet wing and provides recommendations to address deficiencies.
- 2.8. Reviews/updates self-inspection guides and checklists each semester.
- 2.9. Builds, distributes, and secures K-Tests. Coordinates with A3 Division Chief on knowledge test development. Develops procedures for grading tests and reports results to USAFA/CWVV.
- 2.10. Maintains & secures updated stan/eval master question files (MQF) for C4C knowledge tests and cadet standards. Coordinates with Wing Current Operations Program on the development of C4C knowledge pro-books and scheduling of MQF evaluations.
- 2.11. Meets bi-weekly with CWVV to review OSS data and any other issues.

3. Duty Qualifications:

- 3.1. Knowledge. An extensive knowledge of the following publications:
 - 3.1.1. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.2. DAFI 36-2903, Dress and Personal Appearance of US Air Force and US Space Force Personnel
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes CWVV training during transition week each semester and prior to summer for summer program evaluators.
- 3.4. Experience. Squadron or Group Stan/Eval experience preferred.

AFCW/CWV, C/SMSGt,

WING STANDARDIZATION & EVALUATION NCOIC (2x)

1. Duty Summary. Advises Stan/Eval Officer on any revisions of Air Force instructions and assists in revising Cadet Wing Instructions and policy accordingly. Assists in dissemination policy and data trends to improve wing, group, and squadron performance. Provides feedback on unit performance and ensures corrective action. Wing will have two NCOICs in this role. Reports to AFCW/CVV. Mentored by USAFA/CWVV.

2. Responsibilities:

- 2.1. Advises Wing Stan/Eval Officer on issues pertaining to Cadet Wing standards.
- 2.2. Assists in updating Stan/Eval Program procedures and policy. Coordinate revisions with USAFA/CWVV.
- 2.3. Solicits feedback from groups/squadrons and implements improvements.
- 2.4. Sets standards for graded areas and develops/updates inspection guides.
- 2.5. Helps prepare written or oral feedback to groups/squadrons.
- 2.6. Helps develop, administer, secure, and grade knowledge tests.
- 2.7. Assists in evaluations and assessments development.
- 2.8. Helps set standards/criteria for AMI, SAMI, and PAI grading.
- 2.9. Ensures cadet evaluator standardization for grading events.
- 2.10. Ensures compliance with this instruction.
- 2.11. Ensures units input AMI, SAMI, PAI, and K-Test data timely and accurately.
- 2.12. Accomplished CWVV Training during transition week each semester and prior to summer for summer program evaluators.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of AFCWI 36-3501, Cadet Standards and Duties, and working knowledge of Contrails.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. AMI, SAMI, and PAI evaluation training
- 3.4. Experience. Adequate understanding of military standards.

AFCW/SS, C/SMgt

WING STAFF SUPERINTENDENT

1. Duty Summary: Acts as the primary conduit from Wing Command to the Cadet Wing Commander in the absence of the Wing Chief of Staff. Serves as the chief advisor to the Wing Chief of Staff and executes responsibilities delegated by the Chief of Staff. Manages daily operations at the Wing level, focusing on the integration and performance of all Wing A-Staff Officers and their divisions. Professional qualities, military performance, adherence to standards, and leadership acumen are evaluated in comparison to other first-class cadets within the Wing leadership. Reports directly to AFCW/COS. Receives guidance and mentoring from the Wing Chief of Staff.

2. Responsibilities:

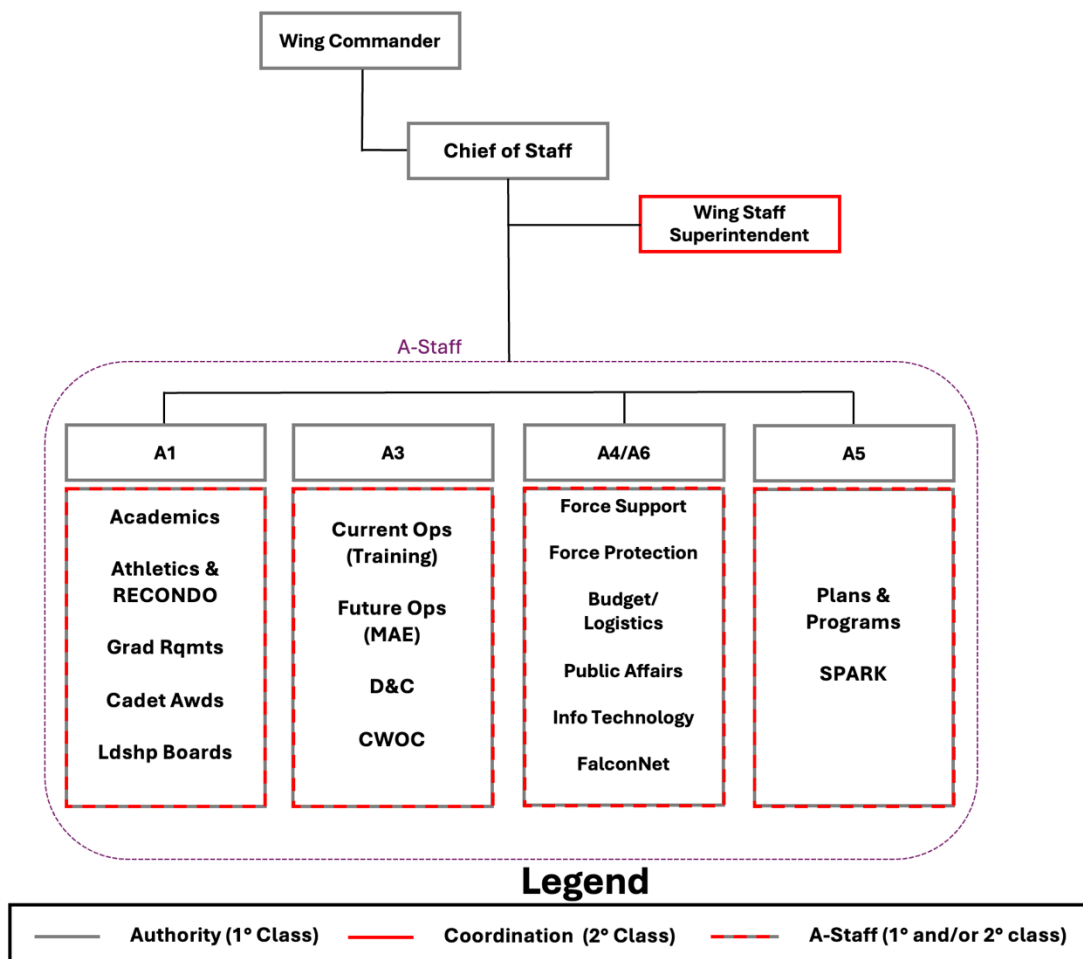
- 2.1. Provides counsel on the Cadet Wing's daily operations and strategic direction.
- 2.2. Implements directives from the Wing Chief of Staff to maintain order and discipline across all squadrons and groups within the Wing.
- 2.3. Assumes the role of Wing Chief of Staff during their absence, ensuring continuity of leadership and command.
- 2.4. Ensures robust and effective communication strategies are in place between the Wing Staff, subordinate groups, and external agencies to facilitate efficient operations.
- 2.5. Continuously evaluates the performance of first-class cadets and Wing staff, offering constructive feedback and identifying areas for development to uphold high standards.
- 2.6. Engages in strategic planning activities for the Wing, aiding in the development and achievement of goals that support the overarching mission and objectives of the Cadet Wing.
- 2.7. Oversees the distribution and utilization of Wing resources, ensuring optimal support for operational requirements.
- 2.8. Acts swiftly in crisis situations, applying critical thinking and problem-solving skills to resolve conflicts and maintain operational integrity.
- 2.9. Represents the Cadet Wing in high-level meetings, presenting updates and advocating for Wing needs with senior leadership and external partners.

WING A-STAFF

A-Staff Summary Much like the Squadron-Level and Group-Level A-Staff, the Wing A-Staff is a specialized administrative unit designed to enhance the operational efficiency and flexibility of the cadet wing. Operating as the brainpower of the unit, A-Staff primarily concerns all administrative planning and coordination to meet the Commander's Intent. Wing A-Staff communicates with its respective programs at the group levels, but command authority of their policies rests on the Cadet Wing Commander. It may assign taskers to groups when in line with the Commander's Intent. A-Staff comprises four first-class cadets overseeing the segments A1, A3, A4/6, and A5, referred to as Division Chiefs. Each first-class position is supported by additional delegated first and second-class cadets responsible for specific tasks, programs, and responsibilities, ensuring a comprehensive approach to wing needs.

Staffing Capacity The total number of cadets to be in A-Staff is up to the discretion of the Cadet Wing Staff. Directed positions are: RECONDO, CWOC, FalconNet, and SPARK. Those will not count towards these total numbers for A-staff.

A-Staff Command Schematic and Rating Chain.



AFCW/A1, C/Lt Col

WING A1 DIVISION CHIEF

1. Duty Summary. The A1 section within the group is responsible for managing all personnel-related services, ensuring cadet well-being, academic success, athletic fitness, and leadership development. These duties are integral to the mission of the Air Force Academy, preparing cadets for future roles as leaders and officers in the United States Air Force and the United States Space Force. Responsible for administering feedback to its subordinates. The A1 reports to and mentored by the AFCW/COS.

2. Responsibilities

- 2.1. Oversees A1 Programs, Responsibilities, and Staff (see Appendix A1).
- 2.2. Ensures A1 programs are sufficiently executed within the intent of the AFCW/CC.
- 2.3. Manages chain of communication between Squadron/Group A1.
- 2.4. Reports staff accountability to Wing Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A1 Programs.
- 2.6. Represents the A1 programs, requests resources, and briefs Wing Chief of Staff on A1 related programs.
- 2.7. Ensures all staff members maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A1 programs for semester leadership exchange.

AFCW/A1S, C/Maj or C/SMSGt

WING A1 STAFF

1. Duty Summary. The role can be filled by either C1C and/or C2C Cadets. The A1 Staff is responsible for performing or coordinating tasks assigned by the A1 Division Chief. They will assist in creating programs to be executed by the cadet wing. The total number of cadets in Wing A1 Staff is at the discretion of the Cadet Wing Commander. Reports to and mentored by AFCW/A1.

2. Responsibilities

- 2.1. Oversees A1 Programs and Responsibilities (see Appendix A1).
- 2.2. Manages programs as delegated by the A1.
- 2.3. Manages appropriate paperwork related to A1 taskers.
- 2.4. Provides organizational support for missions within the unit.

AFCW/A3, C/Lt Col

WING A3 DIVISION CHIEF

1. Duty Summary. The A3 section within the cadet wing is tasked with overseeing all aspects of operations, encompassing Current Operations (Training) and Future Operations (Major Assessment Events), Drill and Ceremonies. This role is pivotal in ensuring that cadets are ready not only for immediate tasks but also for future challenges within the Air Force. Responsible for administering feedback to its subordinates. The A3 Division Chief reports to and mentored by AFCW/COS.

2. Responsibilities

- 2.1. Oversees A3 Programs, Responsibilities, and Staff (see Appendix A3).
- 2.2. Ensures A3 programs are sufficiently executed within the intent of the AFCW/CC.
- 2.3. Manages chain of communication between Squadron/Group A3.
- 2.4. Reports staff accountability to Wing Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A3 Programs.
- 2.6. Represents the A3 programs, requests resources, and briefs Wing Chief of Staff on A3 related programs.
- 2.7. Ensures that all staff members maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A3 programs for semester leadership exchange.

AFCW/A3S, C/Maj or C/SMSgt

WING A3 STAFF

1. Duty Summary. The role can be filled by either C1C and/or C2C Cadets. The A3 Staff is responsible for performing or coordinating tasks assigned by the A3 Division Chief. They will assist in creating programs to be executed by the cadet wing. The total number of cadets in Wing A3 Staff is at the discretion of the Cadet Wing Commander. Reports and mentored by AFCW/A3.

2. Responsibilities

- 2.1. Oversees A3 Programs and Responsibilities (see Appendix A3).
- 2.2. Manages programs as delegated by the A3.
- 2.3. Manages appropriate paperwork related to A3 taskers.
- 2.4. Provides organizational support for missions within the unit.

AFCW/A4/6, C/Lt Col

WING A4/6 DIVISION CHIEF

1. Duty Summary. At the wing level, A4/6 manages logistics and support services tailored to the wing's immediate needs. This role involves coordinating the allocation of resources, managing day-to-day supply needs, and supporting wing activities. Responsible for administering feedback to its subordinates. The A4/6 Division Chief reports to and mentored by AFCW/COS.

2. Responsibilities

- 2.1. Oversees A4/6 Programs, Responsibilities, and Staff (see Appendix A4/6).
- 2.2. Ensures A4/6 programs are sufficiently executed within the intent of the AFCW/CC.
- 2.3. Manages chain of communication between Group/Wing A4/6.
- 2.4. Reports staff accountability to Wing Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A4/6 Programs.
- 2.6. Represents the A4/6 programs, requests resources, and briefs Wing Chief of Staff on A4/6 related programs.
- 2.7. Ensures that all staff members maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A4/6 programs for semester leadership exchange.

AFCW/A46S, C/Maj or C/SMSgt

WING A4/6 STAFF

1. Duty Summary. Role can be filled by either C1C or C2C Cadets. The A4/6 staff are responsible for performing or coordinating tasks and programs assigned by the A4/6. They will manage programs in conjunction with Wing Staff. The total number of cadets in Wing A4/6 Staff is at the discretion of the Cadet Wing Commander. Reports to and mentored by AFCW/A4/6.

2. Responsibilities

- 2.1. Oversees A4/6 Programs and Responsibilities (see Appendix A4/6).
- 2.2. Manages programs as delegated by the A4/6.
- 2.3. Manages appropriate paperwork related to A4/6 taskers.
- 2.4. Provides organizational support for missions within the unit.

AFCW/A5, C/Lt Col

WING A5 DIVISION CHIEF

1. Duty Summary. The Wing A5 Division Chief represents and oversees programs within A5. This role involves identifying intended end states, devising ways to achieve them, anticipating obstacles, and allocating wing resources. Responsible for administering feedback to its subordinates. The A5 Division Chief reports to and mentored by AFCW/COS.

2. Responsibilities

- 2.1. Oversees A5 Programs, Responsibilities, and Staff (see Appendix A5).
- 2.2. Ensures A5 programs are sufficiently executed within the intent of the AFCW/CC.
- 2.3. Manages chain of communication between Group/Wing A5.
- 2.4. Reports staff accountability to Wing Chief of Staff at mandatory events.
- 2.5. Develops tasking and reporting mechanisms for A5 Programs.
- 2.6. Represents the A5 programs, requests resources, and briefs Wing Chief of Staff on A5 related programs.
- 2.7. Ensures that all staff members maintain good standing within the cadet wing.
- 2.8. Ensures continuity within all A5 programs for semester leadership exchange.

AFCW/A5S, C/Maj or C/SMSGt

WING A5 STAFF

1. Duty Summary. The role can be filled by either C1C and/or C2C Cadets. The A5 Staff is responsible for performing or coordinating tasks assigned by the A5 Division Chief. They will assist in creating programs to be executed by the cadet wing. The total number of cadets in Wing A5 Staff is at the discretion of the Cadet Wing Commander. Reports to and mentored by AFCW/A5.

2. Responsibilities

- 2.1. Oversees A5 Programs and Responsibilities (see Appendix A5).
- 2.2. Manages programs as delegated by the A5.
- 2.3. Manages appropriate paperwork related to A5 taskers.
- 2.4. Provides organizational support for missions within the unit.

CHAPTER 5

Special Functions

SQUADRON SPECIAL FUNCTIONS

5.1. General: This section outlines the Cadet Squadron Special Staff infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all-inclusive.

5.2. Classification: The Cadet Squadron Special Staff consists of staff positions whose mission, purpose, or value-added to the Cadet Squadron is a means to achieving the end-state of the Air Force Academy mission, vision, or purpose.

5.3. TAC/OPCON: Squadron Special Functions Staff are TAC/OPCON to their cadet Sq/CCs.

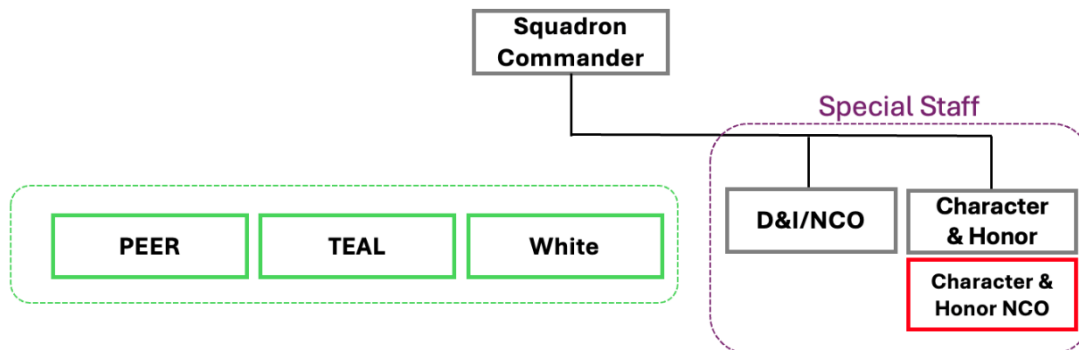
5.4. Stratification & Feedback: The D&I and Character and Honor officers will provide feedback to their subordinates. Special Functions Staff are stratified within Squadron Staff.

5.5. Special Functions Staff Aegis: Criteria specified in this paragraph exist to ensure the value of Special Functions Staff to the Cadet Squadron is reasonably considered.

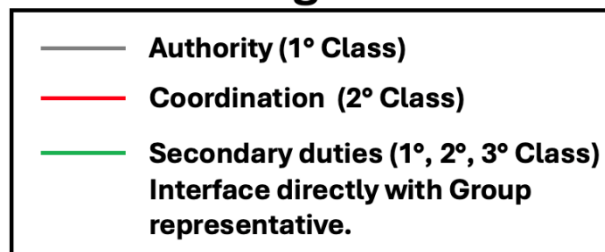
5.5.1. Special Functions positions are classified as primary duties. D&I and Character and Honor positions are considered primary duties, while PEER, TEAL, and White ropes are considered secondary duties. Therefore, stratification actions pertain only to D&I and Character and Honor at the Squadron level.

5.5.2. Special Function officers must submit a performance appraisal of their NCOs.

5.6 Squadron Special Staff Command Structure



Legend



CSXX/DCH, C/Maj

SQUADRON DIRECTOR OF CHARACTER AND HONOR

1. Duty Summary. Primary advisor on character and honor matters within the squadron. Implements, via Honor Review Committee (HRC), procedures for USAFA honor code system. Responsible to Group Character Officer and Group and Wing Honor staff for administration and education. Administers squadron honor system and monitors climate. Reports to CSXX/CC. Mentored by CGXX/HO, CWXH, HQ Directorate of Character and Leadership Development (USAFA/LD), and PP Sq/CC.

2. Responsibilities:

- 2.1. Specific tasks outlined in AF Cadet Wing Honor Code Reference Handbook.
- 2.2. Establishes and maintains personal integrity; responsible for honor administration and health.
- 2.3. Ensures practical and proper administration of the Honor Code System
- 2.4. Attends honor meetings required by CWXH.
- 2.5. Advertises for NCLS, Cadet Respect Focus Sessions, Senior Leader Hot Topic Forums, and other USAFA/LD initiatives.
- 2.6. Facilitates character forums/seminars. Works with squadron leadership to inspire and encourage squadron culture of dignity and respect.
- 2.7. Receives USAFA/CWC specialized training during third period summer, if possible.
- 2.8. Serves in the position for two semesters.

CSXX/DCH NCO, C/MSgt

SQUADRON CHARACTER AND HONOR NCO

1. Duty Summary. Assists in the administration of squadron honor system and climate. Reports to CS/DCH. Mentored by USAFA/CWXH, USAFA/LD, and Squadron AMT.

2. Responsibilities:

- 2.1. Specific tasks outlined in AF Cadet Wing Honor Code Handbook
- 2.2. Ensures practical and proper administration of the Honor Code System.
- 2.3. Attends honor meetings required by CWXH.
- 2.5. Advertises for NCLS, Cadet Respect Focus Sessions, Senior Leader Hot Topic Forums and other USAFA/LD initiatives.
- 2.6. Facilitates character forums/seminars. Inspires and encourages squadron culture of dignity and respect.
- 2.7. Receives USAFA/CWC specialized training during third period summer, if possible.

SQUADRON DIVERSITY AND INCLUSION OFFICER/NCO

1. Duty Summary. Reports directly to the cadet Sq/CC and principal advisor to the Cadet Group D&I Officer or NCO. Semester-long position and primary duty. Can be held by a second or third-class cadet only in the event that there are no willing and suitable first-class cadets. At least one D&I staff member per squadron is required, but additional staff members may be selected based on manning and squadron needs. All staff members must volunteer for the position. Squadron focal point for cultural events, squadron partnerships, necessary conversation forums, and all other D&I-related activities. Remains a cadet in good standing. Reports to CGXX/DI. Mentors include Cadet Group D&I and PP Sq/CC.

2. Responsibilities:

- 2.1. Acts as an advocate for the fair and equitable treatment of all cadets while at USAFA. Reports issues/trends to Group Officer or NCO and Wing D&I staff for tracking purposes.
- 2.2. Executes squadron training in accordance with Wing D&I training plan.
- 2.3. Advertises events, presentations and showcases organized by D&I team in conjunction with other mission elements.
- 2.4. Advises cadet squadron leadership to encourage a squadron culture of inclusivity, dignity, and respect.
- 2.5. Should participate (as much as feasible/practical/appropriate) in cadet squadron stratification committees and processes, leadership position selection processes, and other assessment activities to ensure processes established are being followed.
- 2.6. Knows and adheres to all AFCW regulations/policies and sets a positive example.
- 2.7. USAFA/EO advocate. Advises on reporting mechanisms and links cadets with appropriate agencies to address D&I concerns.
- 2.8. Attends squadron training events to ensure the practice of dignity, equity, and inclusion during training.
- 2.9. Records all D&I-related encounters within the squadron in a centralized log provided by Wing D&I staff.

3. Duty Qualifications:

- 3.1. It is important to fill the positions with one Firstie and one 2-Degree. If only one cadet volunteers, it is acceptable to only have one D&I rope in that squadron. If more than two cadets are interested in being D&I ropes, the additional cadets may be D&I ropes, as an additional duty. 3-Degrees may fill D&I rope positions as the second or subsequent D&I rope for the squadron. However, for 3-Degrees holding a D&I rope position it is an additional duty so that they can be focused on performing their responsibilities as a supervisor to prepare themselves to be team and unit leaders.

Additional duty. No rank assigned.

SQUADRON TEAL ROPE

1. Duty Summary. Cadet Wing (CW) Sexual Assault Prevention and Response (SAPR) Teal Ropes (TRs) serve as community liaisons and allies for survivors of sexual trauma, dedicated to addressing negative and harmful behaviors that may encourage or enable sexual harassment and violence (SH&V) to occur or survivors to be ostracized. TRs will strive to eliminate sexual assault by fostering a culture of dignity and mutual respect among CW members and provide environments free of SH&V. TRs are not D-SAACP credentialed Victim Advocates. Reports to group TR and/or SAPR Staff when conducting TR duties & responsibilities. This position is in addition to a squadron-assigned role. Mentored by SAPR/Group TR.

2. Responsibilities.

- 2.1. TRs will be available to peers for SAPR-related questions and information and will serve as a liaison to the SAPR office for the provision of services, establishment and continuity of care.
- 2.2. TRs will be encouraged to generate opportunities to address their peers and Permanent Party (PP) CW members on the topics of sexual assault prevention and response.
- 2.3. Assist the Group Teal rope in measuring climate and culture with XF.
- 2.4. Attend monthly joint-rope pulse checks with squadron leadership to include PP Sq/CC, cadet Sq/CC, etc. about progress, squadron culture/climate, and important initiatives taking place.
- 2.5. TRs will have direct, unimpeded access to the USAFA SAPR Sexual Assault Response Coordinators (SARCs), Sexual Assault Prevention and Response Victim Advocate (SAPR VA), CW First Sergeant, and TR Program Liaison (if other than CW First Sergeant), as needed. They will be supervised by the SAPR staff.
- 2.6. TRs will maintain monthly tracking of completed training using the SAPR Training Form, individual contacts regarding sexual assault prevention and response and community activities (planning, attendance and facilitation).
- 2.7. TRs will always (both on-duty and off), serve as an example of good ethics and morals, in words and actions, and will behave to maintain a positive perception of, and trust and confidence in, the SAPR TR Program.
- 2.8. TRs will attend monthly training sessions, as determined by SAPR staff and the SAPR TR Program Liaison.
- 2.9. TRs will select one of four Teal Rope Initiatives (TRI) to be involved in, to include Policy, Events, Training, or Communications.

3. Duty Qualifications.

- 3.1. Knowledge. Maintain fluent knowledge of USAFAI-6001 TR Program. Maintain fluent knowledge of SAPR program information, reporting regulations, other helping agencies, TR duty responsibilities, and the continuum of harm.
- 3.2. TRs must attend monthly internal trainings, to include trainings from OSI agents, Behavioral Science specialists, and additional experts in their respective fields.
- 3.3. Education. Remain in good military, academic, and athletic standing. Must notify Wing TR/Group TR/SAPR when on probation of any kind.

Additional duty. No rank assigned.

SQUADRON WHITE ROPE REPRESENTATIVE

1. Duty Summary. Serves as the primary liaison between the White Rope Leadership Program (WRLP) and respective Group WR Officer, and the Cadet Wing Chapel Team (HCX). Principle advisor to respective Group WR Officer on morale, resiliency and spiritual health of the respective squadron. Reports to Group WR Officer. Mentored by HQ USAFA/HCX.

2. Responsibilities:

- 2.1. Develop and maintain familiarity with all WR policies, members and operations.
- 2.2. Leverage WR Council to foster ideas for new WR initiatives, trainings, goals, etc.
- 2.3. Attend monthly trainings.
- 2.4. Encourage the squadron to participate in community outreach.
- 2.5. Notify squadrons of various religious services on base.
- 2.6. Work closely with other ropes to run joint-rope events in their respective groups.
- 2.7. Assist the Group WR Officer in measuring climate and culture with XF.
- 2.8. Advertise WRLP activities and events to respective squadron.
- 2.9. Recruit for the WRLP and promote expansion.
- 2.10. Track and report volunteer hours for respective squadron.
- 2.11. Uphold AF and SF Core Values and model as a leader of character.

3. Duty Qualifications:

- 3.1. Knowledge. Strong understanding of all WR policies, members, and operations.
- 3.2. Education. Remains in good academic, military, and athletic standing.
- 3.3. Training. Requires 1 monthly training and initial Suicide Prevention and Religious Respect training.
- 3.4. Experience. No prior experience required. However, a basic understanding of world religions is encouraged.
- 3.5. Two semester position.

Additional duty. No rank assigned.

SQUADRON PEER

1. Duty Summary. Provides education, outreach, listening and referral services to cadets who are facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations and sexual assault. Primary liaison to cadet Sq/CC for culture and climate and to cadets for helping agencies referral. Two-semester, additional duty position open to volunteers from the first-class, second-class, and third-classes. Each squadron must have at least one PEER. Reports to XCH/PEER and PP Sq/CC. Mentored by XF/PEER, XCH/PEER, PEER program manager, and Group PEER.

2. Responsibilities:

- 2.1. Attend PEER Training and ALL monthly meetings.
- 2.2. Make appointment with PP Sq/CC, AMT, cadet Sq/CC and First Sergeant within 10 days of completing initial PEER training. Brief them on PEER roles and squadron contribution opportunities.
- 2.3. Document ANY contact with a cadet.
- 2.4. Commit to helping cadets but not at the detriment of self.
- 2.5. Assist Group PEERs in measuring climate and culture with XF.
- 2.6. Provide monthly updates to the squadrons about current initiatives.
- 2.7. Advertise joint rope events.
- 2.8. Assist and support the following programs: Alcohol Awareness, Human Relations Issues, Suicide Prevention Month, Eating Disorders Month, Red Ribbon Campaign, PPC- sponsored events and Academy Response Team events.
- 2.9. Receive training from NASPA PEER Educator Program, PPC Program Manager and respective consultants for CWP, CWPH and CWPS.

GROUP SPECIAL STAFF

5.1. General: This section outlines the Cadet Group Special Functions infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all-inclusive.

5.2. Classification: The Cadet Group Special Staff consists of positions whose mission, purpose, or value-added to the Cadet Group is a means to achieving the end-state of the Air Force Academy mission, vision, or purpose.

5.3. AD/TAC/OPCON: Special Functions Staff are ADCON to their Cadet Squadron. DIRLAUTH is authorized amongst the functional specialty (e.g., Group Lead Teal Rope and HQ USAFA/SAPR or Group Lead PEER and CWP).

5.4. Stratification & Feedback: The Group Director of Special Functions will provide feedback to the ropes (Teal, PEER, White) and D&I, while the Group Director of Character and Honor will provide feedback to all its subordinates. Special Functions are stratified amongst their squadron, except the Honor and Character branch.

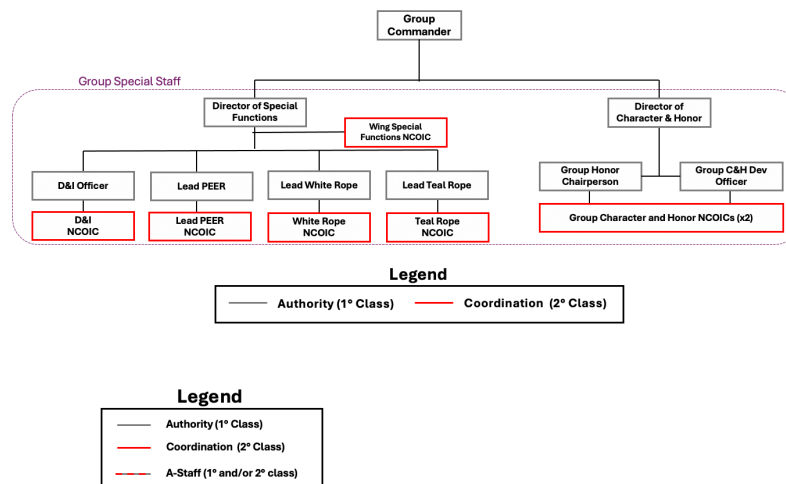
5.6. Special Functions Staff Agencies: Criteria specified in this paragraph exist to ensure the value of Special Functions Staff to the Cadet Group is reasonably considered within the Cadet Group. Deviations to this paragraph require written approval from the Cadet Group Director of Special Functions.

5.6.1. All special functions positions at the group level are classified as primary duties. Cadets holding these positions may not be required to hold an additional duty but may choose to do so.

5.6.2. Special Functions Staff are required to submit performance bullets to the CG/CC.

5.6.3. Special Function mission element leads are required to submit a performance appraisal of each of their staff members to their respective CG/CCs. Performance appraisals will be reviewed and endorsed by the Cadet Group Director of Special Functions. The Cadet Group Director of Special Functions will submit performance appraisals for Special Function mission element leads.

5.7 Group Special Staff Command Structure



GROUP DIRECTOR OF CHARACTER AND HONOR

1. Duty Summary. Ensures streamlined group message and integration of both character and honor. Plans and executes character and honor development events including group/squadron character/honor focus sessions. Inspires and encourages cadets to understand and live by AF and SF Core Values with involvement in both voluntary and mandatory character and honor seminars. Reports to AFCW/CHD. Mentored by Senior Honor Program Mentor, USAFA/LD, and CWP.

2. Responsibilities:

- 2.1. Collects squadron RFSs on topics including gender, race, religion, work-life balance, etc. Works with USAFA/LD to train cadet facilitators.
- 2.2. Helps train Squadron Director of Character and Honor on their roles and responsibilities regarding CAP.
- 2.3. Manages training and development of Group and Squadron Director of Character and Honor.
- 2.4. Inspires and encourages cadets to understand and live by AF and SF Core Values.
- 2.5. Selects CGXX/CHD NCOIC.
- 2.6. Attends USAFA/CH weekly staff meetings when schedule permits.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code, handbook, honor process, and honor remediation process. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS OPORD
 - 3.1.3. AFCWI 36-3501, Cadet Standard and Duties
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes training with permanent party honor staff. Accomplishes training and development with NCLS Program Director.
- 3.4. Experience. Served on/with NCLS and/or a function within the Wing Honor program.

CGXX/HC, C/Lt Col

GROUP HONOR CHAIRPERSON

1. Duty Summary. Responsible for Wing Honor for honor system administration. Develops, recommends, and implements, via the Honor Review Committee (HRC), policies and procedures for the administration of the USAFA honor code system. Administers group honor system and climate. Ensures squadron honor representatives are standardized and conform to Honor Code Reference Handbook (HCRH) guidelines. Reports to AFCW/HO. Mentored by USAFA/CWXH.

2. Responsibilities:

- 2.1. Specific tasks IAW Cadet Wing Honor Code Reference Handbook.
- 2.2. Establishes and maintains personal integrity; responsible for honor administration and health.
- 2.3. Ensures practical and proper administration of the Honor Code System.
- 2.4. Cadet Honor Executive Committee (EXCO) member.
- 2.5. Attends or sends appointee(s) to honor meetings required by CWXH.

3. Duty Qualifications:

- 3.1. Knowledge. SME on the Cadet Wing Honor Code Reference Handbook.
- 3.2. Education. Remains a cadet in good standing academically, militarily, and athletically.
- 3.3. Training. Specialized training by USAFA/CWXH staff.
- 3.4. Experience. Must have previously served as the Group Honor NCOIC.
- 3.5. Other. The second year of a 2-year position, two-semester job.

CGXX/HON, C/SMSgt

GROUP CHARACTER AND HONOR NCOIC (2x)

1. Duty Summary. Tracks investigation progress and provides updates to the Group and Wing Honor. Assists Group Honor in implementing special honor-related programs in group and assumes position of Group Honor Chairperson the following year. Reports to Group Honor Chairperson. Mentored by USAFA/CWXH.

2. Responsibilities:

- 2.1. Specific tasks IAW Cadet Wing Honor Code Reference Handbook.
- 2.2. Establishes and maintains personal integrity; responsible for honor administration and health.
- 2.3. Ensures practical and proper administration of the Honor Code System.
- 2.4. Cadet Honor Executive Committee (EXCO) member.
- 2.5. Attends or sends appointee to honor meetings required by CWXH.

3. Duty Qualifications:

- 3.1. Knowledge. SME on the Cadet Wing Honor Code Reference Handbook.
- 3.2. Education. Remains a cadet in good standing academically, militarily, and athletically.
- 3.3. Training. Specialized training by USAFA/CWC staff.
- 3.4. Other. Two-semester position, followed by assuming Group Honor Chairperson position in firstie year

CGXX/XF, C/Lt Col

GROUP DIRECTOR OF SPECIAL FUNCTIONS

1. Duty Summary. Delegated oversight for the operations of group special functions. Reports to the Cadet Group Commander. Mentored by USAFA/CW, USAFA/CWV.

2. Responsibilities:

- 2.1. Submits performance appraisals to the cadet Sq/CCs for XF group leads.
- 2.2. Reviews and endorses performance appraisals of all XF staff members.
- 2.3. Provides weekly reports to the Cadet Wing Director of Special Functions, briefing on the status of the special functions operations within the group.
- 2.4. Attends tri-semesterly all-calls within her/his staff and reviews/reconciles the current operations of the attending elements. More detailed mission element gatherings may be called on an as-needed basis.
- 2.5. Attend cadet leadership meetings to share insight on Climate and Culture.
- 2.6. Work closely with Group-level ropes to assess climate and culture.
- 2.7. Push to mandate monthly briefs to squads on progress and current initiatives.

3. Duty Qualifications:

- 3.1. Knowledge. Proficient knowledge of operations and needs of the respective special functions listed in Section 6 of this publication.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar.
- 3.4. Experience. Prior experience in any of the special functions is preferred.

CGXX/XF, C/SMSgt

GROUP SPECIAL FUNCTIONS NCOIC

1. Duty Summary: Assists the Group Director of Special Functions in overseeing the operations of group special functions. Directly reports to the Group Director of Special Functions and indirectly to the Cadet Group Commander. Reports to CGXX/XF. Receives mentorship from USAFA/CW and USAFA/CWV.

2. Responsibilities:

- 2.1. Helps prepare and submit performance appraisals for XF group leads to the cadet Sq/CCs.
- 2.2. Assists in reviewing and endorsing performance appraisals of all XF staff members.
- 2.3. Aids in compiling and delivering weekly reports to the Cadet Wing Director of Special Functions, detailing the status of special functions operations within the group.
- 2.4. Participates in tri-semesterly all-calls and assists in reviewing and reconciling the operations of attending elements. Prepares for and assists in conducting detailed mission element gatherings as needed.

3. Duty Qualifications:

- 3.1. Knowledge: Demonstrates a thorough understanding of the operations and needs of the respective special functions as listed in Section 6 of the publication.
- 3.2. Education: Maintains good standing in military, academic, and athletic performance.
- 3.3. Training: Completes the Cadet Leadership Enrichment Seminar and other relevant NCO leadership training.
- 3.4. Experience: Experience in supporting roles within special functions is highly valued.

XCH/DEI, C/Maj

GROUP DIVERSITY AND INCLUSION OFFICER

1. Duty Summary. Principal D&I advisor. Semester-long position and primary duty. Develops and organizes events to foster an inclusive environment in their group. Coordinates with Group Force Support Program and Group Plans and Programs for wing-wide presentations and showcases. Ensures events align with D&I semester curriculum and strategic calendar. Provides accessible D&I resources to Cadet Squadron D&I staff. Assists Cadet Wing D&I Development Officer in managing group and squadron D&I AY Training OPOD requirement execution. Professional qualities, military performance, leadership and character will be measured against Cadet Group staff PEERs. Coordinates through the Cadet Group Director of Special Functions and to Cadet Wing D&I staff. Informs the Cadet Group Commander (along with the Ropes) as to the state of culture and climate within the group. Reports administratively to the cadet Sq/CC. Remains a cadet in good standing. Mentors include Wing D&I staff and Group Commander.

2. Responsibilities:

- 2.1. Acts as a liaison between Squadron and Wing D&I staff: distributes information for upcoming events to Squadrons and relays trend items as an informal climate assessment to Wing.
- 2.2. Communicates with cadet Sq/CCs within respective group to ensure cadet Sq/CCs maximize hiring all volunteers to fill D&I positions.
- 2.3. Executes standardized respect and dignity forums supervised by USAFA/EO.
- 2.4. Regularly meets with Cadet Group Commander and Cadet Group Director of Special Functions to advise on AFCW climate and the status of the D&I program at the group level.
- 2.5. Coordinates with Group Commander to organize at least one Group morale event per semester in alignment with Group Commander's intent and D&I mission.
- 2.6. Should participate (as much as feasible/practical/appropriate) in Cadet Group stratification committees and processes, leadership position selection processes, and other assessment activities to ensure processes established are being followed.
- 2.7. Assist Group XF Director in measuring climate and culture.
- 2.8. Meet with Sq D&I Reps monthly.
- 2.9. Coordinate Joint rope events with the other rope programs.
- 2.10. Assist Group XF Director in measuring climate and culture.
- 2.11. Meet with Sq D&I Reps monthly.
- 2.12. Coordinate Joint rope events with the other rope programs.

3. Duty Qualifications:

- 3.1. Knowledge. Knowledge of the role of D&I in the Air Force and resources related to USAFA's D&I initiative.
- 3.2. Education. USAFA Diversity and Inclusion Minor is helpful but not required. Remains in good military, academic, and athletic standing.
- 3.3. Training. Mandatory D&I training provided by CCD, EO and CWP
- 3.4. Experience. Event coordinating. Managing groups or projects involving 10 or more people.
- 3.5. Other. Semester-long position and primary duty.

GROUP DIVERSITY AND INCLUSION NCOIC

1. Duty Summary. Works with the Cadet Group D&I Officer. Assists Group D&I Officer in executing D&I mission. Semester-long position and primary duty. Develops and organizes events to foster an inclusive environment in their Group. Coordinates with Group Force Support Program and Plans and Programs for wing- wide presentations and showcases. Ensures events align with D&I semester curriculum and strategic calendar. Provides accessible D&I resources to Cadet Squadron D&I staff. Assists Cadet Wing D&I Development Officer in managing group and squadron D&I AY Training OPOD requirement execution. Professional qualities, military performance, leadership and character will be measured against Group staff PEERs. Remains a cadet in good standing. Reports administratively to the cadet Sq/CC. Mentors include Cadet Wing D&I staff and Cadet Group Commander.

2. Responsibilities:

- 2.1. Monitors squadron training completion through Squadron D&I staff.
- 2.2. Supports Group D&I Officer in organizing at least one Group morale event per semester in alignment with Group Commander's intent and D&I mission.
- 2.3. Assists Cadet Group D&I Officer in communicating with the cadet Sq/CCs within respective groups to ensure cadet Sq/CCs maximize hiring all volunteers to fill D&I positions.
- 2.4. Creates monthly highlights from D&I events for USAFA website.
- 2.5. If the Cadet Group D&I Officer is unavailable, should participate (as much as feasible/practical/appropriate) in Cadet Group stratification committees and processes, leadership position selection processes, and other assessment activities to ensure processes established are being followed.

3. Duty Qualifications:

- 3.1. Knowledge. Knowledge of the role of D&I in the Air Force and resources related to USAFA's D&I initiative.
- 3.2. Education. USAFA Diversity and Inclusion Minor is helpful but not required. Remains in good military, academic, and athletic standing.
- 3.3. Training. Mandatory D&I training provided by CCD, EO and CWP
- 3.4. Experience. Event coordinating. Managing groups or projects involving 10 or more people.
- 3.5. Other. Semester-long position and primary duty.

CGXX/PEER, C/Maj

GROUP PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER) OFFICER

1. Duty Summary. Provides education material regarding professional ethics, outreach, listening and referral services to cadets facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations issues or sexual assault. Coordinates through the Cadet Group Director of Special Functions and to Cadet Wing PEER. PEER and Teal/White/Purple Rope Officers directly inform the cadet group commander as to the culture and climate within the group. Reports administratively to the cadet Sq/CC. Mentored by USAFA/CWP, USAFA/CWPS, USAFA/CWPH.

2. Responsibilities:

- 2.1. Meets monthly with squadron PEERs.
- 2.2. Ensures PEER attendance at appropriate events.
- 2.3. Reads, collects, and discusses activity logs weekly with PPC, Human Relations Training & Education (CWPH) office, and PEER Program Manager.
- 2.4. Develops collaborative relationship with group leadership and activities.
- 2.5. Meets with Wing PEER bi-monthly.
- 2.6. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1.
- 2.7. Plans, executes, and facilitates PEER assistance with approval from CWP, Group Commander, PEER program manager, SME, and appropriate PP Sq/CC.
- 2.8. Consults PP Sq/CCs, faculty, and staff for excusal permissions as needed.
- 2.9. Implements at least one outreach event each semester, utilizing necessary agencies to discuss programs such as Alcohol Awareness, Sexual Assault Awareness, Human Relations issues, Suicide Prevention, etc.
- 2.10. Nominates a PEER from the group to be selected as PEER of the month.
- 2.11. Facilitates communication from Wing PEERs to Squadron PEERs as needed.
- 2.12. Will advise CGXX/CC and CGXX/XF on the climate, culture, and well-being of the respective Cadet Group on a routine basis.
- 2.13. Coordinate joint-rope events with the other group-level ropes.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on helping agencies and mental health resources.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives specialized training and certification through CWP, in consultation with nationally-recognized peer education organizations.
- 3.4. Experience. Former experience as a PEER on the group and/or squadron level preferred.
- 3.5. Other. Two semester term. Note, PEERs should never be tasked as approving officials for spirit banners, bulletin board data, posters, etc. This is a function for permanent party and cadet wing leadership. PEERs should consult with CWPH prior to addressing any HR/MEO-related issues.

CGXX/PEER, C/MSgt

GROUP PEER NCOIC

1. Duty Summary. Provides education material regarding professional ethics, outreach, listening and referral services to cadets facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations issues or sexual assault. Reports to XCH/PEER. Mentored by USAFA/CWP, USAFA/CWPS, USAFA/CWPH.

2. Responsibilities:

- 2.1. Meets monthly with squadron PEERs.
- 2.2. Takes group accountability at Initial PEER Training and ALL monthly meetings. If a PEER misses three monthly meetings, mandates Group PEER meeting to ascertain problems, also notifies chain of command if required.
- 2.3. Takes minutes at each meeting and submits MFR detailing issues discussed to Group PEER and Wing PEERs.
- 2.4. Develops collaborative relationship with group leadership and activities.
- 2.5. Meets with Wing PEER bi-monthly.
- 2.6. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1.
- 2.7. Plans, executes, and facilitates PEER assistance with approval from CWP, Group Commander, PEER program manager, SME, and appropriate PP Sq/CC.
- 2.8. Consults PP Sq/CCs, faculty, and staff for excusal permissions as needed.
- 2.9. Implements at least one outreach event each semester, utilizing necessary agencies to discuss programs such as Alcohol Awareness, Sexual Assault Awareness, Human Relations issues, Suicide Prevention, etc.
- 2.10. Nominates a PEER from the group to be selected as PEER of the month.
- 2.11. Documents ANY contact with cadets and hold Squadron PEERs accountable for documenting their cadet contacts.
- 2.12. Executes duties delegated by XCH/PEER.
- 2.13. Helps and looks after the cadets on Group staff.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on helping agencies and mental health resources.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives specialized training and certification through CWP, in consultation with nationally-recognized peer education organizations. Moreover, receive training on crisis prevention.
- 3.4. Experience. Former experience as a PEER on the squadron level preferred.
- 3.5. Other. This position will be one semester long in length to maximum extent possible.

CGXX/CHT, C/Maj

GROUP TEAL ROPE OFFICER

1. Duty Summary. Directly responsible for all Teal Ropes assigned to respective cadet group. Works with Teal Rope and SAPR team to carry out the mission of the Teal Rope program, discuss interest items and trends, and help execute training and events. TRs are not D-SAACP credentialed Victim Advocates. Coordinates through the Cadet Group Director of Special Functions and to Cadet Wing Teal Rope and SAPR staff. PEER and Teal/White/Purple Rope Officers directly inform the cadet group commander as to the culture and climate within the group. Reports administratively to the cadet Sq/CC. Mentored by SAPR/Teal Rope Mentor and Manager.

2. Responsibilities:

- 2.1. Be a subject matter expert on SAPR issues by attending and helping lead mandatory monthly training with SAPR.
- 2.2. Keep a record of Group Teal Rope interactions.
- 2.3. Provide briefings to Group and Permanent Party when requested.
- 2.4. Lead and organize SAPR awareness events (Denim Day, etc.).
- 2.5. Ensure Group is accomplishing SAPR training requirements.
- 2.6. Coordinate with Group PEER and D&I for joint initiatives and projects.
- 2.7. Monitor the well-being of every Teal Rope assigned to their Group. Ensure they are mentally and emotionally fit to continue their Teal Rope duties, are actively involved in the program, and are accurately representing the Teal Rope program.
- 2.8. TRs will, at all times (both on-duty and off), serve as an example of good ethics and morals, in words and actions, and will conduct themselves in such a way as to maintain a positive perception of, and trust and confidence in, the CW SAPR TR Program.
- 2.9. Will advise CGXX/CC on the climate, culture, and well-being of the respective Cadet Group on a routine basis.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge of USAFAI-6001, Teal Rope Program. Maintain fluent knowledge of SAPR program information, reporting regulations, other helping agency, and Teal Rope duty responsibilities.
- 3.2. Education. Remain in good military, academic, and athletic standing.
- 3.3. Training. Must attend Fall semester annual Teal Rope training and all subsequent Teal Rope training.
- 3.4. Experience. Must have served at least one semester as a Teal Rope.
- 3.5. Other. Two-semester term.

CGXX/CHT, C/MSgt

GROUP TEAL ROPE NCOIC

1. Duty Summary. Responsible for Teal Ropes assigned to respective cadet group. Works with Teal Rope and SAPR team to carry out the mission of the Teal Rope program, discuss interest items and trends, and help execute training and events. TRs are not D-SAACP credentialed Victim Advocates. Reports to Group TR and/or SAPR staff when conducting TR duties & responsibilities. Mentored by SAPR/Teal Rope Mentor and Manager.

2. Responsibilities:

- 2.1. Be a subject matter expert on SAPR issues by attending and helping lead mandatory monthly training with SAPR.
- 2.2. Keep a record of Group Teal Rope interactions.
- 2.3. Manage training/attendance log for Group Teal Ropes.
- 2.4. Provide briefings to Group and Permanent Party when requested.
- 2.5. Lead and organize SAPR awareness events (Denim Day, etc.).
- 2.6. Ensure Group is accomplishing SAPR training requirements.
- 2.7. Coordinate with Group PEER and D&I for joint initiatives and projects.
- 2.8. Assist the Group Officer in any Teal Rope-related tasks.
- 2.9. TRs will, at all times (both on-duty and off), serve as an example of good ethics and morals, in words and actions, and will conduct themselves in such a way as to maintain a positive perception of, and trust and confidence in, the CW SAPR TR Program.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge of USAFAI-6001 Teal Rope Program. Maintain fluent knowledge of SAPR program information, reporting regulations, other helping agencies, and Teal Rope duty responsibilities.
- 3.2. Education. Remain in good military, academic, and athletic standing.
- 3.3. Training. Must attend Fall semester annual Teal Rope training and all subsequent Teal Rope training.
- 3.4. Experience. Must have served at least one semester as a Teal Rope.
- 3.5. Other. This position will be two semesters long.

CGXX/LWR, C/Maj

GROUP WHITE ROPE OFFICER

1. Duty Summary. Serves as the primary liaison between the group and the Wing Lead White Rope Principle advisor to the cadet group commander and PP equivalent on morale, resiliency and spiritual health of the group. Coordinates through the Cadet Group Director of Special Functions and to Cadet Wing White Rope. PEER and Teal/White/Purple Rope officers directly inform the cadet group commander as to the culture and climate within the group. Reports administratively to the cadet Sq/CC. Mentored by HQ USAFA/HCX.

2. Responsibilities:

- 2.1. Develop and maintain familiarity with all WRLP policies, members and operations.
- 2.2. Leverage WRLP Council to foster ideas for new group initiatives, trainings, goals, etc.
- 2.3. Oversee program recruitment initiatives.
- 2.4. Be trained on Chapel Tithes & Offerings (CTOF) Regulations/Processes.
- 2.5. Provide weekly updates to AFCW/LWR & HCX on group status.
- 2.6. Coordinate LWR on all CTOF and Gift Funds purchase requests.
- 2.7. Will advise CGXX/CC and CGXX/XF on the climate, culture, and well-being of the respective Cadet Group on a routine basis.
- 2.8. Meet with Squadron WRs monthly
- 2.9. Track the status of each squadron's community outreach efforts.
- 2.10. Relay religious services to CGXX/CC and Squadron WRs.

3. Duty Qualifications:

- 3.1. Knowledge. As directed by HQ USAFA/HCX. Strong understanding of all WR policies and members.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Requires training by HQ USAFA/HCX.
- 3.4. Experience. Previous experience as a Squadron White Rope is highly desired. A basic understanding of world religions is encouraged.
- 3.5. Other. Two-semester term.

CGXX/LWRN, C/MSgt

GROUP WHITE ROPE NCOIC

1. Duty Summary. Serves as the primary support for the Group White Rope Lead (GWR/LWR) in the administration and execution of the White Rope Leadership Program (WRLP) at the group level. Acts as a key advisor on the morale, resiliency, and spiritual health of the cadet group. Assists in supervising the WRLP team within the group and ensures compliance with all program standards. Reports directly to GWR/LWR and maintains regular communication with Cadet Wing White Rope and Cadet Group Chapel Team (HCX). Mentor: HQ USAFA/HCX.

2. Responsibilities:

- 2.1. Assist GWR/LWR in the management and oversight of all group-level WR activities.
- 2.2. Maintain detailed records of all WRLP members and operations within the group.
- 2.3. Support GWR/LWR in fostering innovation within the WRLP through regular council meetings.
- 2.4. Help coordinate recruitment efforts and maintain engagement with prospective WR members.
- 2.5. Manage financial aspects related to WRLP activities at the group level, ensuring compliance with Chapel Tithes & Offerings (CTOF) Regulations and Processes.
- 2.6. Prepare and oversee budget reports and purchase requests for WRLP activities, coordinating with GWR/LWR for approval.
- 2.7. Provide logistical support for monthly training sessions and general counsel meetings.
- 2.8. Support the Group Lead Ropes in their duties and ensure they have the necessary resources.
- 2.9. Update the WRLP tracker for the group, monitoring volunteer hours and compliance with WR standards.
- 2.10. Attend key meetings with GWR/LWR and provide updates on group WR activities and member status.

3. Duty Qualifications:

- 3.1. Knowledge. Strong understanding of WRLP policies and operations as directed by HQ USAFA/HCX.
- 3.2. Education. Must remain in good military, academic, and athletic standing.
- 3.3. Training. Comprehensive training on WRLP procedures and financial management required by HQ USAFA/HCX.
- 3.4. Experience. Prior experience in a leadership role within the White Rope program preferred.
- 3.5. Other. This position is designed for a one-semester term, renewable based on performance and group needs.

WING SPECIAL STAFF

5.1. General. This section outlines the Cadet Wing Special Staff infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all inclusive.

5.2. Classification. The Cadet Wing Special Staff Directorate consists of staff positions whose mission, purpose, or value-added to the Cadet Wing is a means to achieving the end-state of the Air Force Academy mission, vision, or purpose.

5.3. AD/TAC/OPCON. Special Functions Staff are ADCON to the Cadet Squadron and TAC/OPCON to the cadet wing special functions. DIRLAUTH is authorized amongst the functional specialty (e.g. Wing Lead Teal Rope and HQ USAFA/SAPR or Wing Lead PEER and CWP).

5.4. Stratification & Feedback. The Wing Director of Special Functions will provide feedback to Special Functions Staff. Special Functions Staff are stratified amongst and within their squadrons. The Wing Director of Special Functions will coordinate with the Special Functions Staff's cadet Sq/CCs to communicate the member's performance and submit performance appraisals when necessary. This will inform the Cadet Squadron Command Staff when stratifications are created.

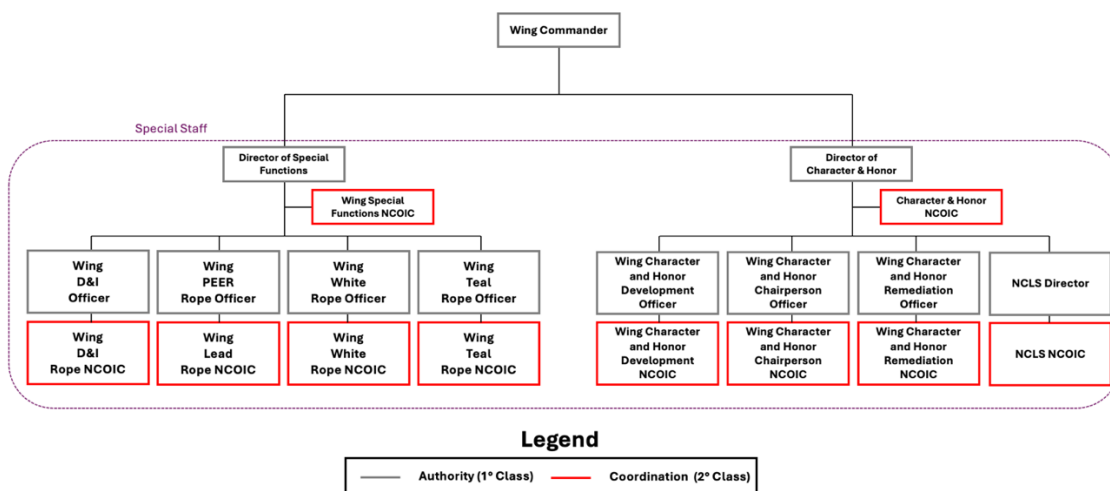
5.5. Special Functions Staff Aegis. Criteria specified in this paragraph exist to ensure the value of Special Functions Staff to the Cadet Wing is reasonably considered within the Cadet Squadron. Deviations to this paragraph require written approval from the Cadet Director of Special Functions.

5.5.1. Special Functions positions are classified as primary duties. Cadets holding these positions may not be required to hold an additional duty but may choose to do so.

5.5.2. Special Functions Staff are required to submit performance bullets to the Sq/CC.

5.5.3. Special Function mission element leads are required to submit a performance appraisal of each of their staff members to their respective Sq/CCs. Performance appraisals will be reviewed and endorsed by the Cadet Director of Special Functions. The Cadet Director of Special Functions will submit performance appraisals for Special Function mission element leads.

5.6 Wing Special Staff Command Structure



AFCW/CH, C/Col

WING DIRECTOR OF CHARACTER AND HONOR

1. Duty Summary. Directly responsible for the integration and administration of Leader of Character development programs in the AFCW. Coordinates with AFCW/CC and AFCW/HC to merge and synchronize character and honor in order to provide a singular direction for the AFCW. Oversees the NCLS Director and collaborates with USAFA/LD to enable cadet involvement in symposiums and activities that advance the AFCW's understanding and development as Leaders of Character. Inspires and encourages cadets to understand, and practice habits of thought and action consistent with the AF and SF Core Values and Leader of Character Framework. Contributes to USAFA/LD vision and planning. Reports to AFCW/CC. Mentored by Permanent Party USAFA/LD and Cadet Wing Honor Division.

2. Responsibilities:

- 2.1. Acts as SME and advisor to the Cadet Wing Commander and Commandant of Cadets on all issues pertaining to Leader of Character development and integration of development efforts with the Cadet Honor Code.
- 2.2. Liaises with the Commandant of Cadets and USAFA/LD.
- 2.3. Supports development and execution of Squadron Leader of Character Discussions.
- 2.4. Provides executive oversight and integrates Leader of Character-related events into USAFA development, including the National Character and Leadership Symposium (NCLS) and other appropriate programs.
- 2.5. Generates cadet participation for conferences advancing Leader of Character development. Organizes TDY travel with USAFA/LD for symposiums and conferences.
- 2.6. Supports public appearances regarding Leader of Character development.
- 2.7. Attends and observes Honor Review Committees as non-voting member.
- 2.8. Coordinates with Honor staff and provides support to ensure singular effort to develop leaders of character across related education, training, and experiences.
- 2.9. Oversees training, development, and management of assigned staff.

3. Duty Qualifications:

- 3.1. Knowledge. Leader of Character Framework SME; knowledgeable on Honor Handbook.
- 3.2. Education. Must be passionate about Leader of Character development and the Honor Code.
- 3.3. Training. Complete all appropriate training as prescribed by USAFA/LD.
- 3.4. Experience. Must have held the Wing Character NCOIC or Honor NCOIC position.
- 3.5 Must have impeccable character and be above reproach.
- 3.6 Remains in good military, academic, and athletic standing.
- 3.7. Other. Two semester position.

AFCW/DCH, C/Lt Col

WING CHARACTER AND HONOR DEVELOPMENT OFFICER

1. Duty Summary. Ensures streamlined institutional message and integration of both character and honor. Plans and executes character and honor development events including squadron character/honor focus sessions, dialog or Senior Leader “Hot Topic” town hall meetings, and honor reflection training. Inspires and encourages cadets to understand and live by AF and SF Core Values with involvement in both voluntary and mandatory character and honor seminars. Reports to AFCW/CH. Mentored by Senior Honor Program Mentor, USAFA/LD, and CWP.

2. Responsibilities:

- 2.1. Oversees squadron RFSs on topics including gender, race, religion, work-life balance, etc. Works with USAFA/LD to train cadet facilitators.
- 2.2. Coordinates Senior Leader “Hot Topic” town hall meetings with MEs to facilitate maximum participation/communication for contentious current events.
- 2.3. Responsible for Conduct and Aptitude Probation (CAP) program.
- 2.4. Trains Group and Squadron Director of Character and Honor on their roles and responsibilities regarding CAP.
- 2.5. Coordinates and organizes cadet participation for all Colorado Leadership Alliance events attended by the Cadet Wing.
- 2.6. Manages training and development of Wing, Group, and Squadron Director of Character and Honor.
- 2.7. Inspires and encourages cadets to understand and live by AF and SF Core Values.
- 2.8. Selects AFCW/CHD NCOIC.
- 2.9. Conducts annual audit/critique of cadet application of CAP for problems with effectiveness, remediation, and education.
- 2.10. Attends USAFA/CH weekly staff meetings when schedule permits.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code, handbook, honor process, and honor remediation process. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS OPORD
 - 3.1.3. AFCWI 36-3501, Cadet Standard and Duties
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes training with permanent party honor staff. Accomplishes training and development with NCLS Program Director.
- 3.4. Experience. Served on/with NCLS and/or a function within the Wing Honor program.

AFCW/CHD, C/SMSgt

WING CHARACTER AND HONOR DEVELOPMENT NCOIC

1. Duty Summary. Assists the AFCW/CHD in character and honor development events including squadron character/honor focus sessions, dialog or Senior Leader “Hot Topic” town hall meetings, and honor reflection training. Inspires and encourages cadets to understand and live by AF and SF Core Values with involvement in both voluntary and mandatory character and honor seminars. Reports to and mentored by AFCW/CHD.

2. Responsibilities:

- 2.1. Assists in gathering squadron RFSs on topics including gender, race, religion, work-life balance, etc. Works with USAFA/LD to train cadet facilitators.
- 2.2. Aides in the coordination of Senior Leader “Hot Topic” town hall meetings with MEs to facilitate maximum participation/communication for contentious current events.
- 2.3. Assists in the training of Group and Squadron Director of Character and Honor on their roles and responsibilities regarding CAP.
- 2.4. Assists in coordinating and organizing cadet participation for all Colorado Leadership Alliance events attended by the Cadet Wing.
- 2.5. Helps manage training and development of Wing, Group, and Squadron Director of Character and Honor.
- 2.6. Inspires and encourages cadets to understand and live by AF and SF Core Values.
- 2.7. Conducts annual audit/critique of cadet application of CAP for problems with effectiveness, remediation, and education.
- 2.8. Attends USAFA/CH weekly staff meetings when schedule permits.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code, handbook, honor process, and honor remediation process. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS OPORD
 - 3.1.3. AFCWI 36-3501, Cadet Standard and Duties
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes training with permanent party honor staff. Accomplishes training and development with NCLS Program Director.
- 3.4. Experience. Served on/with NCLS and/or a function within the Wing Honor program.

AFCW/CH, C/Col

WING CHARACTER AND HONOR CHAIRPERSON

1. Duty Summary. Responsible to the Commandant of Cadets for the administration of the Honor Code. Coordinates with AFCW/CC and AFCW/CH to support synchronization of character and honor development to benefit the Leader of Character development for the AFCW. Oversees the NCLS Director and collaborates with USAFA/LD to enable cadet involvement in symposiums and activities that advance the AFCW's understanding and development as Leaders of Character. Inspires and encourages cadets to understand, and practice habits of thought and action consistent with the AF and SF Core Values and Leader of Character Framework. Contributes to USAFA/LD vision and planning. Reports to AFCW/CC. Mentored by Permanent Party Cadet Wing Honor Division and USAFA/LD.

2. Responsibilities:

- 2.1. Primary advisor on honor.
- 2.2. Acts as SME and advisor to the Cadet Wing Commander and Commandant of Cadets on all issues pertaining to Leader of Character development and integration of development efforts with the Cadet Honor Code.
- 2.3. Primary honor liaison between Commandant of Cadets, USAFA permanent party, USAFA/LD, and cadets.
- 2.4. Ensures Honor Code Handbook is current, and procedures properly followed by CHC.
- 2.5. Supervises honor investigations. Monitors and coordinates all ongoing honor cases. Informs AFCW leadership and Commandant of Cadets on current state of honor cases.
- 2.6. Permanent member of CSRP and WHBSRP. Validates honor violation admissions and recommends sanctions to the designated CSRP chairperson.
- 2.7. Develops, recommends, and implements, via Honor Review Committee (HRC), policies and procedures for administration of USAFA honor code system.
- 2.8. Attends or sends appointee to honor meetings required by CW leadership on honor climate and to provide regular updates on open honor cases.
- 2.9. Chairs EXCO meetings. Voting member of HRC.
- 2.10. Oversees the training and management of assigned CHC and EXCO staff. Ensures all positions are filled. Retains authority to remove staff positions due to extenuating circumstances.
- 2.11. Ensures all CHC staff and representatives are properly trained and certified.
- 2.12. Provides executive oversight and integrates Leader of Character related events into USAFA development, including the National Character and Leadership Symposium (NCLS) and other programs.
- 2.13. Generates cadet participation for conferences advancing Leader of Character development. Organizes TDY travel with USAFA/LD for symposiums and conferences.
- 2.14. Coordinates with CHC staff and provides support to ensure singular effort to develop leaders of character across related education, training, and experiences.
- 2.15. Executes additional duties outlined in the Honor Code Handbook.
- 2.16. Supports development and execution of Squadron Leader of Character Discussions.

3. Duty Qualifications:

- 3.1. Knowledge. Leader of Character Framework SME; knowledgeable on Honor Handbook.
- 3.2. Education. Must be passionate about Leader of Character development and the Honor Code.
- 3.3. Training. Complete all appropriate training as prescribed by USAFA/LD.
- 3.4. Experience. Must have held the Wing Character and Honor NCOIC.
- 3.5. Must have impeccable character and be above reproach.
- 3.6. Remains in good military, academic, and athletic standing.
- 3.7. Other. Two semester position.

AFCW/CH, C/SMSGt

WING CHARACTER AND HONOR NCOIC

1. Duty Summary. Assists with recommending, implementing, and developing policies and procedures for administration of the USAFA honor code system and climate. Reports to the Wing Honor Chairperson. Mentored by CWVS.

2. Responsibilities:

- 2.1. Supports the Cadet Wing Honor Chairperson in their primary duties.
- 2.2. Ensures the health of the Honor Code at USAFA.
- 2.3. Oversees the voting members of the HRC.
- 2.4. Ensures honor education for all of the four classes.
- 2.5. Oversees the completion of Honor Probations.
- 2.6. Serves as a Wing Representative for CSRP, WHB, MEP, and BSRP.
- 2.7. Provides honor updates to the Senior Enlisted Leader, Commandant, Dean, and AD.
- 2.8. Executes additional duties as directed by the Honor Handbook.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code, handbook, honor process, and honor remediation process.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completed the honor remediation program and does case processing, sits a CSRP, WHB, MEP, and BSRP, and works closely with the Officer.
- 3.4. Experience. Successfully completed the honor remediation program previously in their Cadet career.
- 3.5. Other. It is a two-year job; the Wing Character and Honor NCOIC becomes the Wing Honor Chairperson in their firstie year.

AFCW/CHR, C/Lt Col

WING HONOR REMEDIATION OFFICER

1. Duty Summary. Ensures quality honor remediation. Informs AFCW on honor issues. Reports to AFCW/CH. Mentored by USAFA/CWVS and CWVS-R.

2. Responsibilities:

- 2.1. Responsible for the honor remediation program. Mentors all cadets sanctioned with honor remediation. Develops, administers, and directs honor remediation program, to include meeting, evaluating, and recommending retention or disenrollment of cadets in honor remediation. Consults CHO when deciding whether to recommend restoration to cadet in good standing.
- 2.2. Conducts weekly and monthly check-ins with SHOs and honor remediation students to ensure the Cadet's honor remediation is upheld to the required standards of the rehabilitation program.
- 2.3. Administers a semiannual critique of honor remediation packet to ensure honor remediation is implementing the most effective rehabilitation program.
- 2.4. Responsible for special projects and initiatives directed by the CWVS and CHC.
- 2.5. Assists, advises, and assumes role of AFCW/CHC as required.
- 2.6. Voting member of the HRC.
- 2.7. Serve as the wing representative on CSRP, BSRP, and MEPS.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code handbook, honor process, and honor remediation process.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes training with permanent party honor staff.
- 3.4. Experience. Successful completion of the honor remediation program previously in their cadet career.
- 3.5. Other. Two semester position.

AFCW/CHR, C/SMSgt

WING HONOR REMEDIATION NCOIC

1. Duty Summary. Responsible for assisting with the oversight of those on probation, holding meetings, and ensuring quality in the work. Reports to the Wing Honor Remediation Officer. Mentored by CWVS-R.

2. Responsibilities:

- 2.1. Supports the Wing Honor Remediation Officer in their primary duties.
- 2.2. Ensures the health of the Honor Code at USAFA.
- 2.3. Oversees the voting members of the HRC.
- 2.4. Ensures honor education for all of the four classes.
- 2.5. Oversees the completion of Honor Probations.
- 2.6. Serves as a Wing Representative for CSRP, WHB, MEP, and BSRP.
- 2.7. Provides honor updates to the Senior Enlisted Leader, Commandant, Dean, and AD.
- 2.8. Executes additional duties as directed by the Honor Handbook.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain fluent knowledge and understanding of the honor code, handbook, honor process, and honor remediation process.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completed the honor remediation program and does case processing, sits a CSRP, WHB, MEP, and BSRP, and works closely with the Officer.
- 3.4. Experience. Successfully completed the honor remediation program previously in their Cadet career.
- 3.5. Other. It is a two-year job; the Honor Remediation NCOIC becomes the Wing Honor Remediation Officer in their firstie year.

AFCW/NCLS, C/Lt Col

NCLS DIRECTOR

1. Duty Summary. Coordinates and executes NCLS. Reports to AFCW/CHD. During NCLS execution in January and February, this position leads 300 cadets across five sub teams (Registration, Delegates, Protocol, Ambassador, and Air University Liaison). Responsible and reports to National Character and Leadership (NCLS) Program Director. Mentored by NCLS Program Director.

2. Responsibilities:

- 2.1. Enable NCLS staff to develop character-based leadership through real-world experiences.
- 2.2. Lead a planning team of 40-50 cadets and an execution team of 450 cadets.
- 2.3. Ensure attendees gain meaningful knowledge, insight, character, and leadership development, and remain motivated to apply these learnings in their lives.
- 2.4. Be present in AFCW Wing Staff AOR to ensure integration with Cadet Wing Leadership and enhance working relationships, with the option to have NCLS NCOIC present for the semester.
- 2.5. Review previous After-Action Report (AAR) and Final Report for improvement, prepare and submit AAR, supervise team leads for staff development, communicate consistently with the wing, and review and approve/reject team plans, checklists, and calendars.
- 2.6. Staff NCLS positions from unit plans and program shops and execute staffing plan in accordance with NCLS Program Director and USAFA Senior leader guidance.
- 2.7. Manage the training and development of NCLS staff, ensuring they receive proper training and resources.
- 2.8. Update USAFA Senior Leaders on NCLS as per Interim Program Review (IPR) and involve the Wing Commander in NCLS information dissemination.
- 2.9. Provide a cadet perspective to the NCLS Program Director, offer weekly updates, and organize and execute cadet NCLS meetings and briefings efficiently.
- 2.10. Serve as Master of Ceremonies (Emcee) for key NCLS events and identify cadet emcees for concurrent keynote sessions.
- 2.11. Enact an accountability process to ensure all post-NCLS actions are complete prior to Spring Break, including recognizing superior performance of cadet staff.

3. Duty Qualifications:

3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:

- 3.1.1. USAFA Plan 10-46, *NCLS Plan*
- 3.1.2. NCLS Functional Team Plans
- 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*

- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Program Director.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. 2-Semester position. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/SMSGt

NCLS NCOIC

1. Duty Summary. Implements and executes NCLS. Motivates and equips participants for honorable living and effective leadership, mentorship and followership. NCLS leverages and reinforces honorable living IAW USAFA's overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Reports to NCLS Program Director and NCLS CIC. Mentored by NCLS Program Director and NCLS CIC.

2. Responsibilities:

- 2.1. Ensure compliance with the USAFA Plan 10-46, and team plans.
- 2.2. Implements areas of improvement identified by the AAR/Executive Team from the year prior.
- 2.3. Prepares and coordinates NCLS Team Meetings, training, and staffing events, including location, time, room preparation, and briefing slides.
- 2.4. Ensures efficient and timely task distribution and management. Monitors and reports accountability.
- 2.5. Executes event objectives and NCLS staff training.
- 2.6. Assist CIC with review of team plans, checklists, and milestones and provide recommendations to the Program Director for approval or return of revisions.
- 2.7. Provides a bimonthly report on status of team plans, checklists, and milestones prior to NCLS planning meetings.
- 2.8. Ensure teams have updated plans, checklists, team calendars (with milestones) through conclusion of event.
- 2.9. Serve as emcee for key NCLS events.
- 2.10. Ensure all data is uploaded to complete assigned tasks.
- 2.11. Provide training to NCLS team on AAR process and expectations.
- 2.12. Prepare AAR and submit for approval/archiving.
- 2.13. Incorporate lessons learned for approval.
- 2.14. Draft Final Report.

3. Duty Qualifications:

3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:

- 3.1.1. USAFA Plan 10-46, *NCLS Plan*
- 3.1.2. NCLS OPORD
- 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*

- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Program Director.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS ATTENDEE MANAGEMENT OFFICER

1. Duty Summary. Implements and executes attendee management component of NCLS. Leads NCLS Attendee Management Team. Reports to Attendee Management Functional Team Lead. Mentored by USAFA/LD. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure teams understand their roles, comply with USAFA Plan 10-46 and team plans.
- 2.2. Prepare and implement improvement plans from AAR and Attendee Management Team.
- 2.3. Lead Attendee Management Team, including one C2C and 20 cadets.
- 2.5. Coordinate event details and disseminate information to attendees and appropriate USAFA ME representatives.
- 2.6. Establish and communicate clear expectations to the delegate team regarding appropriate behavior for cadets hosting students, ensuring professionalism and adherence to established guidelines.
- 2.9. Ensure the preparation of Ambassadors as they are trained to act as greeters and "ask me" personnel.
- 2.10. Serve as a contact point for attendees, ensuring clear and consistent communication before, during, and after the event.
- 2.11. Oversee the execution of attendee check-in processes, ensuring a smooth and organized experience.
- 2.12. Train and develop the Attendee Management team, ensuring they are equipped to perform their duties effectively.
- 2.13. Maintain accurate records of attendee interactions and feedback, using this information to improve future events.
- 2.14. Coordinate with other NCLS teams to ensure all attendee-related aspects of the event are executed professionally and in line with NCLS values.
- 2.15. Prepare the Attendee Management Team AAR.

3. Duty Qualifications:

3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs. Subject matter expert on the following documents:

- 3.1.1. USAFA Plan 10-46, *NCLS Plan*
- 3.1.2. NCLS Attendee Management Team Plans
- 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*

- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS ENGAGEMENT OFFICER

1. Duty Summary. Responsible for integrating NCLS theme into yearlong cadet wing activities. Leads NCLS Engagement Team. Reports to NCLS Engagement Team Lead. Mentored by USAFA/LD. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure the Engagement team understands roles and complies with USAFA Plan 10-46 and team plans.
- 2.2. Prepare and implement improvement plans from AAR and Engagement Team.
- 2.3. Lead engagement team, including one C2C and 8 cadets.
- 2.4. Coordinate with USAFA mission elements (ME) on all NCLS events.
- 2.5. Disseminate event details to Speaker Management CIC and USAFA ME speaker/engagement representatives.
- 2.6. Maximize NCLS speaker impact by integrating them with USAFA's course of instruction.
- 2.8. Support USAFA MEs by offering tailored events and opportunities.
- 2.9. Serve as a contact for integrating NCLS speakers into USAFA DF classes, CW clubs, AD, airfield, etc.
- 2.10. Ensure speaker itineraries reflect all obligations in coordination with ME representatives and Speaker Management officer.
- 2.11. Execute engagement activities professionally, consistent with NCLS events and values.
- 2.12. Prepare Engagement team AAR.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs.
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS Engagement Team Plan
 - 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS LOGISTICS MANAGEMENT OFFICER

1. Duty Summary. Coordinates and executes required logistical support for NCLS. Leads NCLS Logistics Team. Reports to NCLS Logistics Functional Team Lead. Mentored by NCLS Logistics Functional Team Lead. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure the Logistics team, comprising one lead C2C and 12 cadets, understands roles and complies with USAFA Plan 10-46 and team plan.
- 2.2. Prepare and implement improvement plans from AAR and Logistics Team.
- 2.3. Coordinate with USAFA mission elements (ME) on all NCLS events.
- 2.4. Coordinate transportation details with 10/LRS/CL and 10/ABW support.
- 2.5. Serve as liaison between Air Base Wing ME Rep and NCLS.
- 2.6. Submit request for transportation augmentees to 10/ABW/CCC 45 days prior to NCLS.
- 2.7. Ensure cars, vans, and buses are inspected, safe, clean, and refueled as required.
- 2.8. Ensure DV vehicles have appropriate ID plates and parking passes.
- 2.9. Coordinate vehicle security inspections with 10 SFS.
- 2.10. Provide GOV drivers' licensing training.
- 2.11. Place an NCLS dispatch on standby at the NCLS Command Center during NCLS.
- 2.12. Prepare Logistics team AAR.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs.
 - 3.1.1. USAFA Plan 10-46, *NCLS Plan*
 - 3.1.2. NCLS Logistic Team Plan
 - 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS MARKETING MANAGEMENT OFFICER

1. Duty Summary. Leads NCLS Marketing Team. Directs and executes marketing for annual NCLS. Reports to NCLS Officer and Program Director. Mentored by Marketing Functional Team Lead. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure team roles and compliance with USAFA Plan 10-46 and team plans.
- 2.2. Prepare and implement improvement plans from AAR and PP Team.
- 2.3. Lead Marketing Management Team, including one C2C and 8 cadets.
- 2.4. Develop and provide strategic communications plan to USAFA/PA and CM.
- 2.5. Coordinate and execute NCLS messaging and marketing to various audiences, including USAF, USSF, USAFA, Cadet Wing, AOG, community, high schools, local employees, and military installations.
- 2.6. Coordinate production of NCLS marketing videos as needed.
- 2.7. Coordinate with Overall Planning and Registration teams to ensure accurate and current information on the external webpage and pre-coordinate internal NCLS correspondence.
- 2.8. Coordinate with USAFA/CM for NCLS program publications, articles, press releases, and interviews.
- 2.9. Coordinate sign production with multimedia and manage sign and program requirements with relevant teams.
- 2.10. Manage posting and distribution of signs, flyers, ads, and other publicity materials across various platforms.
- 2.11. Prepare introductory and closing slide decks for all venues.
- 2.12. Prepare Marketing team AAR.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs.
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS Marketing Team Plan
 - 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS PRODUCTION MANAGEMENT OFFICER

1. Duty Summary. Implements and executes production elements of NCLS. Leads NCLS Production Team. Reports to Production Functional Team Lead. Mentored by USAFA/LD. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure the production team, comprising one C2C and 8 cadets, understands roles per USAFA Plan 10-46 and team plans.
- 2.2. Prepare and implement improvement plans from AAR and Production Team.
- 2.3. Disseminate production event details to appropriate USAFA ME representatives.
- 2.4. Plan, coordinate, and produce events in all NCLS venues (e.g., Arnold Hall Theater, Polaris Hall, Clune Arena, etc.).
- 2.5. Work with technical producer and AV teams on stage setup, AV needs, and technical show flows.
- 2.6. Coordinate and sign up cadets for dry runs.
- 2.7. Provide input and coordinate filming on video productions before, during, and after NCLS.
- 2.8. Establish and manage speaker media plan and Google Drive for speaker media.
- 2.9. Determine and plan for livestream requirements and support.
- 2.10. Coordinate with USAFA/LD for workshops aligning with NCLS theme, facilitator support, and schedule development.
- 2.11. Serve as Arnold Hall backstage coordinator for NCLS events.
- 2.12. Advise Program Director on NCLS schedule of events.
- 2.13. Coordinate special events with Planetarium staff.
- 2.14. Rally and assign volunteers (e.g., RATTEX cadets) to venues.
- 2.15. Coordinate all SCAs through Project Planning team.
- 2.16. Prepare Production team AAR.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs.
 - 3.1.1. USAFA Plan 10-46, *NCLS Plan*
 - 3.1.2. NCLS Production Team Plan
 - 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/NCLS, C/Maj

NCLS SPEAKER MANAGEMENT OFFICER

1. Duty Summary. Directs the NCLS Speaker Team. Ensures quality speaker selection, attendance, and associated symposium details. Reports to NCLS Speaker Management Functional Team Lead. Mentored by USAFA/LD. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Ensure compliance with USAFA Plan 10-46 and team plans.
- 2.2. Prepare and implement plans for improvements identified by AAR and Speaker Management Team.
- 2.3. Lead Speaker Team, including one C2C and 20 additional cadets.
- 2.4. Manage speaker-related tasks, including nominations, vetting, honorariums, and invitations.
- 2.5. Coordinate with Mission Element contacts and provide speaker information packages.
- 2.6. Maintain timely and consistent communication with speakers, providing theme, expectations, and assistance with discussion points.
- 2.7. Ensure accurate information for speakers regarding lodging, medical coverage, recreation, attire, travel, and registration.
- 2.8. Recruit and train cadet and permanent party escorts, ensuring protocol requirements are met.
- 2.9. Administer escort duties and disseminate information to relevant personnel.
- 2.10. Prepare and submit Speaker Management Team AAR.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of pertinent NCLS governing documents and AFCWIs.
 - 3.1.1. USAFA Plan 10-46, NCLS Plan
 - 3.1.2. NCLS Speaker Management Team Plan
 - 3.1.3. AFCWI 36-3501, *Cadet Standard and Duties*
- 3.2. Education. Remains in good military, academic and athletic standing.
- 3.3. Training. Accomplishes training and development with NCLS Officer.
- 3.4. Experience. Adequate leadership experience prior to applying. Serve on prior NCLS team(s).
- 3.5. Other. Holds position for two-semesters. Optional NCLS Summer Cadre Position.

AFCW/XF, C/Col

WING DIRECTOR OF SPECIAL FUNCTIONS

1. Duty Summary. Delegated oversight for the operations of special functions. Reports to AFCW/CC. Mentored by USAFA/CW, USAFA/CWV, and USAFA/CWP.

2. Responsibilities:

- 2.1. The Cadet Director of Special Functions is the OPR for determining the classification of positions assigned to the directorate.
- 2.2. Submits performance appraisals for XF ME leads.
- 2.3. Reviews and endorses performance appraisals of all XF staff members.
- 2.4. Provides weekly reports to the Cadet Wing Commander, briefing on the status of the special functions operations.
- 2.5. Holds tri-semesterly all-calls within her/his staff and reviews/reconciles the current operations of the attending elements. More detailed mission element gatherings may be called on an as-needed basis.
- 2.6. Acting situational awareness of the climate, culture, and well-being of the wing. Utilizes the specialized knowledge of the Wing Rope Officer agencies and meets on a routine schedule. Advisor to the AFCW/CC on the morale of the cadet wing.
- 2.7. Provides oversight of the cadet wing Community Outreach Program (COP).

3. Duty Qualifications:

- 3.1. Knowledge. Proficient knowledge of operations and needs of the respective special functions listed in Chapter 6 of this publication.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes Cadet Leadership Enrichment Seminar.
- 3.4. Experience. Prior experience in any of the special functions is preferred.
- 3.5. Other. Single semester term.

AFCW/XF, C/SMSGt

WING SPECIAL FUNCTIONS NCOIC

1. Duty Summary. Responsible to and assists the AFCW/XF in accomplishment of their tasks. Expert in responsibilities and distinctions of wing and group AFCW/XF staff. Remains in good military, academic, and athletic standing during the duration of their term. Reports to and mentored by AFCW/XF.

2. Responsibilities:

- 2.1. Helps execute vision and mission of the Wing Director of Special Functions (AFCW/XF).
- 2.2. Generates master recall list for directorate.
- 2.3. Attends weekly meetings with AFCW/XF and any additional meetings where his/her presence is requested.
- 2.4. Monitors ME status, relaying needs to AFCW/XF.
- 2.5. Supports and de-conflicts daily operations planning.
- 2.6. Guiding aid in ensuring cadets read and adhere to Commandant's Guidance and Special Interest Items.
- 2.7. Primary lead of the Cadet Wing COP program. Submits volunteer hours to the SOTM program. Tracks cadet volunteer activity and hours.

3. Duty Qualifications:

- 3.1. Knowledge. Proficient in MEs, their programs, and secondary chain of command.
- 3.2. Education. Prior education in any of the directorate mission elements is preferred. Remains in good military, academic, and athletic standing.
- 3.3. Training. None.
- 3.4. Experience. Prior class-specific leadership experience is preferred.
- 3.5. Other. Single semester term.

AFCW/PEER, C/Lt Col

WING PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER x2) LEAD

1. Duty Summary. Provides education material regarding professional ethics, outreach, listening and referral services to cadets facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations issues or sexual assault. Reports to and is responsible to AFCW/XF. Mentored by USAFA/CWP, USAFA/CWPS, USAFA/CWPH. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Puts on monthly training for Squadron PEERs on topics ranging from stress to suicidal ideation.
- 2.2. Meets with Culture & Climate (USAFA/CWP) and PEER manager monthly.
- 2.3. Reads, collects, and discusses activity logs weekly with PPC, Human Relations Training & Education (CWPH) office, and PEER Program Manager.
- 2.4. Develops collaborative relationship with wing leadership and activities.
- 2.5. Meets with Group PEER representatives bi-monthly.
- 2.6. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1.
- 2.7. Plans, executes, and facilitates PEER assistance with approval from CWP, Wing Commander, PEER program manager, SME, and appropriate PP Sq/CC.
- 2.8. Consults PP Sq/CCs, faculty, and staff for excusal permissions as needed.
- 2.9. Conducts outreach with multiple agencies for implementation of programs such as Alcohol Awareness, Sexual Assault Awareness, Suicide Prevention, and human relations training.
- 2.10. Will advise AFCW/XF on the climate, culture, and well-being of the cadet wing on a routine basis.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on helping agencies and mental health resources.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives specialized training and certification through CWP, in consultation with nationally-recognized peer education organizations.
- 3.4. Experience. Former experience as a PEER on the group and/or squadron level preferred.
- 3.5. Other. Two semester job. Note, PEERs should never be tasked as approving officials for spirit banners, bulletin board data, posters, etc. This is a function for permanent party and cadet wing leadership. PEERs should consult with CWPH prior to addressing any HR/MEO-related issues.

AFCW/PEER, C/SMSGt

WING PEER NCOIC

1. Duty Summary. Provides education material regarding professional ethics, outreach, listening and referral services to cadets facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations issues or sexual assault. Reports to the Wing PEER. Mentored by USAFA/CWP, USAFA/CWPS, USAFA/CWPH.

2. Responsibilities:

- 2.1. Ensures PEER attendance at appropriate events.
- 2.2. Meets with Culture & Climate (USAFA/CWP) and PEER manager monthly.
- 2.3. Reads, collects, and discusses activity logs weekly with PPC, Human Relations Training & Education (CWPH) office, and PEER Program Manager.
- 2.4. Develops collaborative relationship with wing leadership and activities.
- 2.5. Meets with Group PEER representatives bi-monthly.
- 2.6. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1.
- 2.7. Assists with the planning, execution, and facilitation of PEER assistance with approval from CWP, Wing Commander, PEER program manager, SME, and appropriate PP Sq/CC.
- 2.8. Consults PP Sq/CCs, faculty, and staff for PEER excusal permissions as needed.
- 2.9. Conducts outreach with multiple agencies for implementation of programs such as Alcohol Awareness, Sexual Assault Awareness, Suicide Prevention, and human relations training.
- 2.10. Leads monthly training for Squadron PEERs in absence of Wing PEER.
- 2.11. Helps look after the cadets on Wing Staff.
- 2.12. Develops and monitors the documentation system for all PEER cadet interactions.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on helping agencies and mental health resources.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives specialized training and certification through CWP, in consultation with nationally recognized peer education organizations.
- 3.4. Experience. Former experience as a PEER on the group and/or squadron level preferred.
- 3.5. Other. This position will be one semester long in length to maximum extent possible. One of the cadets holding this position in either semester will continue on as XF/PEER their first class year.

AFCW/TR, C/Lt Col

WING TEAL ROPE LEAD

1. Duty Summary. Coordinates with USAFA CW/SAPR and USAFA leadership to address interest items and trends. Provides accessible resources for Teal Rope development and SAPR concerns. Disseminates information to the entirety of the Teal Rope program. Reports to AFCW/XF. Mentored by USAFA/CWP and USAFA SAPR. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Acts as an advocate for the fair and equitable treatment of all cadets at USAFA and encourages the utilization of helping agency resources.
- 2.2. Administers and oversees the USAFA SAPR Cadet Wing Teal Rope Program.
- 2.3. Annually reviews and updates training procedures with USAFA/CWP and CW/SAPR Office.
- 2.4. Meet regularly with SAPR office to provide input, stay up to date on projects, and maintain awareness of interest items and trends.
- 2.5. Subject matter expert on SAPR issues by attending and planning and leading mandatory Teal Rope monthly trainings with SAPR.
- 2.6. Monitor Teal Rope interaction records and report to CW/SAPR.
- 2.7. Keep training/attendance log for all Teal Ropes.
- 2.8. Ensure Wing is accomplishing SAPR training requirements.
- 2.9. Coordinate with Wing PEER or other Cadet Helping Agencies (TR, D&I, PEERs, and USAFA Strong) for joint initiatives and projects.
- 2.10. TRs will, at all times (both on-duty and off), serve as an example of good ethics and morals, in words and actions, and will conduct themselves in such a way as to maintain a positive perception of, and trust and confidence in, the CW SAPR TR Program.
- 2.11. Will advise AFCW/XF on the climate, culture, and well-being of the cadet wing on a routine basis.

3. Duty Qualifications:

- 3.1. Knowledge. Requires training by CW SAPR and continuous involvement and training through the program throughout the year to best educate the cadet wing.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Requires 6-hr summer training and at least 1-hr monthly training.
- 3.4. Experience. Previous experience as a Teal Rope for at least one year.
- 3.5. Other. Two semester term. USAFA/CWP and SAPR office selected and trained.

AFCW/TRN, C/SMSgt

WING TEAL ROPE NCOIC

1. Duty Summary. Assists XF/CHT with tasks and decisions. Disseminates information to the entirety of the Teal Rope program. Reports to XF/CHT. Mentored by USAFA/CWP and USAFA SAPR.

2. Responsibilities:

- 2.1. Acts as an advocate for the fair and equitable treatment of all cadets at USAFA and encourages the utilization of helping agency resources.
- 2.2. Coordinates and plans recurring Wing Teal Rope events.
- 2.3. Meet regularly with CW/SAPR office and XF/CHT to provide input, stay up to date on projects, and maintain awareness of interest items and trends.
- 2.4. Subject matter expert on SAPR issues by attending and planning and leading mandatory Teal Rope monthly trainings with SAPR.
- 2.5. Monitor Teal Rope interaction records and reports information to CW/SAPR office.
- 2.6. Assist in keeping training/attendance log for all Teal Ropes.
- 2.7. Facilitate vision and strategic guidance awareness events (Denim Day, etc.).
- 2.8. TRs will, at all times (both on-duty and off), serve as an example of good ethics and morals, in words and actions, and will conduct themselves in such a way as to maintain a positive perception of, and trust and confidence in, the CW SAPR TR Program.

3. Duty Qualifications:

- 3.1. Knowledge. Requires training by CW SAPR and continuous involvement and training through the program throughout the year to best educate the cadet wing.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Requires 6-hr summer training and at least 1-hr monthly training.
- 3.4. Experience. Previous experience as a Teal Rope for at least one year.
- 3.5. Other. 2-semester position. USAFA/CWP and SAPR office selected and trained.

AFCW/WR, C/Lt Col

WING WHITE ROPE LEAD

1. Duty Summary. Serves as the primary liaison between the White Rope Leadership Program (WRLP), CW, and the Cadet Wing Chapel Team (HCX). Principle advisor to Wing Staff on morale, resiliency and spiritual health of the cadet wing. Supervises the WRLP leadership team and is responsible for overseeing all WR activities and maintaining a healthy and safe environment within the program. Reports to AFCW/XF and USAFA/HCX. Mentored by HQ USAFA/HCX. ADCON to their cadet Sq/CCs.

2. Responsibilities:

- 2.1. Develop and maintain familiarity with all WR policies, members and operations.
- 2.2. Leverage WR Council to foster ideas for new WR initiatives, trainings, goals, etc.
- 2.3. Spearhead recruitment initiatives.
- 2.4. Conduct monthly General Counsel meetings and trainings.
- 2.5. Attend all CW staff meetings and advise cadet leadership on upcoming program initiatives and overall morale and trends within CW.
- 2.6. Head WRLP weekly leadership team staff meetings.
- 2.7. Accomplish Cadet Leadership Enrichment Seminar.
- 2.8. Ensure accomplishment of preliminary interviews with all WRLP leadership applicants.
- 2.9. Check in with Group Lead Ropes and provide necessary support.
- 2.10. Ensure minutes and agendas are distributed for all meetings.
- 2.11. Report WRLP tracker that monitors volunteer hours, WR requirements are being met and members are upholding standards to CW leadership team and HCX.
- 2.12. Will advise AFCW/XF on the climate, culture, and well-being of the cadet wing on a routine basis.

3. Duty Qualifications:

- 3.1. Knowledge. As directed by HQ USAFA/HCX.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Requires training by HQ USAFA/HCX.
- 3.4. Experience. Previous experience as a White Rope highly desired.
- 3.5. Other. Two semester term.

AFCW/WRD, C/SMSGt

WING WHITE ROPE NCOIC

1. Duty Summary. Serves as the primary liaison between the White Rope Leadership Program (WRLP), CW, and the Cadet Wing Chapel Team (HCX). Principle advisor to Wing Staff on morale, resiliency and spiritual health of the cadet wing. Supervises the WRLP leadership team and is responsible for overseeing all WR activities and maintaining a healthy and safe environment within the program. Reports to XF/LWR. Mentor: HQ USAFA/HCX.

2. Responsibilities:

- 2.1. Cover down on responsibilities in the absence of the AFCW/LWR.
- 2.2. Develop and maintain familiarity with all WRLP policies, members and operations.
- 2.3. Leverage WRLP Council to foster ideas for new WR initiatives, trainings, goals, etc.
- 2.4. Oversee program recruitment initiatives.
- 2.5. Serve as the WRLP Treasurer.
- 2.6. Be trained on Chapel Tithes & Offerings (CTOF) Regulations/Processes.
- 2.7. Provide weekly updates to AFCW/LWR & HCX on status of purchases.
- 2.8. Coordinate all CTOF and Gift Funds purchase requests that support approved WRLP activities.
- 2.9. Manage tracker that monitors WR requirements are being met and members are upholding standards.
- 2.10. Check in with Group Lead Ropes and provides necessary support.
- 2.11. Oversee WRLP/AD Reps and programing, update WRLP roster, calendar, action notices.

3. Duty Qualifications:

- 3.1. Knowledge. As directed by HQ USAFA/HCX.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Requires training by HQ USAFA/HCX.
- 3.4. Experience. Previous experience as a White Rope highly desired.
- 3.5. Other. This position will be one semester long in length, without the possibility of a cadet holding a second-term acting in the same job.

WING DIVERSITY AND INCLUSION OFFICER

1. Duty Summary. Coordinates through the Cadet Wing Director of Special Functions and administratively reports to their cadet Sq/CC. USAFA/CWP ensures selection and training. Year-long position and primary duty. Principal D&I advisor and program strategist. Provides accessible resources for D&I development and EO concerns. Facilitates D&I specific seminars for cadets. Enables cadet involvement in D&I symposiums and activities. Remains a cadet in good standing. Professional qualities, military performance, leadership and character will be measured against Cadet Wing Staff peers. Reports to AFCW/XF. Mentors include USAFA/CCD, USAFA/EO, and USAFA/CWP. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Acts as an advocate for the fair and equitable treatment of all cadets at USAFA.
- 2.2. Administers and oversees D&I staff training.
- 2.3. Annually reviews and updates D&I staff training with USAFA/CWP, USAFA/LD, USAFA/CCD, and USAFA/EO.
- 2.4. Attends USAFA Pulse Check meetings.
- 2.5. Regularly attends meetings with Multicultural Student Council and amplifies affinity club awareness in the cadet wing.
- 2.6. Regularly meets with Permanent Party mentors.
- 2.7. Regularly meets with Cadet Group D&I staff
- 2.8. Regularly meets with the Cadet Wing Commander and Director of Special Functions to advise on CW climate and the status of the D&I program.
- 2.9. Should participate (as much as feasible/practical/appropriate) in cadet wing stratification committees and processes, leadership position selection processes, and other assessment activities to ensure processes established are being followed.
- 2.10. Should participate (as much as feasible/practical/appropriate) in the development of the Cadet Wing Comprehensive Integrated Primary Prevention Plan to provide a cadet perspective and input on the plan as it would be received by the cadet wing.
- 2.11. Should participate in the hiring of Cadet Group D&I Officers and NCOICs with the Cadet Group Commander.

3. Duty Qualifications:

- 3.1. Knowledge. Knowledge of the role of D&I in the Air Force and resources related to USAFA's D&I initiative.
- 3.2. Education. USAFA Diversity and Inclusion Minor is helpful but not required. Must remain in good military, academic, and athletic standing.
- 3.3. Training. Mandatory D&I training provided by CCD, EO and CWP.
- 3.4. Experience. Policy and event coordinating. Working with PP and communicating/ briefing leaders professionally and effectively.
- 3.5. Other. Two semester term.

WING DIVERSITY AND INCLUSION DEVELOPMENT OFFICER/NCOIC

1. Duty Summary. Principal D&I education and training advisor. Administers D&I staff training program. Works with Cadet Wing D&I Officer to provide resources for D&I development and climate concerns. Organizes D&I semester curriculum execution. Ensures that D&I Binder is current. Ensures that all Cadet Squadron D&I Officers/NCOs complete their training requirements. Remains a cadet in good standing. Professional qualities, military performance, leadership and character will be measured against Cadet Wing Staff peers. Responsible to the Cadet Wing D&I Officer. Administrative control is to the assigned cadet squadron. USAFA/CWP oversees selection and training. Year-long position and primary duty. Can be held by a Second-Class Cadet only in the event that there are no willing and suitable first-class Cadets. Reports administratively to the cadet Sq/CC. Mentors include USAFA/CCD, USAFA/EO, and USAFA/CWP.

2. Responsibilities:

- 2.1. Builds D&I curriculum and lesson plans for Squadron and Group use.
- 2.2. Conducts ad hoc critical conversations in AFCW.
- 2.3. Annually reviews and updates D&I staff training with USAFA/CWP, USAFA/LD, USAFA/CCD, and USAFA/EO.
- 2.4. Ensures that Squadron D&I staff accomplish mandatory education requirements, including D&I lessons tailored to the needs of their respective squadron. Provides support to squadron and group levels as necessary.
- 2.5. Works with Multicultural Student Council to identify issues affecting affinity groups and develops appropriate action plans in response.
- 2.6. Coordinates a Squadron D&I assessment with USAFA/CWP to understand the utilization and perception of the D&I Program.
- 2.7. Regularly meets with Cadet Group D&I staff.
- 2.8. Manages the D&I strategic calendar which includes religious, cultural, and other important dates for USAFA's diverse population.
- 2.9. If the Cadet Wing D&I Officer is unavailable, should participate (as much as feasible/practical/appropriate) in cadet wing stratification committees and processes, leadership position selection processes, and other assessment activities to ensure processes established are being followed.
- 2.10. Should participate in the hiring of Cadet Group D&I Officer and NCOICs with the Cadet Group Commander.

3. Duty Qualifications:

- 3.1. Knowledge. Knowledge of the role of D&I in the Air Force and resources related to USAFA's D&I initiative.
- 3.2. Education. USAFA Diversity and Inclusion Minor is helpful but not required. Must remain in good military, academic, and athletic standing.
- 3.3. Training. Mandatory D&I training provided by CCD, EO and CWP.
- 3.4. Experience. Policy and training development. Event coordination and management.
- 3.5. Other. Two semester term if the position is held by a first-class cadet, and only a single semester term

CHAPTER 6

Wing Operational Functions

6.1. General. This section outlines the Cadet Wing Operational Functions that do not have a direct chain of command to the Cadet Wing. While all programs in these sections report either OICs or the 306th, they require coordination with the Cadet Wing and are, therefore, assigned liaison representatives. Operational Functions infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all-inclusive.

6.2. Classification. Cadet Wing Operational Functions consist of staff positions whose functions carry wing-wide operational impact, are highly specialized, and are absent of corollaries at the group and/or squadron level.

6.3. AD/TAC/OPCON. Operational Functions Staff are ADCON to their Cadet Squadron and TAC/OPCON to their Wing Staff representative.

6.4. Stratification & Feedback. The Liaisons are responsible for performance appraisals of their respective staff and advocacy at the squadron. Special Functions Staff will conduct feedback with their cadet Sq/CC and be stratified by their cadet Sq/CC.

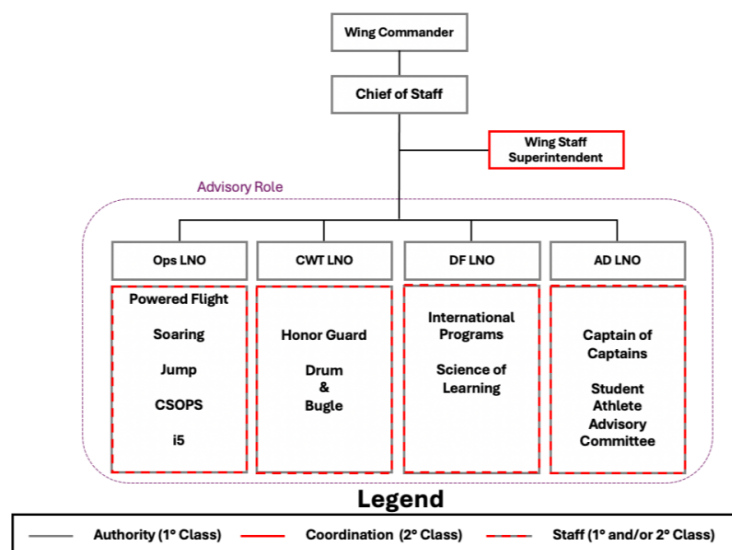
6.5. Operational Functions Staff Aegis. Criteria specified in this paragraph exist to ensure the value of Operational Functions Staff to the cadet wing is reasonably considered within the cadet squadron. Deviations to this paragraph require written approval from the Cadet Wing Commander.

6.5.1. Operational Functions positions are classified as primary duties. Cadets holding these positions may not be required to hold an additional duty but may choose to do so.

6.5.2. Operational Functions Staff are required to submit performance bullets to the Sq/CC.

6.5.3. Operational Functions mission element leads are required to submit a performance appraisal of each of their staff members to their respective Sq/CCs. Performance appraisals will be reviewed and endorsed by the Wing Staff representative of each Operational Functions staff member. The Wing Staff representative of each Operational Functions staff member will submit performance appraisals for their Operational Functions mission element leads.

6.6 Wing Staff Liaison Officer Reporting Chain



AFCW/OL, C/Lt Col

OPERATIONS LIAISON OFFICER and NCOIC

1. Duty Summary. Promotes and ensures crosstalk between Cadet Wing, USAFA/A3O, Airmanship Program Manager, and the Space Detachment regarding airmanship, guardianship, and cyberspace programs. Reports to AFCW/CC. Mentored by USAFA/A3O and Sp/Det/CC.

2. Responsibilities:

- 2.1. Organizes and directs the execution of all airmanship, space, and cyberspace events including those associated with Parent's Weekend, Commandant's Challenge, Unit Compliance Inspection, and Graduation.
- 2.2. Increases awareness and creates exposure and opportunities for all cadets in airmanship, space, and cyberspace programs.
- 2.3. Coordinates with Wing CC, CV, COS, and all Ops Cadet Group Commanders to ensure programs align with the Wing Staff's vision and goals.
- 2.4. Provides guidance and creative opportunities to execute initiatives that align with the Ops Group LNO's goals and intent.
- 2.5. Prepares follow-on aviation leadership for transition of duties, maintaining and creating continuity plans for summer and academic year transitions, including pre-planned room arrangements, dorm inspection policies, and AMI policies for summer aviation periods.
- 2.6. Maintains a continuity binder with all events, activities, procedures, and new initiatives.

3. Duty Qualifications:

- 3.1. Knowledge. Proficient in USAFAI's, AFCWI's, AFI's, and USAFA's airmanship, space, and cyberspace programs. Extensive knowledge of AFCWI 36-3501, Cadet Standards and Duties, and USAFAI 36-3536, Allocation of Cadet Time.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Holds instructional or advanced rating in a USAFA airmanship, space, or cyberspace program.
- 3.4. Experience. Thorough exposure to and interest in a USAFA airmanship, space, or cyberspace program.

AFCW/OLN, C/SMSGt

OPERATIONS LIAISON NCOIC

1. Duty Summary. Ensures crosstalk between Cadet Wing, USAFA/A3O, Airmanship Program Manager, and the Space Detachment regarding airmanship, guardianship, and cyberspace programs. Reports to AFCW/OL. Mentored by USAFA/A3O and Sp/Det/CC.

2. Responsibilities:

- 2.1. Responsible for fulfilling duties in absence of officer.
- 2.2. Prepares follow-on aviation leadership for transition of duties.
- 2.3. Maintains continuity binder with all events, activities, procedures, and new initiatives.
- 2.4. Creates and maintains continuity plans for summer and academic year transitions, to include pre-planned room arrangements, dorm inspection policies, and AMI policies for summer aviation periods.
- 2.5. Assists in organization and execution of all airmanship, space and cyberspace events including those associated with Parent's Weekend, Commandant's Challenge, Unit Compliance Inspection, Graduation, etc.
- 2.6. Increases awareness of airmanship, space, and cyberspace programs throughout the Cadet Wing.
- 2.7. Creates airmanship, space, and cyberspace exposure and opportunities for all cadets.

3. Duty Qualifications:

- 3.1. Knowledge. Proficient in USAFAI's, AFCWI's, AFI's, and USAFA's airmanship, space, and cyberspace programs. Extensive knowledge of the following documents:
 - 3.1.1 AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.2 USAFAI 36-3536, Allocation of Cadet Time
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Hold instructional or advanced rating in a USAFA airmanship, space, or cyberspace program.
- 3.4. Experience. Thorough exposure to and interest in a USAFA airmanship, space, or cyberspace program
- 3.5. Other.

Flying Team/CC, C/Lt Col

FLYING TEAM COMMANDER

1. Duty Summary. Responsible for appearance, performance, conduct and training of all Flying Team members and upgrade candidates. Supervises all 557 FTS cadet activities. Reports to AFCW/OL. Reports administratively to cadet Sq/CC. Mentored by 557 FTS Flt/CC and 557 FTS/CC.

2. Responsibilities:

- 2.1. Supervises performance of all Flying Team members.
- 2.2. Responsible for conducting weekly stand-up.
- 2.3. Responsible for efficient and effective selection of new team members.
- 2.4. Ensures all Flying Team training is accomplished effectively and safely.
- 2.5. Responsible to the 557 FTS/DO for the condition and upkeep of T-41/T-51 aircraft.
- 2.6. Ensures Flying Team members and upgraders meet USAFA academic, military, and athletic standards.
- 2.7. Holds team meetings, highlights upcoming events, and competitions.
- 2.8. Counsels team members and upgraders as required.
- 2.9. Effectively communicates up and down the squadron chain of command.
- 2.10. Provides 557 FTS Flt/CC with planning, preparation, and operation of all demonstrations and deployments.
- 2.11. Ensures AF Form 8 check rides and NIFA certifications are completed and tracked by the 557 FTS/DOV and 557 FTS/DOT.
- 2.12. Coordinates cadet-led tours of the 557th buildings and aircraft.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of AETC, 306 FTG, and 557 FTS flying publications.
 - 3.2. Education. Remains in good military, academic, and athletic standing.
 - 3.3. Training. Completes AM-465.
 - 3.4. Experience. Must be a C1C and member of USAFA Precision Flying Team.
- Flying Team/DO, C/Maj, Line

Flying Team/DO, C/Maj

FLYING TEAM DIRECTOR OF OPERATIONS

1. Duty Summary. Responsible for the appearance, performance, conduct, and training of all Flying Team members and upgrade candidates. Reports to Flying Team/CC. Mentored by 557 FTS Flt/CC and 557 FTS/CC.

2. Responsibilities:

- 2.1. Supervises performance of all Flying Team members.
- 2.2. Responsible for conducting weekly stand-up.
- 2.3. Responsible for efficient and effective selection of new team members.
- 2.4. Ensures all Flying Team training is accomplished effectively and safely.
- 2.5. Responsible to the 557 FTS/DO for the condition and upkeep of T-41/T-51 aircraft.
- 2.6. Ensures Flying Team members and upgraders meet USAFA academic, military, and athletic standards.
- 2.7. Holds team meetings, highlights upcoming events, and competitions.
- 2.8. Counsels team members and upgraders as required.
- 2.9. Effectively communicates up and down the squadron chain of command.
- 2.10. Provides 557 FTS Flt/CC with planning, preparation, and operation of all demonstrations and deployments.
- 2.11. Ensures AF Form 8 check rides and NIFA certifications are completed and tracked by the 557 FTS/DOV and 557 FTS/DOT.
- 2.12. Coordinates cadet-led tours of the 557th buildings and aircraft.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of AETC, 306 FTG, and 557 FTS flying publications.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes AM-465.
- 3.4. Experience. Must be a C1C and member of USAFA Precision Flying Team.

CSOPS/CC, C/Lt Col

CADET SPACE OPERATIONS SQUADRON COMMANDER

1. Duty Summary. Responsible for the appearance, performance, conduct, and training of Cadet Space Operator Instructors (Space 472/473), upgrade candidates (Space-350), and Students (Space-251). Supervises all space ops cadet activities. Reports to AFCW/OL. Mentored by Space Systems Research Center (SSRC) Director.

2. Responsibilities:

- 2.1. Supervises CSOPS staff performance. Ensures cadet Space Operator Instructors and upgrade candidates meet academic, military, and athletic standards.
- 2.2. Responsible for the currency and proficiency of all CSOPS members.
- 2.3. Enforces proper discipline, conduct, and counsels as appropriate.
- 2.4. Represents Cadet Space Operators at official functions. Escorts visitors in SSRC and works in conjunction with the capstone FalconSAT program.
- 2.5. Selects CSOPS staff, Instructors, and Instructor upgrade candidates.

3. Duty Qualifications:

- 3.1. Knowledge. Thorough understanding of FS6/FS8.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Space 250, Space 350, and commander knowledge checks.
- 3.4. Experience. Previous involvement in CSOPS required.

CSOPS/CCC, C/SMSgt

CADET SPACE OPERATIONS SQUADRON SENIOR ENLISTED LEADER

1. Duty Summary. Provide dedicated personnel support for the space operations squadron commander. Advises commander on discipline, morale, health, welfare, mentoring, recognition, and professional development of the squadron. Echoes Commander's Intent, policies, goals and objectives. Ensures equitable and effective discipline. Monitors unit climate. Reports to Space Ops/CC. Mentored by Squadron NCO.

2. Responsibilities:

- 2.1. Attend all meetings and keep records.
- 2.2. Take accountability at mandatory functions.
- 2.3. Update Microsoft Teams with personnel as needed.
- 2.4. Update one-stop shop and ensure ops tracker is up to date.

3. Duty Qualifications:

- 3.1. Knowledge. Thorough understanding of FS6/FS8.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Space 250, Space 350, and commander knowledge checks.
- 3.4. Experience. Previous involvement in CSOPS required.

Soaring/CC, C/Lt Col

CADET SOARING SQUADRON COMMANDER

1. Duty Summary. Responsible for the appearance, performance, conduct and training of all cadet Soaring Instructor Pilots, Upgrading Students and Cadet Fourth-Class Orientation Students. Supervises all cadet activities relating to 94 FTS. Must be a C1C. Remains in good military, academic and athletic standing. Reports to AFCW/OL. Reports administratively to cadet Sq/CC. Mentored by 94FTS/CC.

2. Responsibilities:

- 2.1. Responsible for selection and supervision of cadet staff and their duties.
- 2.2. Ensures all sailplane training is accomplished effectively and safely.
- 2.3. Ensures cadet Soaring IPs and Upgraders meet USAFA academic, military and athletic standards.
- 2.4. Conducts staff meetings focused on improving unit operations and training, informs the squadron on applicable policies and the current state of unit training.
- 2.5. Counsel Cadet IPs and Upgraders as required.
- 2.6. Ensures effective communication up and down chain of command.
- 2.7. Represents cadet Soaring Instructors and Upgraders at official functions, and provides IPs for orientation rides.
- 2.8. Commands 140 cadet instructor pilots, 75 student upgraders and a group of 900 orientation students per year.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain proficient levels of knowledge in 94th Command Structure, the method of operations at all levels, and in USAFA airfield procedures.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Must be a qualified Soaring IP. Mentorship meetings with 94FTS/CC recommended.
- 3.4. Experience. Some organizational leadership experience preferred for academic year positions.

Soaring/CCC, C/SMSgt

CADET SOARING SQUADRON SENIOR ENLISTED LEADER

1. Duty Summary. Coordinates with Officer and cadet schedulers. Coordinates with shop Officers and NCO's. Advises DO on program and shop progress and issues. Responsible for creating and updating 94 FTS Calendar for the semester. Reports to Soaring/CC. Mentored by 94FTS/DO.

2. Responsibilities:

- 2.1. Sends daily email to cadet IP's and 461 students with link to master schedule.
- 2.2. Maintains master tracker and schedule for 251/461 programs.
- 2.3. Routinely checks in with Flight NCO's and shop staff for updates and issues
- 2.4. Provides weekly report to Cadet DO with program and shop updates

3. Duty Qualifications:

- 3.1. Knowledge. Maintains knowledge of cadet Sq/CCs mission, vision, and goals.
- 3.2. Education. Maintain good cadet standing.
- 3.3. Training. Must be a checked Instructor Pilot.
- 3.4. Experience. Adequate leadership experience and communication skills.

Jump/CC, C/Lt Col

CADET JUMP SQUADRON COMMANDER

1. Duty Summary. Responsible for the appearance, performance, conduct and training of all Parachute Team members (AM-496, Wings of Blue) and upgrade candidates (AM-491/490). Supervises all 98 FTS cadet activities relating. Reports to AFCW/OL. Responsible to and mentored by 98 FTS/DO. Reports administratively to cadet Sq/CC.

2. Responsibilities:

- 2.1. Supervise performance of all Parachute Team members.
- 2.2. Ensures Parachute Team training is accomplished effectively and safely.
- 2.3. Ensures Parachute Team members and Upgraders meet USAFA academic, military and athletic standards.
- 2.4. Conducts meetings to inform policies, training and state of the team.
- 2.5. Counsels team members and Upgraders as required.
- 2.6. Effectively communicates up and down the chain of command.
- 2.7. Represent the Wings of Blue at official functions, and provides Parachute Team members for orientation tours and demos in support of the Air Force, the 306 FTG, and the cadet wing.
- 2.8. Provides 98 FTS/DOJ Flt/CC with planning, preparation, and operation of all competitions and demonstrations.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain proficient levels of knowledge in 98th Command Structure, operations at all levels, and USAFA airfield procedures.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Must be a qualified parachuting instructor.
- 3.4. Experience. Some organizational leadership experience preferred.

Jump/CCC, C/SMSGT

CADET JUMP SQUADRON SENIOR ENLISTED LEADER

1. Duty Summary. Provide dedicated personnel support for all squadron cadets. Advises commander on discipline, morale, health, welfare, mentoring, recognition, and professional development of the squadron. Echoes Commander's Intent, policies, goals, and objectives. Monitors unit climate. Works closely with the Cadet Commander and Director of Operations to ensure sufficient cadet duty manning. Remains in good military, academic, and athletic standing. Reports to 98th FTS/Cadet Commander. Mentored by 98th FTS/Senior Enlisted Leader.

2. Responsibilities:

- 2.1. Routinely inspects and interacts with cadets to obtain morale, health, welfare, and good order and discipline. Enforces AF and USAFA policies.
- 2.2. Creates and enforces duty attendance log.
- 2.3. Conducts any necessary culture and climate evaluations.
- 2.4. Monitors weekly communication between cadet leadership and team members as well as between staff and team members.
- 2.5. Coordinates the manning necessary for any tours at the 98th FTS.
- 2.6. Distributes and delegates squadron readiness duties to team members.

3. Duty Qualifications:

- 3.1. Knowledge. Maintain proficient levels of knowledge in 98th Command Structure, operations at all levels, and USAFA airfield procedures.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Must be a qualified parachuting instructor.
- 3.4. Experience. Some organizational leadership experience preferred.

i5/CC, C/Lt Col

i5 COMMANDER

1. Duty Summary. Develops and implements plans, programs, and policies in direct support of Space Force goals and objectives. Leads and supervises cadet space activities. Reports to AFCW/OL. Reports administratively to cadet Sq/CC. Responsible to USSF Delta 13, Detachment 1 Commander. Mentored by i5/OIC.

2. Responsibilities:

- 2.1. Upholds Space Force Core Values and models as a leader of character.
- 2.2. Supervises i5 cadet staff and works with Permanent Party Guardians as needed.
- 2.3. Supervises and retains knowledge of all cadet space activities.
- 2.4. Conducts i5 staff meetings.
- 2.5. Liaison between USAFA i5, USSF, and National i5.
- 2.6. Reports any necessary personnel information to USSF Delta 13, Det. 1 for USSF accession purposes.
- 2.7. Selects, appoints, and supervises i5 staff.
- 2.8. Represents i5 at official functions.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFA i5 Charter.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes i5 STAR 100-400.
- 3.4. Experience. Adequate leadership experience prior to applying.

i5/CCC, C/SMSGt

i5 SENIOR ENLISTED LEADER

1. Duty Summary. Key advocate and advisor to the i5 Commander. Ensures the commander's directions and policies are carried out with dedication to the mission of command. Reports to i5/CC. Mentored by USAFA i5 Director of Operations.

2. Responsibilities:

- 2.1. Upholds Space Force Core Values and models as a leader of character.
- 2.2. Retains knowledge of all cadet space activities.
- 2.3. Assists i5 Commander in conducting i5 staff meetings.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFA i5 Charter.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Completes i5 STAR 100-400.
- 3.4. Experience. Adequate leadership experience prior to applying.

AFCW/TLN, C/Lt Col

CADET WING TRAINING LIAISON OFFICER (LNO)

1. Duty Summary. Serves as the primary liaison for cadet specialized and mission critical programs including the Cadet Honor Guard and the Drum and Bugle Corps, ensuring their representation and advocacy at the Wing Staff level. This officer promotes and ensures integration and visibility of these programs within the cadet wing, coordinating closely with the Wing Staff Superintendent. Reports to AFCW/CoS and is mentored by senior leaders from each respective program.

2. Responsibilities:

- 2.1. Coordinates with the Wing Staff Superintendent to ensure specialized programs are adequately represented and their needs met.
- 2.2. Advocates for policy support, resource allocation, and program visibility to facilitate the successful execution of program missions.
- 2.3. Organizes and oversees all events and activities involving specialized programs, ensuring they align with the broader goals of the cadet wing and USAFA.
- 2.4. Increases awareness of the specialized programs throughout the cadet wing by coordinating information sessions, demonstrations, and participation in high-visibility events.
- 2.5. Maintains regular communication with the leaders of specialized programs to gather feedback and address any concerns.
- 2.6. Prepares and presents reports on the status and progress of specialized programs to the Wing Staff and other relevant stakeholders.
- 2.7. Ensures continuity and transition of leadership within the specialized programs, including training and mentoring incoming leaders.
- 2.8. Acts as the protocol liaison for distinguished visitors and special guests related to the specialized programs.

3. Duty Qualifications:

- 3.1. Knowledge. Must be proficient in understanding the operational, logistical, and ceremonial aspects of specialized cadet programs. Familiar with USAFA directives and policies relevant to cadet activities and programs.
- 3.2. Education. Must remain in good military, academic, and athletic standing.
- 3.3. Training. Should have completed or participated in leadership training specific to cadet programs. Prior experience in a leadership role within these programs is highly desirable.
- 3.4. Experience. Extensive involvement with the Cadet Honor Guard, Drum and Bugle Corps, or similar cadet organizations. Demonstrated capability in leadership and program management.
- 3.5. Other. Must be capable of managing multiple tasks simultaneously and possess strong communication skills to effectively liaise between cadet programs and Wing Staff.

CHG/CC, C/Lt Col

CADET HONOR GUARD COMMANDER

1. Duty Summary. Leads Cadet Honor Guard health, morale, welfare, safety, and operation. Accountable for all Cadet Honor Guard activities. Must be a C1C. Remains in good military, academic and athletic standing. Reports to and responsible to AFCW/OLN. Mentored by Permanent Party Senior Enlisted Leader of Drill and Ceremonies and CHG Officer. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Provide Cadet Honor Guard with a vision and goals directed toward USAFA and the CHG mission.
- 2.2. Ensure team works towards accomplishing set goals, objectives, and mission in all areas.
- 2.3. Ensure CHG compliance with all AFCW directives.
- 2.4. Has ability to set uniforms and policy for practices and activities on the team.
- 2.5. Hold staff meetings and commander's calls to keep CHG informed of policies and state of the team.
- 2.6. Counsels cadets and potential resignees in the CHG as required. Team members who demonstrate substandard performance may be limited, as necessary, by the CHG/CC in their participation with the team until that member is reevaluated.
- 2.7. Inform CHG OIC/NCOIC on status of the CHG.
- 2.8. Responsible for ensuring all personnel are properly recognized for outstanding performance and achievements.
- 2.9. Act as protocol liaison for distinguished visitors and special guests.
- 2.10. Advocate for team in wing to properly accomplish mission.

3. Duty Qualifications:

- 3.1. N/A – job is not one that a person can apply for unless previously a member of the CHG; commander is selected by the Cadet Honor Guard Team at the end of each spring semester

CHG/S, C/SMSgt

CADET HONOR GUARD SUPERINTENDENT

1. Duty Summary. The responsibilities of the Superintendent are to ensure that all tasks set by the XF/CHG and team DO are fulfilled. They are responsible to the XF/CHG for monitoring and assessing all operational facets of CHG to include readiness, training, morale, welfare, and discipline. The superintendent has no authority to set policy, only to enforce the policy of the CHG and team DO. Reports to and stratified by the cadet Sq/CC. Mentored by Cadet Honor Guard Commander. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Will make all communications with the incoming classes prior to the first day of practice.
- 2.2. Will organize all mission-essential staff meetings.
- 2.3. Will ensure all policies (from the SOP) are being enforced for all flights.
- 2.4. Will periodically brief XF/CHG on the discipline and morale of all teammates (including the fourth-class cadets).
- 2.5. Will ensure training flight is following training plans and regulations regarding fourth-class training.
- 2.6. Will create necessary MFR's for acquisitions such as uniforms, weapons, or sabers.
- 2.7. Serves as the link between the members of the team and the CHG/CC.

3. Duty Qualifications:

- 3.1. Experience. Must be on the CHG and have completed fourth-class year. All prior training requirements must have been tested and passed.

DB/CC, C/Lt Col

DRUM AND BUGLE CORPS COMMANDER

1. Duty Summary. Administers Officer's command of the Corps. Responsible for D&B duty functions. Supervises corps activities. Advises Officer on state of corps. Ensures corps compliance IAW USAFAI 36- 3521. Complies with policies/directives when on temporary duty (TDY) status. Reports to AFCW/OLN. Mentored by USAFA/CWTD. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Supervises corps staff performance.
- 2.2. Advises Officer on disposition of disciplinary cases and personnel status.
- 2.3. Represents corps at official ceremonies.
- 2.4. Assists Officer/Supt with trip preparations and formal briefings.
- 2.5. Trains IAW D&B corps regulations and policies.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of AFCWI 36-3501, Cadet Standards and Duties.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Recommended meeting with a previous Corps Commander for continuity.
- 3.4. Experience. Active participant of D&B. Must be a C1C.
- 3.5. Other. One semester position.

DB/DM, C/Maj

DRUM AND BUGLE CORPS SENIOR DRUM MAJOR

1. Duty Summary. The Senior Drum Major, also referred to as the Head Drum Major, serves as the chief executor of the musical performance of the Corps, creator and executor of daily rehearsal objectives, and ceremonial commander of the Corps in performances. Mentored by PP Corps Director. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Coordinate with the PP Corps Director.
- 2.2. Create weekly rehearsal schedules and objectives.
- 2.3. Command the Corps at musical functions to include NMF, parades, and sporting events.
- 2.4. Inform and Empower the Section Leaders to execute the rehearsal objectives.
- 2.5. Coordinate with the Wing Drill and Ceremonies Cadet Staff with weather cancellations.
- 2.6. Run Corps rehearsal time.
- 2.7. Serve as the musical liaison with Wing D&C Program for formations.

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of AFMAN 36-105 and AFCWI 36-3501 to accurately and credibly execute the Corps mission and field questions prescribed SOPs.
- 3.2. Education. The Drum Major must successfully complete Four Degree year in the Corps to gain understanding of the intricacies of a military band.
- 3.3. Training. Training is conducted during Three Degree year as the Drum Major select where skills such as Corps planning, Corps and DM specific drill execution, standardized directing, Wing D&C Program coordination, and sporting event execution are taught and applied.
- 3.4. Experience. Prior Drum Major experience before the Academy is helpful but not required as serving as the Drum Major in a Military Band is full of unique required skills.
- 3.5. Other. Due to the extensive skillset and corps continuity of command and execution, the Drum Major Select assumes the position of Junior Drum Major following Three Degree year, and the Junior Drum Major assumes the position of Head Drum Major following Two Degree year.

DB/JDM, C/SMSGt

DRUM AND BUGLE CORPS JUNIOR DRUM MAJOR

1. Duty Summary. The Junior Drum Major serves as an assistant chief executor of the musical performance of the Corps, assistant creator and executor of daily rehearsal objectives, and ceremonial commander of the Corps in performances. This is done in conjunction with the Senior Drum Major, also referred to as the Head Drum Major (DM). Mentored by the Head Drum Major. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Support, assist, and coordinate with the DM in all capacities.
- 2.2. Assist in the creation of weekly rehearsal schedules and objectives.
- 2.3. Command the Corps at musical functions to include, NMF, Parades, and sporting events.
- 2.4. Inform and Empower the Section Leaders to execute the rehearsal objectives.
- 2.5. Coordinate with Wing Drill and Ceremonies Program Staff with weather cancellations.
- 2.6. Run full Corps rehearsal time.
- 2.7. Serve as the musical liaison with Wing D&C Program for formations.

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of AFMAN 36-105 and AFCWI 36-3501 to accurately and credibly execute the Corps mission and field questions prescribed SOPs.
- 3.2. Education. The Drum Major must have successfully completed Four Degree year in the corps to gain understanding of the intricacies of a military band.
- 3.3. Training. Conducted during Three Degree year as the Drum Major select where skills such as Corps planning, Corps and DM specific drill execution, standardized directing, Wing D&C Program coordination, and sporting event execution are taught and applied.
- 3.4. Experience. Prior Drum Major experience before the Academy is helpful but not required as serving as the Drum Major in a Military Band is full of unique required skills.
- 3.5. Other. Due to the extensive skillset and corps continuity of command and execution, the Drum Major Select assumes the position of Junior Drum Major following Three Degree year, and the Junior Drum Major assumes the position of Head Drum Major following Two Degree year.

AFCW/DL, C/Lt Col

CADET WING DEAN OF FACULTY LIASION OFFICER

1. Duty Summary. Acts as the principal liaison between the Cadet Wing and the Office of International Programs (DFIP), ensuring the integration and support of international cadets and faculty-related initiatives. This position promotes academic excellence, cultural diversity, and the successful integration of international cadets within the USAFA community. Reports to the AFCW/CoS and is mentored by senior members from the DFIP.

2. Responsibilities:

- 2.1. Serves as the primary point of contact for faculty and international program related matters affecting cadets.
- 2.2. Coordinates academic and cultural events that promote the educational objectives of the Academy, including international awareness and diversity.
- 2.3. Advocates for international cadets, ensuring their needs and concerns are addressed within the cadet wing.
- 2.4. Organizes and supervises the preparation and execution of academic and cultural presentations, workshops, and seminars.
- 2.5. Liaises with various academic departments and external agencies to facilitate educational and cultural exchanges.
- 2.6. Assists in the development and implementation of policies that support academic excellence and cultural diversity.
- 2.7. Coordinates with the Wing A1 Division Chief, A4/6 Division Chief, and Diversity & Inclusion staff for event coordination.
- 2.8. Ensures compliance with USAFA and Air Force policies during the execution of international and faculty-related programs.
- 2.9. Educates and mentors cadets on international customs, courtesies, and academic standards.
- 2.10. Manages feedback and after-action reports concerning faculty and international programs to ensure continuous improvement.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains in-depth knowledge of international military customs, global current events, academic standards, and the educational objectives of the USAFA.
- 3.2. Education. Must remain in excellent academic, military, and athletic standing. Candidates with language skills or pursuing a language minor are preferred, emphasizing the importance of cultural diversity.
- 3.3. Training. Trained through participation in international and academic events, preferably holding leadership roles in these areas in previous years.
- 3.4. Experience. Requires substantial organizational skills, previous experience in international or academic program management, and a demonstrated ability to communicate and negotiate across cultural barriers effectively.
- 3.5. Other. The position is for a one-year term, which includes the summer session prior to the academic year to ensure continuity and effective planning.

AFCW/ILO, C/Lt Col

WING INTERNATIONAL LIAISON OFFICER

1. Duty Summary. Serves as primary representative of and senior mentor for International Cadets at USAFA. Plans and executes events to promote cultural diversity and inclusion of International Cadets within the cadet wing. Responsible for helping bridge cultural disconnects between International Cadets, their Command Team and supporting MES. Strengthen bonds, relationships, and cultural awareness across USAFA. Reports to AFCW/DL and USAFA/CWSO (special operations branch). Mentored by USAFA/DFIP 4- year International Cadet Program Co-Ordinator, USAFA/Senior Analyst, Office of Diversity and Inclusion and USAFA/DF-DFRL.

2. Responsibilities:

- 2.1. Advises USAFA/CWSO on any matters related to International Cadets.
- 2.2. Communication channel for all the International Cadets at the Academy.
- 2.3. Responsible to aid DFIP 4-year International Cadet Program Co-Ordinator in organizing events and administrative taskers.
- 2.4. Responsible for organizing Cultural Presentation Briefs for the cadet wing.
- 2.5. Responsible for liaising with Mitchell Hall's Dietician and Executive Chef by getting feedback from the cadet wing to improve the cultural meals and solicit recipe suggestions.
- 2.6. Responsible for liaising with the various International Cadets Affinity groups across the service Academies to organize visits and events.
- 2.7. Officiating and maintenance of the International Cadet Affinity group.
- 2.8. Mentor and help integrate the freshman International Cadets to USAFA.
- 2.9. Mentor and educate the freshman International Cadets with banking, phone plans, credit cards etc. give them the necessary tools to transition to living in America.
- 2.10. Work with USAFA/Officer of Diversity and Inclusion office to incorporate initiatives to bridge cultural disconnects.
- 2.11. Support DFIP events e.g. International Week, Food Cultural Fair, and Colombia week.
- 2.12. Innovate new methods and practices that organically helps to foster a better understanding of American culture and cultures from all around that world.
- 2.13. Officiate the hiring process for the next Wing International Liaison Officer.
- 2.14. Officiate the hiring process for the Wing International Liaison NCOIC.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge on international military customs and courtesies, global current events, and culture.
- 3.2. Education. Remains in good military, academic, and athletic standing. Prefer candidates pursuing a language minor or language experience with a deep understanding of the importance of cultural diversity.
- 3.3. Training. Preparation is usually accomplished through event participation and leadership in international events the previous year.
- 3.4. Experience. Adequate organizational skills and leadership experience prior to applying.
- 3.5. Other. Two semester term, to include summer prior to school year

AFCW/ILN, C/SMSgt

WING INTERNATIONAL LIAISON NCOIC

1. Duty Summary. Aids the Wing International Liaison Officer in the execution of their duties and responsibilities. Reports to the Wing International Liaison Officer. Mentored by AFCW/ILO.

2. Responsibilities:

- 2.1. Advises the Wing International Liaison Officer about issues regarding climate and culture of the International Cadets.
- 2.2. Assists the Wing International Liaison Officer in administrative and logistical matters for initiatives they are planning.
- 2.3. Working closely with the International Freshman class to ensure that they are assimilating well to USAFA and the United States.
- 2.4. Liaising with DFIP and soliciting help from the International Cadets at the Academy.
- 2.5. Soliciting feedback from the International Cadets about their experience at the Academy and relay that information to the Wing International Liaison Officer.
- 2.6. Innovate new methodologies to help foster a better understanding of American culture and cultures from all around that world.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge on international military customs and courtesies, global current events, and culture.
- 3.2. Education. Remains in good military, academic, and athletic standing. Prefer candidates pursuing a language minor or language experience with a deep understanding of the importance of cultural diversity.
- 3.3. Training. Attends training as required by DFIP.
- 3.4. Experience. Organization and networking skills preferred.
- 3.5. Other. This position will be one semester long in length, without the possibility of a cadet holding a second-term acting in the same job.

AFCW/IPO, C/Lt Col

WING INTERNATIONAL PROGRAMS OFFICER

1. Duty Summary. Implements and administers international programs and events under the direction of the Office of International Programs (USAFA/DFIP). Oversees all functions performed by cadets in support of international programs. Ensures Air Force, USAFA, USAFA/CW, and AFCW policies and instructions are enforced during execution of international programs. These duties are required during both fall and spring semesters and the summer. Reports to AFCW/DL. Mentored by Deputy Director of International Programs, USAFA/DFIP. ADCON to their cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Liaisons between cadets and DFIP for international programs.
- 2.2. Provides cadets feedback and after-action reports to DFIP and AFCW/COS about international visits.
- 2.3. Organizes rooms, cots, linens, boarding, and escorts for international visits.
- 2.4. CIC for cadet visitors and escorts during entire length of visit to include briefings on customs and courtesies, supplying information, and disseminating itineraries.
- 2.5. Supervises the International Programs Cadet Staff in support of international events. Names CICs for individual events to lead planning efforts and execution.
- 2.6. Ensures compliance with all applicable USAFA policies for foreign cadets.
- 2.7. Major activities include but are not limited to: Fall International Week, Colombian Air Force Academy Visit, International Cadet Orientation Program, Semester Exchange Cadet Orientation Program, and International Cultural Food Fair.
- 2.8. Coordinates SCA approval for participating events.
- 2.9. Works with Wing A1 Division Chief, A4/6 Division Chief, and Diversity & Inclusion staff for event coordination.
- 2.10. Ensures proper cadet preparation for application and participation of various international opportunities, including: CSLIP, CSEAP, FAV, CSSAP, etc.
- 2.11. Educates and trains assigned cadet escorts to ensure foreign visitors and exchange students receive proper immersion of local culture, customs, and courtesies.
- 2.12. Coordinates and executes summer BCT PLAVAL testing to ensure adequate placement of basic cadets into language classes.
- 2.13. Ensure cadets are properly briefed on various international programs and opportunities throughout the year.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge on international military customs and courtesies, global current events, and culture.
- 3.2. Education. Remains in good military, academic, and athletic standing. Prefer candidates pursuing a language minor or language experience with a deep understanding of the importance of cultural diversity.
- 3.3. Training. Trains through event participation and leadership in international events the previous year. Meets with the DFIP Deputy Director weekly for training.
- 3.4. Experience. Must have organizational experience, especially in running international programs and events. Must have served on DFIP senior staff at any point in the previous year.
- 3.5. Other. Year long position, to include summer prior to school year.

AFCW/IPN, C/SMSGt

WING INTERNATIONAL PROGRAMS NCOIC

1. Duty Summary. Implements and administers international programs under the direction of the Department of International Programs (USAFA/DFIP). Responsible to USAFA/DFIP for all functions performed by cadets in support of international programs. Ensures Air Force, USAFA, USAFA/CW, and AFCW policies and instructions are enforced during execution of international programs. Mentored by DFIP Deputy Director. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Aid the Wing International Programs Officer in executing international programs.
- 2.2. Fill in as CIC of international visits when necessary.
- 2.3. Addresses all contingencies that arise during international visits.
- 2.4. Organizes transportation, lodging, and general logistics in preparation for international events.
- 2.5. Oversees protocol events and coordinates escorts/events for foreign visitors.
- 2.6. Supervises the International Programs Cadet Staff in the absence of the officer.
- 2.7. Prepares to assume the role of Wing International Programs Officer the following year.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge on international military customs and courtesies, global current events, and culture.
- 3.2. Education. Remains in good military, academic, and athletic standing. Prefer candidates pursuing a language minor or language experience with a deep understanding of the importance of cultural diversity.
- 3.3. Training. Preparation is usually accomplished through event participation and leadership in international events the previous year. Meets with the DFIP Deputy Director weekly for training.
- 3.4. Experience. Must have organizational experience, preferably in running international programs and events.
- 3.5. Other. Single semester position.

AFCW/SLC, C/Lt Col

WING SCIENCE OF LEARNING CIC

1. Duty Summary. Leads all Science of Learning Team activities. Ensures the effective transmission of research-based learning and studying strategies to the cadet wing. Reports to AFCW/DL. Mentored by DF/DFEI, SoTL (Director for the Scholarship of Teaching and Learning). ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Maintains Science of Learning Instructor Trainer and Instructor qualifications.
- 2.2. Teaches and leads Science of Learning Instructors.
- 2.3. Ensures Science of Learning Team provides, updates, and publicizes resources to the cadet wing.
- 2.4. Executes mandatory seminars for cadets on academic probation and reports attendance .accountability to the Squadron Academic Programs and in- turn the cadet chain of command.
- 2.5. Establishes direction and mentors Science of Learning Team committees.
- 2.6. Communicates with external collaborators.
- 2.7. Regularly communicate with team regarding expectations and meetings
- 2.8. Organize team logistics and reading meetings.
- 2.9. Represent the Science of Learning Team at Academic Working Group (AWG) monthly meetings.
- 2.10. Updates training/skills with new research into science of teaching/learning.

3. Duty Qualifications:

- 3.1. Knowledge. Strong understanding of Science of Learning research-based strategies. Ability to teach learning and studying strategies during seminars and team meetings
- 3.2. Education. Remains in good academic, military, and athletic standing
- 3.3. Training. Completed Science of Learning expert and instructor certifications.
- 3.4. Experience. Adequate leadership experience on the team prior to applying.
- 3.5. Other. Two semester position.

AFCW/AL, C/Lt Col

CADET WING ATHLETICS DEPARTMENT LIAISON OFFICER

1. Duty Summary. Serves as the primary liaison between the Cadet Wing and the Athletics Department. This officer advocates for and represents student athletes, coordinating with the Athletics Department and the Cadet Wing leadership to enhance athletic programs and student athlete welfare. Reports to USAFA/ADV and AFCW/CoS. Mentored by USAFA/AD.

2. Responsibilities:

- 2.1. Acts as the central point of contact for issues impacting student athletes, coordinating with USAFA/AD, USAFA/CW, and USAFA/DF as required.
- 2.2. Oversees the execution of responsibilities and mission of the athletics department, enhancing communication and support between student athletes and CW leadership.
- 2.3. Attends AFCW/CC staff meetings, providing feedback from student athletes and advocating their interests.
- 2.4. Leads and coordinates meetings including the Student Athlete Advisory Committee (SAAC) and Team Captain Enhancement Program (TCEP), discussing agenda and pertinent issues.
- 2.5. Serves as the liaison to all team captains, fostering a supportive network among athletes.
- 2.6. Works with the Wing Athletic Program to promote and support intercollegiate contests and special events such as the Pack the House and the annual Bolt Awards.
- 2.7. Initiates and coordinates community service outreach opportunities for athletes, ensuring involvement and documentation of community service hours.
- 2.8. Mentors and assists in integration of student athletes within the USAFA community.

3. Duty Qualifications:

- 3.1. Knowledge. Must have a comprehensive understanding of the lifestyle, challenges, and dynamics of being a student athlete at USAFA. Familiar with USAFA/AD structures and the broader command structure of the Wing.
- 3.2. Education. Maintains good standing in military, academic, and athletic performance. Should have leadership experience within athletic programs.
- 3.3. Training. On-the-job learning from senior athletics liaisons, with potential training facilitated by TCEP leadership to understand the nuances of athletic leadership at USAFA.
- 3.4. Experience. Must be a student athlete, preferably a team captain, passionate about advocating for and representing athlete interests within the USAFA community.
- 3.5. Other. This position requires a commitment of at least two semesters, including the summer prior to the academic year to ensure effective planning and continuity.

AD/SAAC, C/Lt Col

STUDENT ATHLETE ADVISORY COMMITTEE CHAIR

1. Duty Summary. The key link between student athletes and the cadet wing. Serves in advisory capacity to the Command Team to advocate and represent student athletes in CW leadership. Position required by the NCAA. Reports to USAFA/ADV and XP/SAAC. Mentored by USAFA/AD. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Serves as cadet point of contact for issues impacting Student Athletes at USAFA. Coordinates with USAFA/AD, USAFA/CW, and USAFA/DF as required.
- 2.2. Assists Liaison/Student Athlete Affairs (USAFA/ADV) in executing responsibilities and mission of the athletic department.
- 2.3. Attends AFCW/CC staff meetings. Provides athlete feedback as required.
- 2.4. Leads all SAAC meetings. Requires monthly, if not bi-weekly, meetings with SAAC advisor to discuss agenda and other pertinent issues. SAAC spokesperson and addresses student-athletes, coaches and administration when needed.
- 2.5. Serves as the cadet wing link to all team captains.
- 2.6. Works with AFCW/AT to highlight all USAFA intercollegiate contests.
- 2.7. Coordinates with Wing Athletic Program for Pack the House event support.
- 2.8. Coordinates with AD and Wing Athletics (fall semester) to plan and execute the annual Bolt Awards. Initiates the planning and coordination process, and ensuring all tasks are accomplished within their designated AD departments.
- 2.9. Initiates community service outreach opportunities for athletes.

3. Duty Qualifications:

- 3.1. Knowledge. Basic understanding of the lifestyle, perspective, and adversity of being a student-athlete at USAFA, as well as a broad understanding of team dynamics and challenges.
- 3.2. Education. Wing Staff structure of command as well as familiarization with the AFCWD. Structural knowledge of USAFA/AD. Remains in good military academic, and athletic standing.
- 3.3. Training. C2C year spent as an understudy in the SAAC Vice-Chairperson role to learn job expectations.
- 3.4. Experience. Must be a student-athlete, passionate about USAFA athletics and representing athletes' interests to USAFA/CW and USAFA/DF, as well as the Mountain West Conference.
- 3.5. Other. Two semester term. Advised that individual live in wing staff for proximity to command team.

AD/SAAC, C/SMSGt

STUDENT ATHLETE ADVISORY COMMITTEE VICE CHAIR

1. Duty Summary. The key link between student athletes and the cadet wing. Serves in advisory capacity to the command team to advocate and represent student athletes in CW leadership. Position required by the NCAA. Reports to USAFA/ADV and XP/SAAC. Mentored by USAFA/AD.

2. Responsibilities:

- 2.1. Serves as cadet point of contact for issues impacting Student Athletes at USAFA. Coordinates with USAFA/AD, USAFA/CW, and USAFA/DF as required.
- 2.2. Assists Liaison/Student Athlete Affairs (USAFA/ADV) in executing responsibilities and mission of the athletic department.
- 2.3. Attends AFCW/CC staff meetings. Provides athlete feedback as required.
- 2.4. Leads all SAAC meetings. Requires monthly, if not bi-weekly, meetings with SAAC advisor to discuss agenda and other pertinent issues. SAAC spokesperson and addresses student-athletes, coaches and administration when needed.
- 2.5. Serves as the cadet wing link to all team captains.
- 2.6. Works with AFCW/AT to highlight all USAFA intercollegiate contests.
- 2.7. Coordinates with Wing Athletic Program for Pack the House event support.
- 2.8. Coordinates with AD and Wing Athletic Program (fall semester) to plan and execute the annual Bolt Awards. Initiates the planning and coordination process, and ensuring all tasks are accomplished within their designated AD departments.
- 2.9. Initiates community service outreach opportunities for athletes.

3. Duty Qualifications:

- 3.1. Knowledge. Basic understanding of the lifestyle, perspective, and adversity of being a student-athlete at USAFA, as well as a broad understanding of team dynamics and challenges.
- 3.2. Education. Wing Staff structure of command as well as familiarization with the AFCWD. Structural knowledge of USAFA/AD. Remains in good military academic, and athletic standing.
- 3.3. Training. On the job, learning from the SAAC Chair.
- 3.4. Experience. Must be a student-athlete, passionate about USAFA athletics and representing athletes' interests to USAFA/CW and USAFA/DF, as well as the Mountain West Conference.
- 3.5. Other. 2 Semester Job, with intent to serve as SAAC Chair the following year.

AFCW/COC, C/Lt Col

INTERCOLLEGIATE CAPTAIN OF CAPTAINS (x2)

1. Duty Summary. The key link between team captains and the cadet wing. Works in conjunction with the SAAC Chair and serves in advisory capacity to the command team to advocate and represent student athletes to CW leadership. Reports to USAFA/ADV and SAAC Chair. Mentored by USAFA/AD. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Along with the SAAC Chair, serves as cadet point of contact for issues impacting Student Athletes at USAFA. Coordinates with USAFA/AD, USAFA/CW, and USAFA/DF as required.
- 2.2. Assists Liaison/Student Athlete Affairs (USAFA/ADV) in executing responsibilities and mission of the athletic department.
- 2.3. Attends AFCW/CC staff meetings. Provides athlete feedback as required.
- 2.4. Helps shape the agenda for all the Team Captain Enhancement Program (TCEP) meetings and attends monthly SAAC meetings. Requires monthly, if not bi-weekly, meetings with SAAC advisor and TCEP permanent party staff to discuss agenda and other pertinent issues. Acts as the Team Captain spokesperson and addresses student-athletes, coaches, and administration when needed.
- 2.5. Serves as the cadet wing link to all team captains.
- 2.6. Works with the Wing Athletic Program to highlight all USAFA intercollegiate contests.
- 2.7. Along with the SAAC Chair, coordinates with wing Athletics for Pack the House event support.
- 2.8. Coordinates with AD and SAAC Chair to help plan and execute the annual Bolt Awards and assists with planning of the end of the school year rising Team Captains Leadership conference.
- 2.9. Works with Community Service Chair on community service outreach opportunities for athletes, ensuring community service hours are documented.

3. Duty Qualifications:

- 3.1. Knowledge. Will be selected by their team captain peers in September of the academic year, there will be a female and male captain of captains. Must have a basic understanding of the lifestyle, perspective, and adversity of being a student-athlete at USAFA, as well as a broad understanding of team dynamics and challenges. Normally only senior team captains will be considered.
- 3.2. Education. Wing Staff structure of command as well as familiarization with the AFCWD. Structural knowledge of USAFA/AD. Remains in good military, academic, and athletic standing.
- 3.3. Training. Work closely with TCEP leadership to better understand their roles as captain of captains.
- 3.4. Selection. The two captain of captains will be selected by their fellow team captains. Starting with the first TCEP meeting in August, TCEP leadership will describe the duties and responsibilities of being the captain of captains. Volunteers will have the opportunity to describe to their peers why they want the position. The team captains will then vote and the winners will be notified and the names provided to AD and CW leadership.
- 3.5. Experience. Must be a team captain, passionate about USAFA athletics and representing athletes' interests to USAFA/CW and USAFA/DF.

Appendix A: Manpower and Personnel Programs (A1)

SQUADRON ACADEMICS PROGRAM (A1)

1. Duty Summary. Accountable for the unit's academic excellence. Leads and manages squadron academic improvement and enrichment programs. Implements and enforces policy regarding academic registration, scheduling, tutoring, conducive study environment, and academic assistance programs. Reports to and responsible to Squadron A1 Division Chief.

2. Responsibilities:

- 2.1. Working with the Science of Learning Team for training and resources related to mentoring and studying strategies, ensures subordinates are trained to conduct academic programs and improvement for operational mission execution.
- 2.2. Provides bi-weekly status updates to Chief of Staff, cadet Sq/CC, PP Sq/CC, and Group A1 Academics Program.
- 2.3. Provides input to Group A1 Academics Program for end of semester AAR.
- 2.4. Monitors at risk cadets through Flight Commanders, designs get-well plans for Academics (AAOCAs), and oversees accountability for Science of Learning Seminar attendance to ensure successful probation completion.
- 2.5. Reviews all Forms 68 for accuracy/completion prior to submitting to PP Sq/CC, and ensures cadets have viable plan.
- 2.6. Coordinates progress checks and academic term grades with Flight Commanders for all cadets assigned to the squadron.
- 2.7. Mentors and provides feedback to Supervisors, Element Leaders, and Flight Commanders on cadet performance and corrective measures for those in need.
- 2.8. Receives training from DF, Group/Wing Staff, and Science of Learning Team.
- 2.9. Ensures Flight Staffs are trained to conduct academic programs for operational mission execution.
- 2.10. Advertises any/all academic events (Major's Night, registration periods, seminars, etc.).
- 2.11. Disseminates information up and down the chain of command with the authority of the A1 Division Chief.
- 2.12. Trains Flight Staff on generating deficiency lists, USAFA Form 68, Cadet Academic Deficiency Evaluation and Probation Action Plan, and Academic Review Committee.
- 2.13. Understands circumstances and policies under which cadet goes on or comes off academic probation.
- 2.14. Knows USAFA's academic opportunities and who to direct cadets to for further information. This includes scholarship opportunities, summer studies, and exchange programs.

SQUADRON ATHLETICS PROGRAM (A1)

1. Duty Summary. Leads and manages squadron athletic programs. Coordinates and monitors squadron PFT/AFT, intramurals, PE program, aerobics, ergonomic testing, reconditioning, unit fitness programs, weight monitoring, and individual cadets participating in intercollegiate athletics. Additional duties include executing Athletic duties, assisting completion of required duties for athletic excellence, and supporting day-to-day squadron athletic activities. The program is responsible for the RECONDO special duty function described in this appendix. Reports to and responsible to Squadron A1 Division Chief.

2. Responsibilities:

- 2.1. Informs squadron of athletic functions and events.
- 2.2. Tracks individual cadet fitness and athletic performance.
- 2.3. Knows and applies cadet fitness testing and evaluation standards.
- 2.4. Provides feedback to Supervisors, Element Leaders and Flight Commanders on their cadets' athletic performances.
- 2.5. Accounts for all cadets with an AFCW Form 18 or AFCW Form 469 to exercise safety to the max extent possible.
- 2.6. Coordinates with Group and Wing A1 Athletics and Recondo Programs for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.
- 2.7. Establishes intramural team rosters (from cadets exempted due to IC or AD-approved competitive club status), forwards to Group A1, and reports squadron intramural team results (to include scores, attendance, and observations/problems) to cadet Sq/CC/PP Sq/CC/AMT following each competition day.
- 2.8. Communicates weekly regular season and playoff schedule to intramural team coaches.
- 2.9. Ensures each cadet in the squadron is on an intercollegiate, intramural, or AD-approved competitive club and participates accordingly.
- 2.10. Motivates squadron to promote physical fitness and participation in athletic events.
- 2.11. Organizes and coordinates squadron athletic program, including unit fitness, intramurals, PFT and AFT preparation, aerobics, ergonomic testing, and weight monitoring.
- 2.12. Assists Squadron AMT in scheduling required weight checks and waist measurements each semester.
- 2.13. Briefs squadron on PFT/AFT dates and physical conditioning programs for preparation.
- 2.14. Maintains a squadron athletic document and a current list of PFT/AFT scores for all cadets.
- 2.15. Maintains files and records on all cadets, especially those who are on athletic probation or on the Weight Management Program.
- 2.16. Understands circumstances and policies under which cadet goes on or comes off athletic probation.
- 2.17. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards, and nutrition.
- 2.18. Directs squadron-level fitness programs and assists in developing personal fitness plans for any cadet in squadron.
- 2.19. For those organizing Unit Fitness Activities, receive appropriate training from Athletic Department Staff and Group/Wing A1 Program Managers.
- 2.20. Maintains CUM PEA above 2.5 and PFT/AFT scores above 250.
- 2.21. Coordinates and oversees RECONDO OFFICER/NCO position described in Chapter 6, Special Functions.

CSXX/RECONDO, C/1LT, C/TSgt, or C/SSgt

RECONDO OFFICER/NCO

1. Duty Summary. Primary advisor on RECONDO and athletic probation. Responsible for executing responsibilities associated with RECONDO and athletic probation for cadets in the squadron. The position is open to first-, second-, and third-class cadets. This is the only potential additional duty for third-class cadets besides their supervisory role. Moreover, this is the only set role within the Squadron A1 Athletics Program. Reports to AFCW/RCD. Administratively reports to the Squadron A1 Division Chief and Squadron Athletics Program.

2. Responsibilities

- 2.1. Understands circumstances and policies under which cadet goes on or comes off athletic probation.
- 2.2. Submits daily attendance data to Squadron and Group RECONDO.
- 2.3. Ensures completion of RECONDO counseling letters, get-well plans, and off-duty training.
- 2.4. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards, and nutrition.
- 2.5. Maintains weekly comment and progress sheet on each cadet enrolled, to include weekly weigh-in data.
- 2.6. Provides timely feedback to the RECONDO cadet for fitness improvement.
- 2.7. Ensures PP Sq/CC, AMT, and cadet Sq/CC are informed of cadet performance utilizing a weekly comment report.
- 2.8. Accounts for all cadets with an AFCW Form 18 or Form 469 to safety exercise to the max extent possible.
- 2.9. Receives RECONDO CIC training.
- 2.10. Must have CUM PEA above 2.5, PFT/AFT scores above 250, and cannot be on Athletic Probation*.

*Exceptions to the CUM PEA and PFT/AFT scores must be approved by the Director of Athletic Reconditioning, ADPT/R. Cadets on athletic probation must wait at least one full semester after probation end date to become RECONDO and exceptions must be approved by ADPT/R.

SQUADRON GRADUATION REQUIREMENTS PROGRAM (A1)

1. Duty Summary. Responsible for overseeing and monitoring all graduation-related requirements for cadets across the four classes. Collaborates with Academic Military Trainers (AMTs) to ensure cadets meet educational, medical, and athletic benchmarks essential for graduation. Coordinates key events including Job Drops and the Commissioning Ceremony. Reports to Squadron A1 Division Chief.

2. Responsibilities:

2.1. Commissioning Education Tracking: Oversees the completion of all Commissioning Education (CE) lessons and quizzes, coordinates with AMTs to address any deficiencies and ensures all educational requirements are met on time.

2.2. Athletic Requirements Verification: Ensures that all cadets meet the athletic requirements necessary for graduation, including the Physical Fitness Test (PFT), Aerobic Fitness Test (AFT), and Air Force Fitness Test (AFFT).

2.3. Commissioning Requirements Compliance: Confirms that all commissioning requirements, including the Air Force Officer Qualifying Test (AFOQT), M9 Qualification, Saturday Ante Meridiem Inspections (SAMIs), Ante Meridiem Inspections (AMIs), and Personal Appearance Inspections (PAIs) are met by cadets, facilitating any necessary preparations or remediations.

2.4. Job Drops Organization (Fall): Plans and executes the squadron Job Drops events, facilitating interactions between cadets and future Air Force units or roles they might be assigned, enhancing decision-making for their career paths.

2.5. Commissioning Ceremony Organization (Spring): Leads the planning and execution of the squadron Commissioning Ceremony, ensuring a dignified and memorable event that honors the achievements of graduating cadets.

SQUADRON CADET AWARDS PROGRAM (A1)

1. Duty Summary. Oversees the quarterly (twice a semester) cadet awards process within the squadron. This role involves meticulous gathering and analysis of data on squadron members to assess their eligibility based on predefined criteria for various award categories: Military, Athletic, Academic, and Teammate. These awards are defined below. Reports to Squadron A1 Division Chief.

2. Responsibilities:

2.1. Data Collection and Analysis: Collects comprehensive data on cadets' performance and activities across military, academic, and athletic domains. Analyzes this information to determine eligibility and identify potential award recipients.

2.2. Award Selection Process: Implements a fair and transparent process to compare cadet achievements against the award criteria, ensuring the selection of the most deserving cadets. A maximum of four awards are given each quarter, open to cadets from all classes, to maintain a high standard of recognition.

2.3. Documentation and Stratification Contribution: Documents the accomplishments and rationale behind each award decision. Ensures this documentation is included in the cadet's stratification package for use during stratification process within the squadron.

2.4. Nomination Process: Allows nominations for awards from Flight Commanders, A1, A3, and A4/6 Division Chiefs, ensuring a broad input base and diverse perspectives in evaluating cadet achievements.

2.5. Exclusion of Squadron, Group, and Wing Staff: These members are not eligible for these awards. It is expected that they already exemplify leadership qualities without the need for extrinsic motivation. This exclusion also underscores the commitment to recognizing the outstanding contributions of cadets in lower-visibility positions each quarter.

2.6. Communicate the winner and reasoning for each award quarterly to Group A1 Cadet Awards Program.

2.7. If a Group award is won by a cadet within the squadron, it ensures the documentation and rationale of the selection communicated by the Group Cadet Awards Program.

3. Award Descriptions

Military Award

Eligibility Criteria:

- Demonstrated outstanding proficiency and knowledge in military training exercises and tactics.
- Achieved top performance in assessments of military skills during RAT evaluations.
- Exhibited leadership in military-specific contexts, effectively guiding peers in structured military tasks and responsibilities.
- Played a crucial role in planning or executing military events or operations at the Academy.

Athletic Award

Eligibility Criteria:

- Achieved significant athletic accomplishments or shown marked improvement in their respective sports or physical activities.
- Demonstrated sportsmanship, leadership, and commitment on and off the field.
- Maintained physical fitness standards at an exceptional level.

- Actively participated in promoting and supporting athletic activities at the Academy.

Academic Award

Eligibility Criteria:

- Maintained a GPA above 3.5, particularly in their major.
- Engaged in research or academic projects that contribute to their field of study or the Academy's academic reputation.
- Actively participated in academic clubs, competitions, or events, showing leadership and initiative.
- Contributed to academic mentoring or tutoring programs, aiding peers in their academic pursuits.

Teammate Award

Eligibility Criteria:

- Consistently shown exceptional supportiveness, cooperation, and reliability in team settings across all areas of cadet life, including academics, athletics, and club activities.
- Recognized by peers and faculty for fostering a collaborative and inclusive environment, enhancing team cohesion and effectiveness.
- Provided mentorship, encouragement, and practical help to teammates, significantly impacting the team's morale and success.
- Demonstrated adaptability by working effectively with diverse team members and contributing to a positive team dynamic.

SQUADRON LEADERSHIP BOARDS PROGRAM (A1)

1. Duty Summary. The Squadron Leadership Boards Program is crucial within the squadron, working closely with the squadron Permanent Party to ensure the efficient organization and operation of cadet leadership and discipline boards. This position manages all aspects of the board processes, from notifying cadets and their supervisors to disseminating procedural guidelines. The program ensures that these boards function smoothly and uphold the highest standards of fairness and transparency for cadet selection. Does not participate in the selection process, only creating the guidelines/processes. Reports to Squadron A1 Division Chief.

2. Responsibilities:

- 2.1. Assembles cadet Sq/CC and Director of Character and Honor Interview Boards: Organizes interview boards for assessing cadets for potential leadership roles, maintaining a rigorous, equitable, and transparent evaluation process.
- 2.2. Notifies Participants: Informs cadets and their supervisors about upcoming boards, providing them with adequate preparation time and detailed information on the procedures and expectations.
- 2.3. Publishes and Updates Board Procedures: Regularly updates and distributes board procedures to ensure all participants are aware of the guidelines and standards, promoting a consistent and fair process.
- 2.4. Feedback Mechanism: Establishes a feedback system to collect insights from participants and observers to continually refine and improve board processes.
- 2.5. Training for Board Members: Conducts training sessions for board members to ensure they are well-versed in the procedures, ethical considerations, and decision-making required during the boards.

GROUP ACADEMICS PROGRAM (A1)

1. Duty Summary. Monitors and coordinates academic matters between group and wing. Works with Wing A1 to administer/enforce academic policies and procedures. Represents cadet interests to wing. Working with the Wing Academic Science of Learning Officer or NCOIC, ensures subordinates are trained in matters relating to academic performance. Provides ideas, support and assistance with records of all activities. Checks and surveys squadron academic policies for quality management and aids in implementation of programs for academic improvement. Remains in good military, academic, and athletic standing. Reports to Group A1 Division Chief.

2. Responsibilities:

- 2.1. Prepares and files all academic paperwork.
- 2.2. Performs monthly checks of squadron programs, policies and execution; carries out an end-of-semester meeting to collect data on successes and failures of various programs implemented in each squadron in the group.
- 2.3. Ensures Squadron A1 Staffs advertise all academic events. Publicizes Major's Night, tutoring programs, GR review sessions, scholarship and graduate studies opportunities, and other critical academic information.
- 2.4. Creates guidelines and procedures for academic monitoring/reporting of "at risk" or academically deficient cadets to cadet Group Commander and PPGC.
- 2.5. Oversees Academic Call to Quarters (ACQ), Weekend Academic Call to Quarters (WACQ) and establishes policy for academic study environment in dorms.
- 2.6. Develops, implements and oversees group and squadron academic programs.
- 2.7. Trains Squadron A1 Academics Programs to include deficiency lists, USAFA Form 68, Cadet Academic Deficiency Evaluation and Probation Action Plan (with support from the Science of Learning Team) and Academic Review Committee.
- 2.8. Provides bi-weekly feedback to Wing Academic Program regarding group academic issues. Implements policy to enhance group's academic proficiency.
- 2.9. Provides input to Wing A1 Division Chief for end of semester AAR.
- 2.10. Distributes and posts academic policy changes/updates and academic items of interest to include procedures for academic tutoring programs.
- 2.11. Contributes to growth of the Wing GR Archive and advertises the use of wing tutoring programs to squadrons; creates/shares one up-to-date list of all necessary academic information to squadrons.
- 2.12. Academic Working Group member. Sends monthly agenda items intended to improve cadet academic performance, along with record of all work completed since the previous meeting.
- 2.13. Monitors and coordinates academic matters between AFCW, group and squadrons. Forwards cadet concerns to Wing Academics Program.

3. Duty Qualifications:

- 3.1. Knowledge. Current wing, group, and squadron tutoring programs, academic probation process, and available studying resources (QRC hours, EI, etc.). Maintains a strong understanding of the Academic Probation process in accordance with the following:
 - 3.1.1. USAFA Course of Instruction: Section 2-4, Academic Deficiency and Probation, AFCWI 51-201, Administration of Cadet Discipline, and the Course of Instruction, and the Form68 process.
- 3.2. Education. Cadets overseeing this program remain in good military, academic, and athletic standing. Academic-life balance, as shown by high academic success simultaneous with high performance in some other area.
- 3.3. Training. N/A.

- 3.4. Experience. Experience in structured tutoring programs and close work with cadets who have been successful through academic probation.
- 3.5. Other. It is important to focus on cadets who struggle severely in academics and on improving the drive and performance of average-to-high achieving students.

GROUP ATHLETICS PROGRAM (A1)

1. Duty Summary. Monitors and coordinates athletic matters between the group, wing, and AD. Works with Squadron Athletic Programs to administer athletic policies. Represents cadet interests to wing and AD. The program is responsible for all group athletics programs, coordinating with Group Staff and Squadron A1 Athletics. Reports to Group A1 Division Chief.

2. Responsibilities:

- 2.1. Monitors Physical Education (PE), physical and aerobic fitness tests (PFTs/AFTs), and unit fitness programs. Ensures accurate and timely accountability to Athletic Department Physical Education (ADP). Recommends changes to ADP when necessary.
- 2.2. Prepares and organizes daily intramural operations/participation IAW fall/spring Intramural Schedule of Instruction (SOI).
- 2.3. Coordinates and monitors cadet participation in intramurals. Compiles referee/intramural team rosters, forwards to Wing A1. Ensures each squadron knows its weekly competition schedule.
- 2.4. Performs weekly checks of squadron intramural attendance rosters in COMPASS for completeness/accuracy. Provides squadrons feedback/corrections.
- 2.5. Ensures squadrons complete semester weigh-ins IAW weight mgt program.
- 2.6. Compiles and submits group athletic performance measures to the Wing Athletics Program.
- 2.7. Develops group-wide athletic training activities to enhance fitness. Monitors PFT/AFT scores and creates plan for continuous fitness assessment improvement.
- 2.8. Compiles and submits athletic performance measures through group to wing.
- 2.9. Develops and executes fitness events during Commandant's Challenge, CULEX, etc.
- 2.10. Monitors Squadron Staffs for proper duty execution through monthly grading and routine meetings. Works with them to develop new ways to promote athletics and physical fitness.
- 2.11. Coordinates with AD to administer athletic policies.
- 2.12. Ensures squadrons maintain cadets on intercollegiate, intramural or limited on-season roster.
- 2.13. Monitors and supports Cadet Fitness Center (CFC) programs including Weight Room Cadet in Charge (CIC) and Group Fitness Instructor Program.
- 2.14. Compiles athletics performance numbers for all squadrons for inclusion into Outstanding Squadron System. Reports numbers to Group A1 Division Chief.
- 2.15. Coordinates and oversees squadron RECONDO OFFICER/NCO positions described in Chapter 6, Special Functions, along with all squadron A1 Athletic Program leads.

3. Duty Qualifications:

- 3.1. Knowledge. Understanding and ability to communicate with various AD and CW personnel that both have input in this job. Excel skills for intramural score tracking.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Attends necessary training as directed by Group Commander and/or Group Chief of Staff.
- 3.4. Experience. Prior demonstration of fluidity in technological means of communication and organization is desirable.

GROUP GRADUATION REQUIREMENTS PROGRAM (A1)

1. Duty Summary. Responsible for overseeing and monitoring all graduation-related requirements for cadets across the group. Collaborates with Group Academic Military Trainers (AMTs) to ensure cadets meet educational, medical, and athletic benchmarks essential for graduation. Reports to Group A1 Division Chief.

2. Responsibilities:

2.1. Commissioning Education Tracking: Oversees the completion of all Commissioning Education (CE) lessons and quizzes, coordinates with Group AMTs to address any deficiencies and ensures all educational requirements of the Group Staff are met on time.

2.2. Athletic Requirements Verification: Ensures that all Group Staff cadets meet the athletic requirements necessary for graduation, including the Physical Fitness Test (PFT), Aerobic Fitness Test (AFT), and Air Force Fitness Test (AFFT).

2.3. Commissioning Requirements Compliance: Confirms that all commissioning requirements, including the Air Force Officer Qualifying Test (AFOQT), M9 Qualification, Saturday Ante Meridiem Inspections (SAMIs), Ante Meridiem Inspections (AMIs), and Personal Appearance Inspections (PAIs) are met by cadets, facilitating any necessary preparations or remediations.

2.4. Job Drops Organization (Fall): Coordinates with all squadrons to ensure proper informational and practical resources and guidelines for organizing and executing Job Drop ceremonies.

2.5. Commissioning Ceremony Organization (Spring): Coordinates and oversees dissemination of information, locations, and distinguished guests lists assigned to each squadron's commissioning ceremony.

GROUP CADET AWARDS PROGRAM (A1)

1. Duty Summary. Oversees the quarterly (twice a semester) cadet awards process within the group. This role involves meticulous gathering and analysis of data on group members selected as winners at the squadron level to assess their eligibility based on predefined criteria for various award categories: Military, Athletic, Academic, and Teammate. The coordinator works closely with squadron counterparts to gather data and nominate the most deserving cadets based on the winners at the squadron levels. Reports to Group A1 Division Chief.

2. Responsibilities:

- 2.1. Data Collection and Analysis: Collects comprehensive data on squadron award winners' performance and activities across military, academic, and athletic domains. Analyzes this information to determine eligibility and identify potential group award recipients based on squadron-level achievements.
- 2.2. Award Selection Process: Implements a fair and transparent process to compare cadet achievements against the award criteria, ensuring the selection of the most deserving cadets. A maximum of four group awards are given each quarter, open to cadets from all classes, to maintain a high standard of recognition.
- 2.3. Documentation and Stratification Contribution: Documents the accomplishments and rationale behind each award decision and communicates it to the Squadron A1 Division Chief.
- 2.4. Nomination Process: Allows nominations for awards from Squadron Cadet Awards Programs.
- 2.5. If one group member wins the award at the Wing level, the group program is responsible for communicating it at the respective squadron.

3. Award Descriptions

Military Award

- **Eligibility Criteria:**
 - Demonstrated outstanding proficiency and knowledge in military training exercises and tactics.
 - Achieved top performance in assessments of military skills during RAT evaluations.
 - Exhibited leadership in military-specific contexts, effectively guiding peers in structured military tasks and responsibilities.
 - Played a crucial role in planning or executing military events or operations at the Academy.

Athletic Award

- **Eligibility Criteria:**
 - Achieved significant athletic accomplishments or shown marked improvement in their respective sports or physical activities.
 - Demonstrated sportsmanship, leadership, and commitment on and off the field.
 - Maintained physical fitness standards at an exceptional level.
 - Actively participated in promoting and supporting athletic activities at the Academy.

Academic Award

- **Eligibility Criteria:**
 - Maintained a GPA above 3.5, particularly in their major.
 - Engaged in research or academic projects that contribute to their field of study or the Academy's academic reputation.

- Actively participated in academic clubs, competitions, or events, showing leadership and initiative.
- Contributed to academic mentoring or tutoring programs, aiding peers in their academic pursuits.

Teammate Award

- **Eligibility Criteria:**
 - Consistently shown exceptional supportiveness, cooperation, and reliability in team settings across all areas of cadet life, including academics, athletics, and club activities.
 - Recognized by peers and faculty for fostering a collaborative and inclusive environment, enhancing team cohesion and effectiveness.
 - Provided mentorship, encouragement, and practical help to teammates, significantly impacting the team's morale and success.
 - Demonstrated adaptability by working effectively with diverse team members and contributing to a positive team dynamic.

GROUP LEADERSHIP BOARDS PROGRAM (A1)

1. Duty Summary. The Group Leadership Boards Program is crucial within the group, working closely with the Group Permanent Party to ensure the efficient organization and operation of cadet leadership and discipline boards. This position manages all aspects of the board processes, from notifying cadets and their supervisors to disseminating procedural guidelines. The program ensures that these boards function smoothly and uphold the highest standards of fairness and transparency for cadet selection. Does not participate in the selection process, only creating the guidelines/processes. Reports to Group A1 Division Chief.

2. Responsibilities:

- 2.1. Assembles Group Commander and interview boards: Organizes interview boards for assessing cadets for potential leadership roles, maintaining a rigorous, equitable, and transparent evaluation process.
- 2.2. Notifies Participants: Informs cadets and their supervisors about upcoming boards, providing them with adequate preparation time and detailed information on the procedures and expectations.
- 2.3. Publishes and Updates Board Procedures: Regularly updates and distributes board procedures to ensure all participants are aware of the guidelines and standards, promoting a consistent and fair process.
- 2.4. Feedback Mechanism: Establishes a feedback system to collect insights from participants and observers to continually refine and improve board processes.
- 2.5. Training for Board Members: Conducts training sessions for board members to ensure they are well-versed in the procedures, ethical considerations, and decision-making required during the boards.
- 2.6 Responsible for scheduling and reserving locations for Group Commander Review Boards

WING ACADEMICS PROGRAM (A1)

1. Duty Summary. Monitors and coordinates academic matters between AFCW and Dean of Faculty (DF) staff. Works with DF to administer academic policies and procedures. Represents cadet interests and ensures that subordinates are trained in matters relating to academic performance and academic probation. Provides ideas, support, and assistance with records of academic activities. Checks and surveys group and squadron academic policies and programs for quality management. Reports to Wing A1 Division Chief.

2. Responsibilities:

- 2.1. Serves as AFCW point of contact with DF for coordination of curriculum matters, academic enrichment opportunities, and academic policies for the cadet wing.
- 2.2. Ensures all academic events are sufficiently advertised.
- 2.3. Oversees Academic Call to Quarters (ACQ), Weekend Academic Call to Quarters (WACQ), and establishes policy for academic study environment in dorms.
- 2.4. Develops, implements, and oversees wing/group/squadron academic programs.
- 2.5. Coordinates and advocates for DF panel cadet participation.
- 2.6. Member of DF Academic Working Group (AWG). Schedules, coordinates, and establishes agendas/minutes on a monthly basis. Facilitates and coordinates AWG projects and related initiatives.
- 2.7. Oversees the logistics surrounding academic probation throughout the semester.
- 2.8. Supervises and supports the Science of Learning Commander.
- 2.9. Assists during monthly Academic Work Group Meetings.
- 2.10. Performs checks of group programs, policies, and execution.
- 2.11. Coordinates with DF on academic probation lists and assists in disseminating these lists to the group.
- 2.12. Enforces WACQ study environments.
- 2.13. Assists in supporting and supervising the Science of Learning Team, including training of squadron academic staff to support programs and improvement.
- 2.14. Manages GR Archive, checking for academic quality and integrity.
- 2.15. Assists in disseminating academic information to the Cadet Wing.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains a strong understanding of the Academic Probation process in accordance with the following:
 - 3.1.1. USAFA Course of Instruction: Section 2-4, Academic Deficiency and Probation
 - 3.1.2. AFCWI 51-201, Administration of Cadet Discipline
 - 3.1.3. The Course of Instruction, and the Form 68 process
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. N/A
- 3.4. Experience. N/A
- 3.5. Other. Spring semester, works with DF on the Heiser Award.

WING ATHLETICS PROGRAM (A1)

1. Duty Summary. Monitors and coordinates athletic matters between Cadet Wing (CW) and Athletic Department (AD). Ensures CW is informed with all relevant athletic information, to include all RECONDO operations specified in Chapter 6, Special Functions. Organizes meaningful and challenging athletic experiences for CW. Represents cadet interests to AD. Assists in their duties and supports athletic activity records. Checks and surveys unit athletic programs/intramurals for quality management/participation. Reports to Wing A1 Division Chief.

2. Responsibilities:

- 2.1. Monitors Physical Education (PE), physical and aerobic fitness tests (PFTs/AFTs), and unit fitness programs. Ensures accurate and timely accountability to Athletic Department Physical Education (ADP). Recommends changes to ADP when necessary.
- 2.2. Manages and administers the Cadet Intramural Program in accordance with the Fall/Spring Intramural Schedule of Instruction (SOI).
- 2.3. Ensures wing program/policy facilitates intramural accountability and supports ADP in communicating program requirements related to PE, PFTs/AFTs, and C1C AF commissioning Fitness Assessments.
- 2.4. Develops wing-wide athletic training activities to enhance fitness. Monitors PFT/AFT scores and creates plans for continuous fitness assessment improvement.
- 2.5. Checks squadron intramural team attendance rosters weekly. Reports problems and findings to AD intramural director.
- 2.6. Oversees all cadet intramural staff members. Selects highly qualified first or second-class cadets as league sport managers at the beginning of each semester.
- 2.7. Coordinates with AD to administer athletic policies and creates an appropriate array of exercises for the purpose of training.
- 2.8. Provides maximum support to Falcon sporting events. Works with Liaison/Student Athlete Affairs (USAFA/ADV) to verify maximum participation events and solicit inputs from intercollegiate team captains.
- 2.9. Plans and organizes daily intramural operations/participation. Ensures cadet referee support for all intramural events.
- 2.10. Assists in the development and execution of fitness events during Commandant's Challenge, CULEX, etc.
- 2.11. Assists in the development and execution of Unit Fitness across the wing.
- 2.12. Ensures CW is informed about club sporting team tryouts and athletic volunteer opportunities.
- 2.13. Plans end-of-year intramural banquet for winning teams.
- 2.14. Coordinates with Wing RECONDO Commander and oversees RECONDO OFFICER/NCO position described in Chapter 6, Special Functions.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains a current understanding of the operations of intramurals, AFT/PFT, PE classes, etc.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. N/A
- 3.4. Experience. Helpful skillsets include organization, creativity, adaptability, and knowledge of sports (i.e., how brackets work).
- 3.5. Other. May not be an on-season intercollegiate athlete. Exceptions must be approved by USAFA/ADPT.

WING GRADUATION REQUIREMENTS PROGRAM (A1)

1. Duty Summary. Responsible for overseeing and monitoring all graduation-related requirements for cadets across the wing. Collaborates with Wing Academic Military Trainers (AMTs) to ensure cadets meet educational, medical, and athletic benchmarks essential for graduation. Reports to Wing A1 Division Chief.

2. Responsibilities:

2.1. Commissioning Education Tracking: Oversees the completion of all Commissioning Education (CE) lessons and quizzes, coordinates with Wing AMTs to address any deficiencies and ensures all educational requirements of the wing are met on time.

2.2. Athletic Requirements Verification: Ensures that all cadets meet the athletic requirements necessary for graduation, including the Physical Fitness Test (PFT), Aerobic Fitness Test (AFT), and Air Force Fitness Test (AFFT).

2.3. Commissioning Requirements Compliance: Confirms that all commissioning requirements, including the Air Force Officer Qualifying Test (AFOQT), M9 Qualification, Saturday Ante Meridiem Inspections (SAMIs), Ante Meridiem Inspections (AMIs), and Personal Appearance Inspections (PAIs) are met by cadets, facilitating any necessary preparations or remediations.

2.4. Job Drops Organization (Fall): Coordinates with all groups to ensure proper informational and practical resources and guidelines for organizing and executing Job Drop ceremonies across the Wing.

2.7. Commissioning Ceremony Organization (Spring): Coordinates and oversees dissemination of information, locations, and distinguished guests lists for the Wing's commissioning ceremonies.

WING CADET AWARDS PROGRAM (A1)

1. Duty Summary. Oversees the quarterly cadet awards process within the Wing. This role involves meticulous gathering and analysis of data on cadet wing members selected as winners at the group level to assess their eligibility based on predefined criteria for various award categories: Military, Athletic, Academic, and Teammate. The coordinator works closely with group counterparts to gather data and nominate the most deserving cadets based on the winners at the group levels. Reports to Wing A1 Division Chief.

2. Responsibilities:

2.1. Data Collection and Analysis: Collects comprehensive data on group award winners' performance and activities across military, academic, and athletic domains. Analyzes this information to determine eligibility and identify potential Wing award recipients based on group-level achievements.

2.2. Award Selection Process: Implements a fair and transparent process to compare cadet achievements against the award criteria, ensuring the selection of the most deserving cadets. A maximum of four Wing awards are given each quarter, open to cadets from all classes, to maintain a high standard of recognition.

2.3. Documentation and Stratification Contribution: Documents the accomplishments and rationale behind each award decision and communicates it to the Group A1 Division Chief.

2.4. Nomination Process: Allows nominations for awards from Group Cadet Awards Programs.

2.5. Communicate and coordinate with permanent party regarding the administration of permanent party discretion awards (cadet Sq/CC, Flight Commander, Senior Enlisted Leader, and First Sergeant of the semester).

3. Award Descriptions

Military Award

- **Eligibility Criteria:**
 - Demonstrated outstanding proficiency and knowledge in military training exercises and tactics.
 - Achieved top performance in assessments of military skills during RAT evaluations.
 - Exhibited leadership in military-specific contexts, effectively guiding peers in structured military tasks and responsibilities.
 - Played a crucial role in planning or executing military events or operations at the Academy.

Athletic Award

- **Eligibility Criteria:**
 - Achieved significant athletic accomplishments or shown marked improvement in their respective sports or physical activities.
 - Demonstrated sportsmanship, leadership, and commitment on and off the field.
 - Maintained physical fitness standards at an exceptional level.
 - Actively participated in promoting and supporting athletic activities at the Academy.

Academic Award

- **Eligibility Criteria:**
 - Maintained a GPA above 3.5, particularly in their major.

- Engaged in research or academic projects that contribute to their field of study or the Academy's academic reputation.
- Actively participated in academic clubs, competitions, or events, showing leadership and initiative.
- Contributed to academic mentoring or tutoring programs, aiding peers in their academic pursuits.

Teammate Award

- **Eligibility Criteria:**
 - Consistently shown exceptional supportiveness, cooperation, and reliability in team settings across all areas of cadet life, including academics, athletics, and club activities.
 - Recognized by peers and faculty for fostering a collaborative and inclusive environment, enhancing team cohesion and effectiveness.
 - Provided mentorship, encouragement, and practical help to teammates, significantly impacting the team's morale and success.
 - Demonstrated adaptability by working effectively with diverse team members and contributing to a positive team dynamic.

WING LEADERSHIP BOARDS PROGRAM (A1)

1. Duty Summary. The Wing Leadership Boards Program is critical within the Wing, working closely with the Wing Permanent Party to ensure the efficient organization and operation of cadet leadership and discipline boards. This position manages all aspects of the board processes, from notifying cadets and their supervisors to disseminating procedural guidelines. The program ensures that these boards function smoothly and uphold the highest standards of fairness and transparency for cadet selection. Does not participate in the selection process, only creating the guidelines/processes. Reports to Wing A1 Division Chief.

2. Responsibilities:

2.1. Assembles Wing Commander and staff interview boards: Organizes interview boards for assessing cadets for potential leadership roles, maintaining a rigorous, equitable, and transparent evaluation process across the Wing.

2.2. Notifies Participants: Informs cadets and their supervisors about upcoming boards, providing them with adequate preparation time and detailed information on the procedures and expectations at the Wing level.

2.3. Publishes and Updates Board Procedures: Regularly updates and distributes board procedures to ensure all participants across the Wing are aware of the guidelines and standards, promoting a consistent and fair process.

2.4. Feedback Mechanism: Establishes a feedback system to collect insights from participants and observers across the Wing to continually refine and improve board processes.

2.5. Training for Board Members: Conducts training sessions for board members to ensure they are well-versed in the procedures, ethical considerations, and decision-making required during the boards at the Wing level.

AFCW/RCC, C/Lt Col

WING RECONDO COMMANDER

1. Duty Summary. Monitors, coordinates, and administers reconditioning matters and programs with USAFA/ADPT/R. Reports to AFCW/AT. Responsible to and mentored by USAFA/ADPT/R.

2. Responsibilities:

- 2.1. Develops, implements, and oversees reconditioning workout programs under USAFA/ADPT/R guidance. This includes both M- and T-Day programs.
- 2.2. Oversees Physical Enhancement Program and Extreme Reconditioning Programs and ensures proper manning requirements are met.
- 2.3. Maintains records of all counseling letters and get-well plans of cadets.
- 2.4. Maintains discipline for all cadets and Reconditioning Staff.
- 2.5. Interviews, recommends for selection, and trains replacement.
- 2.6. Receives credit as a cadet instructor (PE 479) and make all efforts to assist with Summer RECONDO & Fundamentals to Physical Development (PE 113).

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of the RECONDO principles: physical training, nutrition, self-discipline, and mental toughness.
- 3.2. Education. Requires one-year minimum tenure as Squadron RECONDO NCO.
- 3.3. Training. Requires training from USAFA/ADPT/R Staff.
- 3.4. Experience. Demonstrates proficiency in physical fitness and personal training principles. Has displayed excellence as a RECONDO CIC. There will be a strong focus on having clear communication and organization. Must have CUM PEA above 2.5, PFT/AFT scores above 250, and cannot be on Athletic Probation. Exceptions to the CUM PEA and PFT/AFT scores must be approved by the Director of Athletic Reconditioning, ADPT/R.
- 3.5. Other. 2-Semester position.

AFCW/RCD, C/Maj

WING RECONDO DEPUTY COMMANDER

1. Duty Summary. Responsible for planning and executing reconditioning workouts. Assists Wing RECONDO Commander in bi-lateral reconditioning day operations. Reports to AFCW/RCC. Reports administratively to Group A1 Division Chief. Mentored by USAFA/ADPT/R Staff.

2. Responsibilities:

- 2.1. Develops, implements, and oversees reconditioning workout programs under USAFA/ADPT/R guidance.
- 2.2. Executes and disseminates training plan as coordinated with USAFA/ADPT/R to Squadron RECONDO NCOs.
- 2.3. Maintains records of all counseling letters and get-well plans of cadets assigned to M/T-Day as applicable.
- 2.4. Maintains discipline for cadets and Reconditioning Staff assigned to M/T-Day as applicable.
- 2.5. Receives credit as a cadet instructor (PE 479) and make all efforts to assist with Summer RECONDO & Fundamentals to Physical Development (PE 113).

3. Duty Qualifications:

- 3.1. Knowledge. Understanding of the RECONDO principles: physical training, nutrition, self-discipline, and mental toughness.
- 3.2. Education. Requires one-year minimum tenure as Squadron RECONDO NCO.
- 3.3. Training. Requires training from USAFA/ADPT/R Staff
- 3.4. Experience. Demonstrates proficiency in physical fitness and personal training principles. Has displayed excellence as a RECONDO CIC. There will be a strong focus on having clear communication and organization. Must have CUM PEA above 2.5, PFT/AFT scores above 250, and cannot be on Athletic Probation. Exceptions to the CUM PEA and PFT/AFT scores must be approved by the Director of Athletic Reconditioning, ADPT/R.
- 3.5. Other. 2-Semester position.

Appendix B: Operations, Training, and Drill & Ceremonies Programs (A3)

SQUADRON CURRENT OPERATIONS PROGRAM (TRAINING) (A3)

1. Duty Summary. Manages squadron activities under the Wing Current Operations Program, tracking and overseeing progress checks and training across various areas including Ready Airman Training (RAT) lessons, Cadet Leadership School, Train the Trainer course completions, and other performance milestones. Reports to Squadron A3 Division Chief.

2. Responsibilities:

- 2.1. Understands and applies the Cadet Military Education and Training Program (CMETP), training philosophies, the 47-month developmental curriculum, and military duties relevant to training and education.
- 2.2. Ensures adherence to developmental milestones, training regulations under Cadet Squadron & Development (CS&D), and aligns with commander's directives.
- 2.3. Organizes locations for training sessions, prepares lesson plans, and manages makeup sessions for absent cadets.
- 2.4. Verifies cadets' mastery of RAT skills by class.
 - 2.4.1. Four Degree: Achieves task proficiency.
 - 2.4.2. Three Degree: Achieves level of proficiency to correct others' mistakes.
 - 2.4.3. Two Degree: Reaches proficiency to instruct others on the task.
 - 2.4.4. Firstie: Adapts teaching to align closely with the Commander's Intent.
- 2.5. Monitors class performance, addresses discrepancies, and collaborates with Flight Commanders to ensure milestone compliance.
- 2.6. Implements training initiatives to fulfill Air Force Cadet Wing Commander (AFCW/CC) goals, considering risk management, and regularly updates the commander on progress.
- 2.7. Consults with USAFA Cadet Wing Training Team (CWTT) and Cadet Wing Commander (AFCW/CC) through Group A3 to understand training and curriculum philosophies before starting duties.
- 2.8. Works with Group and Wing A3 for support, and utilizes logistics, plans, and programs teams within the unit for additional assistance.
- 2.9. Provides input to USAFA/CWTT and AFCW/CC in planning and scheduling Ancillary Training, Commissioning Education training, MCQ, Military Knowledge Preparation, and military training events.
- 2.10. Develops and implements squadron CCQ program. Ensures CCQ training and continuity plans developed and executed IAW AFCWI 36-3501, Annex A.
- 2.11. Manages Squadron Duty Officer (SDO) program.
- 2.12. Reports mishaps in the required timeframe and sends AF Form 978 through chain of command to A3 Division Chief.

SQUADRON FUTURE OPERATIONS PROGRAM (MAJOR ASSESSMENT EVENTS) (A3)

1. Duty Summary. Plans and oversees squadron participation in major assessment events such as Fall and Spring CULEX. Delegates execution to the squadron flights. Reports to Squadron A3 Division Chief.

2. Responsibilities:

- 2.1. Integrates risk management in all major assessment training events.
- 2.2. Utilizes flight staffs to execute events.
- 2.3. Develops training execution and evaluation system for MAE.
- 2.4. Accomplishes Risk Management worksheets (AF Form 4437s) and coordinates through chain of command and with AFCW/SE office for all activities.
- 2.5. Ensures RM decisions are made with the appropriate level of authority.
- 2.6. Plans and oversees major training assessment events with Group/Squadron Staffs, A-Staff, Supervisors, Element Leaders, and Flight Commanders as trainers/SMEs.
- 2.7. Trains SMEs to execute training plan IAW syllabus and brief/execute/debrief methodology.
- 2.8. Conducts post-event HOTWASH to assess whether training objectives were met, and recommends areas for improvement for future large-scale military events.
- 2.9. Knows, develops, and oversees training plans IAW the CMETP.
- 2.10. Implements evaluation system for MAE execution and assessment of Ready Airman Training (RAT) skills.

SQUADRON DRILL AND CEREMONIES PROGRAM (A3)

1. Duty Summary. Oversees squadron execution of all large-scale military events and drill and ceremonies (D&C). Coordinates with USAFA/CW D&C, AMTIs, Group A3 D&C Program, and Squadron A3 Division Chief in planning, organizing, supporting, and executing cadet formations (Noon Meal Formation (NMF), reveille and retreat formations/ceremonies, parades, ceremonies, state funeral, inauguration and cadet march-on/off procedures for football games and graduation). Additional duties include supporting day-to-day squadron activities. Reports to Squadron A3 Division Chief.

2. Responsibilities:

- 2.1. Schedules and conducts D&C practices.
- 2.2. Works with chain of command to address remedial training needs and performance issues.
- 2.3. Assists in the creation of drill evaluation reports and initiates action steps to correct negative trends.
- 2.4. Trains and monitors the unit guidon bearer.
- 2.5. Serves as unit guidon bearer in absence of volunteer.
- 2.6. Provides drill evaluation reports to Group Stan/Eval.
- 2.7. Directs and executes pre and post ceremony setup/tear down, including audio equipment, scripts, cones/markers, narrators, key personnel briefings, and any other special arrangements identified by AFCW/CWVV.
- 2.8. Grades regularly scheduled formations.
- 2.9. Provides marching scores to Stan/Eval staffs.
- 2.10. Coordinates with USAFA Group and Wing A3 D&C Programs and AMTIs for planning, organizing, supporting, and executing cadet formations.

GROUP CURRENT OPERATIONS PROGRAM (TRAINING) (A3)

1. Duty Summary. Coordinates group progress checks for all classes on any required training, development, or performance milestones. Ensures compliance with Commander's Intent. Oversees the staff as they track, monitor, and mitigate class discrepancies within milestone requirements. Reports to Group A3 Division Chief.

2. Responsibilities:

- 2.1. Planning and Scheduling: Plans, schedules, and monitors milestones and training for all classes, ensuring alignment with the Wing and USAFA directives.
- 2.2. Reporting: Provides bi-weekly updates on requirements completion to group/wing leaders, ensuring transparency and up-to-date communication on progress.
- 2.3. Resource Distribution: Distributes materials, schedules, policies, and deadlines to cadets and Permanent Party (PP), ensuring all training participants have necessary resources.
- 2.4. Monitoring and Evaluation: Monitors, critiques, and recommends improvements through the chain of command, enhancing training effectiveness and compliance.
- 2.5. Standardization and Evaluation: Assists stan/eval staff in the development, administration, and grading of all year group military knowledge testing, ensuring high standards and consistency.
- 2.6. Coordination with Higher Headquarters: Coordinates with Wing Stan/Eval and Cadet Vice Wing Commander (CWVV) on requirements, design, and execution of evaluations and assessments.
- 2.7. Ongoing Updates and Communication: Works with CWTT to provide periodic updates to USAFA/CW on the progress of training and certification across the wing.

3. Duty Qualifications:

- 3.1. Knowledge: Proficient in the Cadet Military Education and Training Program (CMETP), training and development philosophies, the 47-month developmental curriculum, and defined military duties/responsibilities for training, education, and application.
- 3.2. Education: Maintains good standing in military, academic, and athletic disciplines.
- 3.3. Training: Regularly meets with USAFA/CWTT & USAFA/CWC to stay updated on training and curriculum philosophies.
- 3.4. Experience: Preferred experience with training within a military or academic setting. Experience in managing and leading training programs is highly regarded.
- 3.5. Other: Capable of handling multiple responsibilities and adapting to changing requirements effectively.

GROUP FUTURE OPERATIONS PROGRAM (MAJOR ASSESSMENT EVENTS) (A3)

1. Duty Summary. Responsible for program oversight of USAFA major assessment events. Ensures RM is integrated across all major assessment training events, meets Commander's Intent with objective-based training and human dignity and respect. Utilizes Wing, Group, and Squadron Staffs to execute events. Reports to Group A3 Division Chief.

2. Responsibilities:

- 2.1. Training Execution and Evaluation: Produces training execution/evaluation system for MAE. Builds and ensures timely distribution of OPORDs, FRAGOs, and SPINs for major assessment training events.
- 2.2. Training Plans and Coordination: Establishes, in conjunction with USAFA/CWT, training execution plans to meet annual training plan goals and objectives for each class year. Coordinates with Wing Stan/Eval and CWVV to outline requirements and design and execute evaluations and assessments.
- 2.3. Resource Management: Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority.
- 2.4. Collaboration and Standardization: Works with AFCW/TR and USAFA/CWTT to ensure training execution plans accomplish AFCW training objectives. Provides inputs to ensure groups/squadrons have standardized training opportunities to desired standards.
- 2.5. Event Execution: Plans and executes major training assessment events with Group/Squadron Staffs and Supervisors, Element Leaders, and Flight Commanders as trainers/SMEs. Trains SMEs to execute training plan IAW syllabus and brief/execute/debrief methodology.
- 2.6. Updates and Feedback: Provides period updates, in conjunction with USAFA/CWTT, to USAFA/CW on major training event planning, coordination, execution, and lessons learned. Conducts post-event HOTWASH to assess whether training objectives were met and recommends areas for improvement.

3. Duty Qualifications:

- 3.1. Knowledge:
 - 3.1.1. Maintains knowledge of USAFAIs, AFCWIs, and OPORDS.
 - 3.1.2. Subject matter expert on the following documents:
 - 3.1.3. AFCWI 36-3536, Cadet Standards and Duties'
 - 3.1.4. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.5. OPORDS, Official Guidance on MAE Events
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: Completes all required training to proceed with leading MAE events.
- 3.4. Experience: Prior MAE squadron involvement preferred.

GROUP DRILL AND CEREMONIES PROGRAM (A3)

1. Duty Summary. Coordinates with USAFA/CW D&C, AMTIs, and Wing Drill and Ceremonies Program in planning, organizing, supporting, and executing cadet formations including noon meal formation (NMF), reveille and retreat formations, parades, ceremonies, state funeral, inauguration, and cadet march-on procedures for football games and graduations. Reports to Group A3 Division Chief.

2. Responsibilities:

2.1. Event Execution and Support: Executes drill and ceremony events at the discretion of Wing & Group CC's with approval of the PPGC. Ensures pre and post ceremony tasks such as audio equipment setup/tear-down, scripts, narrators, key personnel briefings, and other special arrangements are accomplished.

2.2. Training and Evaluation: Monitors, schedules, and conducts drill proficiency practices. Produces and manages training/evaluation systems for D&C Program staff and key personnel.

2.3. Performance Monitoring: Monitors formations/parades and provides feedback to improve drill and ceremony performance across the group. Collects and analyzes marching scores from Squadron D&C Programs.

2.4. Coordination and Communication: Coordinates with Future Operations Program for drill and ceremonies related events and maintains communication with group PP mentor for inspection and grading standards. Works closely with Group and Squadron Force Support Programs for logistical assistance.

2.5. Standardization and Improvement: Coordinates drill and ceremony training with Group A3 Division Chief to address deficiencies. Provides direction and feedback to enhance group training and overall proficiency in D&C.

3. Duty Qualifications:

3.1. Knowledge: Proficient in saber drill, unit marching procedures, and individual drill. Must be a subject matter expert on:

3.1.1. AFCWI 36-3536, Cadet Standards and Duties

3.1.2. USAFAI 36-3536, Allocation of Cadet Time

3.1.3. AFMAN36-2203, Drill and Ceremonies

3.2. Education: Access to and familiarity with the signed copy of the AF Manual for cadet wing ceremonies and events. Must remain in good military, academic, and athletic standing.

3.3. Training: Collaboration with Honor Guard, Sabre Drill Team, and AETC personnel to maintain high standards in drill-related events.

3.4. Experience: Preferred experience with AETC or former D&C experience.

3.5. Other: Strong motivation to work with drill and continually evaluate and improve the Group's D&C performance.

WING CURRENT OPERATIONS PROGRAM (TRAINING) (A3)

1. Duty Summary. Coordinates wing progress checks and training requirements for all classes on any required training, development, or performance milestones as directed by the Wing Commander or the AY Training OPORD. Ensures compliance with developmental milestones and commander's intent, including integration of risk management across all assessment events. Tracks, monitors, and mitigates class discrepancies or individual cadets not meeting milestone requirements. Reports to Wing A3 Division Chief.

2. Responsibilities:

- 2.1. Training Planning and Monitoring: Plans, schedules, and monitors milestones and training for all classes, emphasizing the development of a comprehensive training execution plan in conjunction with USAFA/CWT to meet annual training goals for each class year.
- 2.2. Communication and Updates: Provides regular updates on requirement completion to wing leadership, offering inputs to ensure standardized training opportunities across groups and squadrons to the desired standards.
- 2.3. Identifying and Addressing Gaps: Identifies deficient lessons/cadets and schedules makeup opportunities for wing-wide training, collaborating closely with AFCW/SN staff in the development and administration of cadet military knowledge testing.
- 2.4. Coordination and Support: Assists in coordinating with Wing Stan/Eval (AFCW/CWV) on C4C Pro-Book development and other core competency areas, building study guides and implementing training improvements.
- 2.5. Evaluation and Assessment: Coordinates with AFCW/SN and USAFA/CWVV on the requirements, design, and execution of evaluations and assessments, ensuring all training meets the highest standards and compliance.
- 2.6. Leadership and Development: Executes CMETP programs and develops leaders of character, working with Wing Future Operations Program to plan and execute major training assessment events.
- 2.7. Feedback and Process Improvement: Participates in post-event HOTWASH sessions for all major training assessment events to ensure training objectives are met and to recommend areas for improvement.

3. Duty Qualifications:

- 3.1. Knowledge: Proficient in AY Training OPORD, philosophy behind training, and correctional tools. Knows CMETP, training and development philosophies, 47-month developmental curriculum, and defined military duties/responsibilities for training, education, and application.
- 3.2. Education: Maintains high standards in military, academic, and athletic disciplines.
- 3.3. Training: Completes "Train the Trainer" sessions at the beginning of each semester, and meets with USAFA/CWTT and USAFA/CWC to stay updated on training and curriculum philosophies.
- 3.4. Experience: Preferred experience includes BCT, Squadron, Group, or Club Training experience.
- 3.5. Other: Motivated to enhance training effectiveness and cadet development across the wing.

WING FUTURE OPERATIONS PROGRAM (MAJOR ASSESSMENT EVENTS) (A3)

1. Duty Summary. Responsible for overseeing all future operations, including all USAFA major assessment events. Ensures Operational Risk Management (ORM) is integrated across all events, meets Commander's Intent with objective-based training grounded in human dignity and respect. Reports to Wing A3 Division Chief.

2. Responsibilities:

- 2.1. Event Planning and Execution: Oversees planning and execution of major assessment events within the cadet wing. Delegates duties to ensure proper execution of events and oversees the development of all operations orders (OPORDs), fragmentation orders (FRAGOs), and special instructions (SPINs).
- 2.2. Training System and Evaluation: Produces and manages the training execution/evaluation system to evaluate performance in events. Ensures timely distribution for execution.
- 2.3. Coordination and Input: Provides input to USAFA/CWTT and USAFA/CWC in planning and scheduling. Liaises with Wing Current Operations Program, AFCW/SN, and USAFA/CWVV on requirements, design, and execution of evaluations and assessments.
- 2.4. Updates and Feedback: Provides periodic updates in conjunction with USAFA/CWTT to USAFA/CW on major training event planning, coordination, execution, and lessons learned.
- 2.5. Post-Event Analysis: Conducts post-event HOTWASH to assess whether training objectives were met and recommends areas for improvement for future large-scale military events.

3. Duty Qualifications:

- 3.1. Knowledge: Expertise in all Cadet Wing Training Guidelines and a subject matter expert on major assessment event OPORDs and additional guidance.
- 3.2. Education: Maintains good standing in military, academic, and athletic disciplines.
- 3.3. Training: Completes "Train the Trainer" at the beginning of each semester and receives training philosophy updates from USAFA/CWTT before assuming duties.
- 3.4. Experience: Preferred experience includes BCT, Squadron, Group, Club Training experience, and prior involvement in major assessment events.
- 3.5. Other: None specified, but requires strong leadership, organizational skills, and the ability to handle high-stress situations effectively.

WING DRILL AND CEREMONIES PROGRAM (A3)

1. Duty Summary. Develops and executes plans for the Drill and Ceremonies (D&C) Program across the Cadet Wing. Plans, organizes, supports, and executes cadet formations such as noon meal formations (NMF), retreat formations, parades, cadet march on/off formation, and Graduation Ceremony. Reports to Wing A3 Division Chief.

2. Responsibilities:

- 2.1. Event Coordination: Coordinates and executes drill and ceremonies events at the discretion of the Commandant.
- 2.2. Monitoring and Reporting: Monitors formations and training events related to D&C and reports results and findings to Wing A3 Division Chief.
- 2.3. Preparation and Setup: Ensures pre-ceremony and post-ceremony tasks such as audio equipment setup, parade field setup and teardown, scripts, and narrators are completed. Coordinates key personnel briefings and other special arrangements.
- 2.4. Venue Preparation: Prepares drill and ceremonies event venues, including Stillman Field preparation.
- 2.5. Operational Support: Assists with providing Wing A3 Division Chief status of NMF, including weather, equipment, and uniform considerations.
- 2.6. Evaluation and Feedback: Directs the scoring system for drill proficiency status and provides feedback to improve group and squadron D&C performances.
- 2.7. Coordination and Standardization: Coordinates with CWVV and AMTIs on management of the drill and ceremonies evaluation system and criteria.
- 2.8. Training and Development: Assists with conducting training and practices for drill and ceremonies events. Coordinates with AMTIs on the training of D&C Program staff and key personnel.
- 2.9. Strategic Planning: Executes AFCW Training Plans as needed to meet AFCW/CC objectives and coordinates military requirements and activities.
- 2.10. Mentors and prepares tripods personnel for parades and other official functions.

3. Duty Qualifications:

- 3.1. Knowledge: Maintains expert knowledge of drill and ceremonies, as well as criteria for formations. Subject matter expert on:
 - 3.1.1. AFMAN36-2203, Drill and Ceremonies
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: Completes training at the beginning of the semester with AMTIs.
- 3.4. Experience: Preferred experience with AETC program or similar drill and ceremonies leadership roles.
- 3.5. Other: Demonstrates motivation and capability to enhance drill and ceremony practices across the cadet wing.

CWOC/DR, C/Lt Col

CADET WING OPERATIONS CENTER DIRECTOR (A3)

1. Duty Summary. Establishes program COAs, vision, and expectations for OD program. Advisor to the Wing A3 Division Chief. Serves as the OD program Director of Logistics, Communications, and Command & Control (C2). Reports to and mentored by Wing A3 Division Chief. ADCON to their cadet Sq/CC.

2. Responsibilities:

- 2.1. Oversees entire Duty Officer program communications, logistics, and C2.
 - 2.1.1. Coordinates/schedules OD logistics/communications for all cadet wing events.
 - 2.1.2. Admins training program with all CWOC Operations policy guidance and OD operations.
 - 2.1.3. Finalizes all OD program scheduling and planning.
 - 2.1.4. Oversees OD program discipline system.
 - 2.1.5. Directs OD Quality Assurance (QA)/Stan Eval Program.
 - 2.1.6. Approval authority for all spirit-related announcements/missions within CWOC.
 - 2.1.7. Admins OD quarterly/annual awards and recognition programs requirements and policy.
- 2.2. Creates/alters OD program organizational policies and standards. Responsible for co-signing all OD program addendum, amendments, and revisions.
- 2.3. Oversees use/distribution of CWOC facility, Schedule of Calls, and CWOC Operations Binders.
 - 2.3.1. Handles CACCESS and access to OD program Information Systems: Bundle Call and FalconNet DI systems.
 - 2.3.2. Executes addendums, amendments, or revisions to CWOC Operations Binders and OD program policies.
 - 2.3.3. Approval authority for changes to Schedule of Calls as directed by the Wing Chief of Staff (AFCW/COS).
- 2.4. Co-leads OD staff meeting with Wing A3 Division Chief and CWOC staff. Discusses commander interest items, group/CWOC-relate items, and direct meeting minutes.
- 2.5. Executes guidance from Wing Chief of Staff to assure proper dissemination, clarification, and administration of all CWOC/OD policies.
- 2.6. Ensures effective communication up and down Special Functions chain of command and cadet squadrons.
 - 2.6.1. Attends and reports at weekly Wing A3 brief.
 - 2.6.2. Reports weekly activities to Wing A3.
 - 2.6.3. Coordinates OD program.
 - 2.6.4. Monitors FalconNet DI functionality to FalconNet Information Officer.
 - 2.6.5. Communicates plans, vision, and COAs.
- 2.7. Admins CWOC during SAMI operations.
- 2.8. Serves as CWOC On-Call Controller.

3. Duty Qualifications:

- 3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 The Enlisted Force Structure, A Profession of Arms: Our Core Values, AFCWI 36-3501 Annex A: Duty Officer Program, and all CWOC Operations Binders.

- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Recertify as CWOC On-Call Controller (OCC)/Group CQ. Comply with AFI 1-1 and AFCWI 36-3501 Cadet Standards & Duties.
- 3.4. Experience. Requires experience as CWOC On-Call Controller (OCC), Junior Officer of the Day (JOD), and Junior Duty Officer (JDO). Experience in strategic planning and operations preferred.
- 3.5. Other. CWOC Director is a two-semester job. Requires serving as CWOC On-Call Controller on a rotating shift during the assigned service weeks. Additionally, CWOC director is exempt from serving as SDO.

CWOC/DD, C/Lt Col

CADET WING OPERATIONS CENTER DEPUTY DIRECTOR (A3)

1. Duty Summary. Principle advisor to CWOC Director (CWOC/DR). Assists in roles, responsibilities, and cadet authority of the CWOC Director. Serves as the OD program Director of Staff (DS), OD program Inspector General (IG), and Director of Operations (DO). Ensures OD program C2 and daily operations/readiness. Reports to and mentored by CWOC Director.

2. Responsibilities:

- 2.1. Oversees entire Duty Officer program operations, readiness, welfare and C2.
 - 2.1.1. Oversees all scheduling/staffing of all Wing/Group/Squadron OD duties for each month. Ensures OD program coordination and staffing of all Major Assessments events (MAE).
 - 2.1.2. Oversees training program and documentation with all CWOC/OD Operations policy guidance.
 - 2.1.3. Assists with addendums, amendments, or revisions to CWOC Operations Binders and OD program policies.
 - 2.1.4. Monitors OD program discipline system.
 - 2.1.5. Oversees OD Quality Assurance/Stan Eval and Inspector General Program.
 - 2.1.6. Coordinates and approves all spirit-related announcements/missions within CWOC.
 - 2.1.7. Tracks and administers Duty Officer quarterly/annual awards and recognition programs.
- 2.2. Communicates with AFCW/COS for alternate operations for the week. Liaison between Wing D&C Program and Wing Chief of Staff for all MAE and cadet wing events.
- 2.3. Oversees use of FalconVoice & Schedule of Calls systems, and readiness of backup DI procedures through the AFCW Form 1.
- 2.4. Creates CWOC/OD program organizational policies and standards. Responsible for co-signing all OD program addendum, amendments, and revisions.
- 2.5. Co-leads OD staff meeting with Wing A3 Division Chief and CWOC staff. Discuss trends and discrepancies for each group and coordinates SOD, Group CQ, and Hap's CQ staffing/scheduling.
- 2.6. Ensures effective communication up and down chain of command.
 - 2.6.1. Creates Weekly Action Reports for AFCW/COS and AFCW Stan Eval Officer.
 - 2.6.2. Send out weekly OD/CQ schedule to each cadet group.
- 2.7. Provides guidance to Wing/Group/Squadron level personnel to assure proper dissemination, clarification, and administration of all CWOC/OD policies.
- 2.8. Admins CWOC during SAMI operations.
- 2.9. Serves as CWOC On-Call Controller.

3. Duty Qualifications:

- 3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 The Enlisted Force Structure, A Profession of Arms: Our Core Values, AFCWI 36-3501 Annex A: Duty Officer Program, and all CWOC Operations Binders.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Recertify as CWOC On-Call Controller (OCC)/Junior Officer of the Day (JOD). Comply with AFI 1-1 and AFCWI 36-3501 Cadet Standards & Duties.
- 3.4. Experience. Requires experience as CWOC On-Call Controller (OCC), Junior Officer of the Day (JOD), and Junior Duty Officer (JDO). Experience in strategic planning and operations preferred.
- 3.5. Other. CWOC Director is a two-semester job. Requires serving as CWOC On-Call Controller on a

rotating shift during the assigned service weeks. Additionally, CWOC director is exempt from serving as SDO.

CW/CWOC, C/Maj or C/MSgt, Staff

CADET WING OPERATIONS CENTER OPS OFFICER/NCOIC

1. Duty Summary. Monitors CWOC daily operations and Stan/Eval compliance; Operates/supervises FalconVoice system (Daily SoC), FalconNet DI. Reports and responsible to CWOC Director (CWOC/DR).

2. Responsibilities:

- 2.1. Advises, carries out, and monitors the CWOC Director organizational policies, programs, and standards applicable to all classes.
- 2.2. Ensures full operation of FalconVoice system, Schedule of Calls, and readiness of backup DI procedures through the physical AFCW Form 1.
 - 2.2.1. Ensures the Schedule of Calls is set on Sunday of each week for the rest of the following week. Additionally, actively communicate with Wing D&C and Drum and Bugle Corps for NMF and with Wing Operations for alternative operations.
 - 2.2.2. In case of FalconNet DI issues, ensure the Cadet Wing Form 1s are accurate, correct, and reflect the correct manning within each unit for the Officer of the Day.
 - 2.2.3. Coordinates spirit mission CWOC support requests utilizing the FalconVoice system. Alternate approval authority for spirit mission approvals.
- 2.3. Executes Wing/Group/Squadron Duty Officer planning/scheduling.
 - 2.3.1. Coordinates with Group Executive Assistant to plan/schedule all Wing/Group/Squadron OD duties for each month, however, scheduling must be flexible to future changes.
 - 2.3.2. Manages CWOC On-Call Controller (OCC) schedule and execution.
 - 2.3.3. Coordinates with CWOC Deputy Director to plan/schedule all Group/Squadron OD duties for the entire academic semester but must be flexible to future changes. This must be completed NLT 1 September during the Fall Semester and 21 January for the Spring Semester.
- 2.4. Ensure training/certification compliance and documentation with all CWOC Operations policy guidance for all CWOC On-Call Controllers, CWOC Controllers, SDOs, Group CQ Sitters and SODs.
- 2.5. Ensure proper dissemination, clarification, and administration of CWOC policies to all Cadet Wing personnel.
- 2.6. Promotes continuous process improvement and innovative efforts that improve cost, quality, and time.
- 2.7. Co-admins CWOC SAMI operations for necessary taskers/communication.
- 2.8. Serves as CWOC On-Call Controller.

3. Specific Qualifications:

- 3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 *The Enlisted Force Structure, A Profession of Arms: Our Core Values*, AFCWI 36-3501 *Annex A: Duty Officer Program*, and all CWOC Operations Binders.
- 3.2. Education. Remain in good military, academic, and athletic standing.

3.3. Experience. Prefer experience as Group CQ Sitter, Group/Squadron Executive Assistant, Squadron Section Chief, Flight NCO, Logistics NCO, or Plans & Programs NCO. Seeking experience in coding and other general information technology, including audio systems.

3.4 Other. CWOC Ops Officer/NCOIC is a two-semester job and will require serving as CWOC On-Call Controller on a rotating shift during the assigned service weeks. Additionally, is exempt from serving as CWOC Controller or SDO. Under Cadet Wing Top of Command, the CWOC Ops Officer/NCOIC is provisionally granted Wing Parking for emergency/contingent response.

CWOC/CCC, C/SMSgt

CADET WING OPERATIONS CENTER SENIOR ENLISTED LEADER (A3)

1. Duty Summary. Manages/directs Group CQ program, and Duty Officer personnel and operations. Supervises Group/Squadron accountability programs; Monitors CWOC daily operations and Stan Eval compliance; Operates/supervises FalconVoice system and FalconNet DI. Reports to and mentored by CWOC Director (CWOC/DR).

2. Responsibilities:

- 2.1. Advises, carries out, and monitors the CWOC Director organizational policies, programs, and standards applicable to the lower three classes.
- 2.2. Executes Wing/Group/Squadron Duty Officer planning/scheduling.
 - 2.2.1. Coordinates with Group Executive Assistant to plan/schedule all Wing/Group/Squadron OD duties for each month, however, scheduling must be flexible to future changes.
 - 2.2.2. Assists with CWOC On-Call Controller (OCC)/ Group CQ planning and scheduling.
 - 2.2.3. Coordinates with CWOC Deputy Director to plan/schedule all Group/Squadron OD duties for the entire academic semester but must be flexible to future changes. This must be completed NLT 1 September during the Fall Semester and 21 January for the Spring Semester.
- 2.3. Ensure training/certification compliance and documentation with all CWOC Operations policy guidance and completion of AF IMT 797, Job Qualification Sheet, for all CWOC On-Controllers, Group CQ, and SDOs.
- 2.4. Ensures full operation of FalconVoice system, Schedule of Calls, and readiness of backup DI procedures through the AFCW Form 1.
 - 2.4.1. Ensure the Schedule of Calls is set on Sunday of each week for the rest of the following week. Additionally, actively communicate with Wing D&C Program for NMF and with Wing A3 Division Chief for alternative operations for the week.
 - 2.4.2. Alternate approval authority for changes to Schedule of Calls as directed by the CWOC Director or CWOC Deputy Director.
 - 2.4.3. In case of FalconNet DI issues, ensure the Cadet Wing Form 1s are accurate, correct, and reflect the correct manning within each unit for the Officer of the Day.
- 2.5. Ensure proper dissemination, clarification, and administration of CWOC/OD policies to all cadet wing personnel.
- 2.6. Promotes continuous process improvement and innovative efforts that improve cost, quality, or time.
- 2.7. Develops, participates, and provides guidance in planning, publicizing, and administering Duty Officer quarterly/annual awards and recognition programs.
- 2.8. Co-admins CWOC SAMI operations for necessary taskers/communication.
- 2.9. Serves as CWOC On-Call Controller.

3. Duty Qualifications:

- 3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 The Enlisted Force Structure, A Profession of Arms: Our Core Values, AFCWI 36-3501 Annex A: Duty Officer Program, and all CWOC Operations Binders.
- 3.2. Education. Remain in good military, academic, and athletic standing.
- 3.3. Training. Completes Senior Enlisted Leader's training during Fall Semester Transition Week and certifies as CWOC On-Call Controller (OCC). Will comply with AFI 1-1 and AFCWI 36-3501 Cadet Standards & Duties.

3.4. Experience. Prefer experience as Group CQ Group/Squadron Executive, Squadron Flight Chief, A4/6 Staff, or Plans & Programs. Seeking experience in planning, scheduling, and MFR/email writing. Requires experience as a Group/Squadron CQ.

3.5. Other. CWOC SEL is a two-semester job and will require serving as CWOC On-Call Controller on a rotating shift during the assigned service weeks. Additionally, you are exempt from serving as JOD or SDO. Under Wing Special Function, the CWOC SEL is provisionally granted Wing Parking for emergency/contingent response

CWOC/CCF, C/SMSgt

CADET WING OPERATIONS CENTER FIRST SERGEANT (A3)

1. Duty Summary. Focal point for health, wellness, discipline, compliance, welfare, morale, resiliency, development and overall performance of the entire Duty Officer (OD) program. Ensures cadets understand CWOC Director organizational policies, programs, and standards. Ensures discipline is equitable/effective, and maintains esprit-de-corps. Reports to, mentored by, and rated by CWOC Director (CWOC/DR).

2. Responsibilities:

2.1. Strive to know all personnel within their assigned unit and stay attuned to their needs. Ref. AFI 36-2113 para. 2.13.4.

2.1.1. Conducts in-brief for newly assigned personnel.

2.1.2. Remains vigilant for and moves to resolve issues that, if left unchecked, would adversely impact readiness.

2.1.3. Helps personnel adapt to the military environment and adjust to the organization and duty assignments.

2.2. Advises CWOC Director/Deputy Director on disciplinary issues and ensures proper administration of judicial, non-judicial and administrative actions for the unit. Ref. AFCWI 51-201 for AFCW disciplinary policy.

2.2.1. The CWOC First Sergeant will create a disciplinary policy for current Academic Year NLT 1 September in MFR formatting.

2.2.2. All non-judicial punishment will follow the current AY disciplinary policy and will be completed within five duty days with the first three duty days for rebuttal. This will include appropriate documentation and written as a MFR for archiving.

2.3. Assists with Wing/Group/Squadron Duty Officer planning and scheduling.

2.3.1. Assists in coordinating with CWOC SEL to plan/schedule all Group/Squadron OD duties for each month by the end of the previous month. Additionally, planning and scheduling may be completed for the entire academic semester, but must be flexible to future changes.

2.4. Maintains Hap's Call to Quarters (CQ) planning and scheduling.

2.4.1. Coordinates with CWOC Director to plan/schedule all Hap's place CQ duties as set by each SQ/CC or SQ/CCF availability. CQ duties for each month will be scheduled by the end of the month. Additionally, planning and scheduling may be completed for the entire academic semester, but must be flexible to future changes.

2.5. Track missing/late shifts and records limiting factors for entire Duty Officer program. Tracks discrepancies and deficiencies within each cadet group regarding late accountability, Positive for DI, and late/missing shifts for SDO/Group CQ/Haps CQ.

2.5.1. Ensure late/missing shifts are logged in the Group CQ accountability tracker by Squad CQ.

2.5.2. Ensure Group CQs track late accountability or missing SDOs for TAPS shift.

2.5.3. Track Group CQ completion of Event Logs, accountability tracker, and Group CQ checklists.

2.6. Operates outside the operational chain of command and does not assume rater or additional rater responsibilities. Ref. AFI 36-2113 para. 2.13.9. Co-admin CWOC SAMI operations for necessary tasks/communication.

2.7. Serves as CWOC On-Call Controller.

3. Duty Qualifications:

3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 The Enlisted Force Structure, A Profession of Arms: Our Core Values, AFCWI 36-3501 Annex A: Duty Officer Program, and all CWOC Operations Binders.

- 3.2. Education. Remain in good military, academic and athletic standing.
- 3.3. Training. Completes First Sergeant's training during Fall Semester Transition Week and certifies as CWOC On-Call Controller (OCC)/Group CQ Will comply with AFI 1-1 and AFCWI 36-3501 Cadet Standards & Duties.
- 3.4. Experience. Prefer experience as Group CQ, A4/6 Staff, PEER, or SAPR representative. Seeking experience in organization planning, scheduling, and conflict management. Will develop organizational planning skills and MFR/email writing. Requires experience as a Group/Squadron Junior Duty Officer (JDO).
- 3.5. Other. CWOC First Sergeant is a two-semester job and will require serving as CWOC On-Call Controller on a rotating shift during the assigned service weeks. Additionally, you are exempt from serving as Group CQ or SDO.

Secondary Duty, No Rank

CADET WING OPERATIONS CENTER PROGRAM MANAGER (A3)

1. Duty Summary. Serves in two roles: Unit Training Manager (UTM) and CWOC Facility Manager (UFM). Tracks all OD/CQ training/certification compliance and documentation. Maintains CWOC and ensures all Squadron CQs are clean, serviceable, and equipped. Manages all OD/CQ/accountability trackers and CWOC work orders. Ensures FalconVoice serviceability. Reports to and mentored by CWOC Deputy Director (CWOC/DD).

2. Responsibilities:

- 2.1. Manages master schedules and trackers of SODs, Hap's CQ, and Wing/Group/Squadron OD.
 - 2.1.1. Coordinates with A3 Division Chief to document SOD/Hap's/OD schedule.
 - 2.1.2. Formats and tracks month/weekly OD schedule.
- 2.2. Admins trackers for training/certification compliance and documentation with all CWOC/OD Operations policy guidance and completion of AF IMT 797, Job Qualification Sheet, for all CWOC On-Controllers/Hap's CQ/JODs/ SDOs/JDOs.
 - 2.2.1. All AF IMT 797 taskers will be created by the entire command team and certified by any CWOC command staff member.
 - 2.2.2. All training taskers will be completed by 15 August for the Fall Semester and 21 January for the Spring Semester.
- 2.3. Conduct/schedule quarterly compliance/training meetings and forward meeting minutes to the CWOC Deputy Director (CWOC/DD).
 - 2.3.1. Quarterly compliance/training meeting will only be scheduled on Silver Saturdays.
 - 2.3.2. Quarterly meeting minutes will be formatting as an After-Action report IAW AFH 33-337 The Tongue & Quill.
- 2.4. Ensures FalconVoice and Schedule of Calls are serviceable and operational.
- 2.5. Performs daily/weekly/monthly Quality Assurance checks of CWOC/CQ AOR during NMF; identifies, documents and communicates issues of any documentation/CQ readiness discrepancies to appropriate agencies. Audited with Squadron CQ.
 - 2.5.1. CQs will be audited monthly for necessary documentation to include recall rosters, CQ checklist, and forms.
 - 2.5.2. All discrepancies will be reported to each respective Squadron Stan Eval team and unsatisfactory rating will be reported to their respective AMT.
- 2.6. Maintains record and monitors CWOC work orders. Provides status to Wing Force Support Program and Wing A3 Division Chief.
- 2.7. Conducts CWOC Quality Assurance/Stan Eval check prior to start of SAMI NLT one hour prior to start. See CWOC Operations Binder.
- 2.8. Serves as CWOC On-Call Controller.
- 2.9. Executes administration of Arnold Hall CQ, CCQ program, and Fourth-Class Mentorship Program.

3. Duty Qualifications:

- 3.1. Knowledge. Read Air Force Publication 1 AFD 1-1, Air Force Handbook (AFH) 36-2618 The Enlisted Force Structure, A Profession of Arms: Our Core Values, AFCWI 36-3501 Annex A: Duty Officer Program, and all CWOC Operations Binders.
- 3.2. Education. Remain in good military, academic and athletic standing.
- 3.3. Training. Will complete certification as CWOC On-Call Controller (OCC)/Group CQ.
- 3.4. Experience. No prior experience required.
- 3.5. Other: CWOC Program Manager is a two-semester job and will require serving as CWOC On-Call Controller on a rotating shift during the assigned service week.

Appendix C: Logistics and Support Programs (A4/6)

SQUADRON FORCE SUPPORT PROGRAM (A4/6)

1. Duty Summary. Ensures adequate support for all squadron activities to facilitate readiness and mission execution. Leads and manages support requirements. Executes Force Support duties and responsibilities along with additional duties supporting daily squadron activities. Supports squadron MWR. Reports to A4/6 Division Chief.

2. Responsibilities:

- 2.1. Works with Group A4/6 Division Chief and liaisons with support functions (i.e. Services, Cadet Activities, Logistics and/or Plans/Programs).
- 2.2. Compiles and transmits requirements from squadrons to appropriate agencies and vice versa.
- 2.3. Coordinates with 10 FSS/FSLH (Food Services) and Group A4/6 Division Chief for support and execution of cadet activities and events throughout the semester (i.e., tailgate meals, special feeding requests, banquets, dining-ins, etc.).
- 2.4. Advises cadet Sq/CC of support requirements or shortfalls.
- 2.5. Audits squadron force support activities for compliance of records, programs, and mission execution.
- 2.6. Inspects squadron tailgate operations for safety, sanitization, support staff uniform compliance, timeliness, and mission effectiveness.
- 2.7. Ensures cadets are fed on time to meet mission requirements (Falcon Walk, March On, Cadet Seating Area, etc.).
- 2.8. Takes corrective action for staff when cadets fail to meet the mission.
- 2.9. If applicable, maintains/updates squadron graduate wall, memorial, plaque(s), display cases, bulletin boards, photos, etc.
- 2.10. Solicits, consolidates, files, and submits contingency list for away sporting events.
- 2.11. Generates and submits squadron's MWR event schedule and deconflicts venues.
- 2.12. Updates chain of command on any dormitory renovations or projects affecting mission execution, readiness, or support.
- 2.13. Performs specialized functions supporting transportation, communication management, computers, facilities use, services, and supplies and other tasks as directed by CSXX/COS.
- 2.14. Ensures 100% accurate list of cadets with fridges.
- 2.15. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.
- 2.16. Plans and executes squadron morale events and activities.
- 2.17. Plans and hosts squadron heritage events.
- 2.18. Coordinates with chain of command and 10 FSS/FSLH (Food Services) to support tailgates, special feeding requests, banquets, dining-ins, etc.
- 2.19. Ensures the recycling program is executed properly.
- 2.20. Monitors overall maintenance and physical appearance of squadron facilities and common areas.
- 2.21. Informs A4/6 Division Chief of all MWR-related activities.
- 2.22. Maintains resources such as vacuums and scale.
- 2.23. Communicates problems to dorm management and the A4/6 Division Chief.
- 2.24. Requisitions supplies as needed for the squadron.
- 2.25. Ensures support plans, assigned to flights, meet mission timelines, and feeding schedules for large scale events, including, but not limited to football game tailgates.
- 2.26. Submits report to A4/6 Division Chief on requirements, compliance, cadets failing to execute, and overall squadron status.

SQUADRON FORCE PROTECTION PROGRAM (A4/6)

1. Duty Summary. Ensures security, safety, and force protection for squadron. Enforces security, safety, and force protection policies, instructions, and directives. Conducts inspections, random access measures (RAMs), and emergency response/lock-down exercises. Additional duties include supporting day-to-day squadron activities. Reports to A4/6 Division Chief.

2. Responsibilities:

- 2.1. Incorporates safety/security in all unit activities and major events.
- 2.2. Enforces security, safety, and force protection policies, instructions, and directives.
- 2.3. Conducts safety briefings regularly before breaks, holidays and seasonal timelines.
- 2.4. Performs usher duty IAW AFCW/SE guidance.
- 2.5. Coordinates activities with Group Force Protection Program to ensure major training events have a squadron safety/security representative to monitor activity and ensure compliance with standards.
- 2.6. Conducts inspections, random access measures (RAMs), and emergency response/lock-down exercises. Verifies RAM Key procedures through Squadron CCQ.
- 2.7. Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes corrective action on findings.
- 2.8. Reports findings to group safety office, USAFA/SEO, PP Sq/CC/AMT, and cadet Sq/CC.
- 2.9. Schedules safety briefing dates, times, and locations.
- 2.10. Briefs squadron personnel twice each semester on mishap reporting procedures to include timeline requirements IAW USAFA/SEO guidance.
- 2.11. Receives USAFA/SEO training during the first week of the semester.
- 2.12. Receives security training from SFS or base AT/FP program manager at the beginning of the semester.
- 2.13. Audits all rooms during safety/security inspections to validation and ensure safety compliant.
- 2.14. Coordinate all mishaps via AF Form 978, Supervisor Mishap Report to PP Sq/CC/AMT.

SQUADRON BUDGET/LOGISTICS PROGRAM (A4/6)

1. Duty Summary. Ensuring proper accountability of the squadron money collected from voluntary squadron dues or squadron store. Working with the Squadron AMTs and PP Sq/CC to maximize the squadron's funds (i.e. SIF, PP Sq/CC discretion funds, etc.). Ensuring the transportation needs of the squadron are met. Ensuring all equipment for training sessions and squadron events is available and maintained. Reports to A4/6 Division Chief.

2. Responsibilities:

- 2.1. Working with PP Sq/CC and AMTs to utilize squadron funds.
- 2.2. Working with Cadet Sq/CC on transportation and logistical needs of the squadron.
- 2.3. Keeping proper accountability of squadron money.
- 2.4. Coordinating with Mitchell Hall when utilizing PP Sq/CC-CUL and M&H funds.
- 2.5. Prepares and maintains files, correspondence and distribution to/from squadrons regarding compliance with pick-up, turn-in or mandatory suspension's. Required items include cadet issue, yearbook photos, uniform and tailor shop, dorm management for keys, 10 LGR requirements (break rides to/from DIA and COS), cleaning supplies, etc.
- 2.6. Manage social decorum training and squadron improvement funds.
- 2.7. Manage Morale, CUL, Etiquette/Protocol Funds, and Improvement Funds, and all others applicable.

SQUADRON PUBLIC AFFAIRS PROGRAM (A4/6)

1. Duty Summary. Disseminates information to or about the squadron, both internally for cadet consumption and externally for the general public. Reports to Squadron A4/6 Division Chief.

2. Responsibilities:

- 2.1. Responsible for the four squadron PA functional areas: Internal Information, Media Relations, Community Relations, and Sports Information.
- 2.2. Coordinates necessary taskers with Cadet Wing Media and Cadet Yearbook.
- 2.3. Helps promote squadron events to cadets via email, posters, or announcements.
- 2.4. Oversees staff tower announcements/display screen presentations.
- 2.5. Implements squadron communication policy IAW AFCW/CV guidance.
- 2.6. Assists AFCW/CM to provide base news agencies with upcoming cadet events and recent cadet achievements.
- 2.7. Assists AFCW/PA with fulfilling escort requirements for PA-related activities.
- 2.8. Receives USAFA/PA media training with Cadet Wing Media.
- 2.9. Solicits information on cadet intramural, club sports, and other cadet achievements for publication to various media outlets.

SQUADRON INFORMATION TECHNOLOGY PROGRAM (A4/6)

1. Duty Summary. Disseminates cadet wing information from 10th CS. Executes squadron's management of unit information technology program and the printer. Reports to Squadron A4/6 Division Chief.

2. Responsibilities:

- 2.1. Administers IT procedures for the squadron.
- 2.2. Maintains and prepares files, correspondence and distribution.
- 2.3. Implements squadron communication plan.
- 2.4. Coordinates with USAFA/CWTMS and Wing/Group Information Technology Programs for squadron computer support/issue, LAN connectivity, Falcon Card issue/use, and any other communication issues (duty officer telephone requirements, answering machines, Land Mobile Radios, etc.).
- 2.5. Executes proper use of IT resources in squadron.
- 2.6. Distributes IT guidance.
- 2.7. Maintains squadron printer and trains all cadets on use and ROEs. Coordinates the proper procurement of ink and paper for printer.
- 2.8. Ensures proper functioning of all rooms ethernet ports and works with dorm management to repair all non-functioning ports.

GROUP FORCE SUPPORT PROGRAM (A4/6)

1. Duty Summary. Develops and implements plans, programs, and policies for the Group, interfacing with the Wing Force Support Program, Support Division USAFA/CTMM, Mitchell Hall, and Arnold Hall. Provides resources and logistics support for wing, group, and squadron activities, ensuring mission support and compliance. Coordinates maintenance of group dorms, common areas, trash compactors, recycling bins, hallways, windows, quads, storage areas, laundry room, SARs, etc. in presentable and operational order. Reports to the Group A4/6 Division Chief.

2. Responsibilities:

- 2.1. Policy Implementation and Standardization: Carries out wing policy for standardization of special requests, functions, and resource requirements.
- 2.2. Support and Logistics Management: Provides support and logistics requirements for the group and assigned squadrons. Compiles and transmits requirements to appropriate supporting agency and Wing Force Support Program.
- 2.3. Operational Support and Oversight: Oversees self-help project submission, approval, and completion. Monitors dorm maintenance projects and ensures cadets are fed on time to meet mission requirements.
- 2.4. Coordination and Planning: Assists Wing Force Support Program and AFCW/SU in planning and executing large-scale activities. Coordinates with Wing Support Program, USAFA/CWTM, and other entities for major group events.
- 2.5. Resource and Inventory Management: Maintains files and records on equipment and supplies, ensuring squadron equipment is checked out and turned in a timely manner. Requisitions supplies as needed for the group.
- 2.6. Event and Activities Support: Coordinates with 10 FSS/FSLH (Food Services) and Wing Force Support Program for support and execution of cadet activities and events such as tailgate meals, special feeding requests, banquets, dining-ins, etc.
- 2.7. Communication and Reporting: Provides input to USAFA/CWTM for any support needs/requirements to support group/wing mission. Informs wing and group on dormitory issues affecting the mission.
- 2.8. Delegates scheduled maintenance of group areas to squadrons within the group.
- 2.9. Performs daily/weekly/monthly spot checks of group area of operation; identifies, documents, and communicates issues to appropriate unit or agency.
- 2.10. Interfaces with A4/6 Division Chief to remedy discrepancies. Solicits unit support and logistics personnel to assist in cleanup or mitigation (e.g. after a SAMI).
- 2.11. Liaises with dorm management and CW PP staff to message action items (e.g. compactor issues, trash issues, dumpster roll away availability, etc.)
- 2.12. Maintains record and monitors work order.
- 2.13. Identifies compactor violations (fridges, furniture, paint, oil pans, BBQ grills, etc.) and ensures Squadrons Force Support Programs clean up and conduct proper disposal.
- 2.14. Is available to assist with group and wing force support events.

3. Duty Qualifications:

- 3.1. Knowledge: Maintains current and fluent knowledge of USAFAIs, AFCWIs, and AFIs, and is a subject matter expert on force support matters. Able to communicate and respond to urgent situations/messages quickly and efficiently.
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: Completes GOV/stake bed driver training and other relevant training and certification as required. Able to answer questions about how to address specific facility issues. (e.g. how to run trash compactor, what can and cannot be compacted).

- 3.4. Experience: Prior group leadership preferred or previous force support experience. Adequate leadership experience with good time-management and organizational skills. Personal accountability when using common area facilities.
- 3.5. Other: None specified, but requires the ability to effectively manage logistics and support tasks.

GROUP FORCE PROTECTION PROGRAM (A4/6)

1. Duty Summary. Ensures safety, security, and compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions, and directives for the group and wing. Coordinates security operations, manages parking programs, and disseminates force protection information throughout the group. Reports to the Group A4/6 Division Chief.

2. Responsibilities:

- 2.1. Security Management: Acts as the point of contact for group security/safety/ATFP issues, disseminating security/ATFP/safety information to all FP elements within the group.
- 2.2. Coordination and Compliance: Coordinates the development and execution of wing security plans for major events, oversees security/safety sweeps for violations, and integrates real-world feedback into wing policy to enhance security.
- 2.3. Reporting and Documentation: Ensures proper and timely routing of all safety mishap reporting (AF Form 978) and risk assessments (AF Form 4437). Reports RAM keys and incident reports to the Wing Force Protection Program.
- 2.4. Parking and Vehicle Management: Oversees parking ticketing and distribution, conducts parking lot sweeps including registration and enforcement, and maintains a master list of all registered cadet vehicles.
- 2.5. Training and Education: Coordinates education of group and squadron force protection staff on mishap reporting requirements, ensures timely routing of all AF Form 978 mishap reporting and tracks overall compliance.
- 2.6. Event Support and Coordination: Commands, coordinates, and employs cadet security for formations, major military events, sporting events, tailgates, parades, and graduation.
- 2.7. Monitors ECP for suspicious activity.

3. Duty Qualifications:

- 3.1. Knowledge: Maintains fluent knowledge of AFCWI-36-3501, Cadet Standards and Duties, and is knowledgeable about force protection applications and documentation (AF Form 4437, AF Form 978).
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: Receives safety training from USAFA/SEO during transition week and security training from SF or base AT/FP program manager.
- 3.4. Experience: Preferred former force protection experience and an individual who can uphold parking standards and ticketing.
- 3.5. Other: None specified, but requires proactive management and leadership in force protection initiatives.

GROUP BUDGET/LOGISTICS PROGRAM (A4/6)

1. Duty Summary. Responsible for ensuring proper accountability and utilization of group funds collected from various sources. Works closely with Group AMTs (Academic Military Trainers) and PPGC to maximize the group's financial resources across multiple squadrons. Oversees the transportation and logistical needs for all squadrons within the group, ensuring the availability and maintenance of equipment for training sessions and group events. Reports to the Group A4/6 Division Chief.

2. Responsibilities:

- 2.1. Financial Management and Oversight: Collaborates with PP Sq/CCs and AMTs to effectively utilize group and squadron funds. Manages and oversees the budget allocations to ensure financial efficiency across the group.
- 2.2. Logistics Coordination: Coordinates the transportation and logistical needs of all squadrons within the group, ensuring that all events and training sessions are adequately supported.
- 2.3. Accountability and Reporting: Maintains strict accountability of group money.
- 2.4. Resource Utilization: Works closely with Mitchell Hall to effectively utilize Culinary Unit Ledger (CUL) funds for group activities and events.
- 2.5. Administrative Support and Compliance: Prepares and maintains files, correspondence, and ensures compliance with pick-up, turn-in, or mandatory suspenses. Manages required items such as cadet issue, yearbook photos, uniforms, tailor shop items, dorm management for keys, and cleaning supplies.
- 2.6. Equipment Maintenance: Ensures that all equipment necessary for group events and training is available, properly maintained, and ready for use.

3. Duty Qualifications:

- 3.1. Knowledge: Must have a thorough understanding of budget management and logistics coordination within a military or educational setting.
- 3.2. Education: Must remain in good military, academic, and athletic standing.
- 3.3. Training: Should have completed relevant financial management and logistics training programs.
- 3.4. Experience: Experience in budget management or logistics at the squadron level is preferred, with a demonstrated ability to manage complex budgets and logistical challenges.
- 3.5. Other: Requires strong organizational skills and the ability to communicate effectively with various stakeholders within the group.

GROUP PUBLIC AFFAIRS PROGRAM (A4/6)

1. Duty Summary. Disseminates information to or about the group, both internally for cadet consumption and externally for the general public. Disseminates and ensures receipt of cadet wing information IAW USAFA PA, Cadet Wing Media and 10th CS. Responsible for internal communication, cadet activity media coverage. Reports to the Group A4/6 Division Chief.

2. Responsibilities:

- 2.1. Responsible for the four group PA functional areas: Internal Information, Media Relations, Community Relations, and Sports Information.
- 2.2. Coordinates necessary taskers with Cadet Wing Media and Cadet Yearbook.
- 2.3. Helps promote wing events to cadets via email, posters, or announcements.
- 2.4. Oversees staff tower announcements/display screen presentations.
- 2.5. Implements group email policy IAW AFCW/CV guidance.
- 2.6. Assists AFCW/CM to provide base news agencies with upcoming cadet events and recent cadet achievements.
- 2.7. Creates and implements group communications and PA at all levels.
- 2.8. Solicits newsworthy articles/inputs/highlights and submits to Wing PA Program.
- 2.9. Assists cadet leadership in recognizing outstanding performance.
- 2.10. Solicits hometown news release articles and submits to Wing PA Program.
- 2.11. Assists Wing PA Program with fulfilling escort requirements for PA-related activities.
- 2.12. Compiles AY group/squadron historical report and submits to Wing PA Program.

3. Duty Qualifications:

- 3.1. Knowledge. Understand how to use social media.
- 3.2. Education. Obtain a basic understanding of social media and the limitations on what USAFA can post. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives AFCW/CM media training and USAFA/PA media training with Cadet Wing Media.
- 3.4. Experience. Confident public speaking ability, proper understanding of USAFA social media policy. PA experience, to include photography and creating intriguing social media posts, preferred.

1. Duty Summary. Ensures cadets are represented in and informed of IT concerns. Passes requirements upward and information downward to ensure required support. Supports group and squadron IT missions. Reports to the Group A4/6 Division Chief.

2. Responsibilities:

- 2.1. Point of contact for group and squadron information technology issues.
- 2.2. Informs group and wing of major IT issues, impact, and mitigation efforts.
- 2.3. Group POC for questions/concerns about IT issues and resolution.
- 2.4. Coordinates with 10CS for all group or squadron IT updates.
- 2.5. Identifies needs for IT solution development, vets project suggestions through CCB, and serves as Wing POC for IT services engineer interface to develop and deploy solutions to network issues.
- 2.6. Manage and distribute Password Reset Discs from 10 CS to Squadron IT Programs.
- 2.7. Assists in training Squadron IT Programs how to use Password Reset Discs.

3. Duty Qualifications:

- 3.1. Knowledge. Some background in computer science/cyber science is necessary.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Mitchell Hall Sound System training from previous IT Programs personnel.
- 3.4. Experience. Experience with public speaking/leadership is necessary.

1. Duty Summary. Interfaces with Support Division USAFA/CTMM, Logistics (Cadet Issue), Mitchell Hall, and Arnold Hall. Develops and provides resources and logistics support for wing activities, ensuring operational support and compliance for the Cadet Wing. Coordinates with Group Force Support Program and works closely with Wing Plans & Programs. Responsible for ensuring policy adherence across the Wing. Reports to Wing A4/6 Division Chief.

2. Responsibilities:

- 2.1. Coordination and Planning: Serves as a liaison between USAFA/CWTM and the cadet wing, attending weekly staff meetings.
- 2.2. Event Coordination: Coordinates events and food requests with 10 FSS/FSLA (Arnold Hall Cadet Activities) and 10 FSS/FSLH (Mitchell Hall). Oversees cadet services, support, and logistics for fall football tailgates, training events, and other MWR activities.
- 2.3. Policy Implementation: Ensures policy for standardized unit special requests, functions, and resource requirements is followed by squadrons.
- 2.4. Logistical Support: Interfaces and coordinates the logistical needs for large cadet events as needed, such as the Commandant's Challenge and other significant cadet events.
- 2.5. Maintenance and Renovation Oversight: Informs cadet wing of dormitory upgrades/renovation schedules and ensures maintenance issues/self-help projects are addressed with 20CES/CEOCH dorm management.
- 2.6. Resource Management: Supervises and disseminates taskers to, and solicits feedback from, Group Force Support Program.
- 2.7. Communication and Reporting: Provides updates to Wing A4/6 Division Chief as required and disseminates information across the Wing.

3. Duty Qualifications:

- 3.1. Knowledge: Must learn to coordinate with cadets and civilians to manage large-scale events effectively.
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: GOV/stake bed driver training is highly encouraged.
- 3.4. Experience: Preferred experience in event planning and/or understanding of Cadet Force Support at squadron/group level.
- 3.5. Other: Requires the ability to effectively manage logistics and support tasks, enhancing cadet readiness and mission success.

WING FORCE PROTECTION PROGRAM (A4/6)

1. Duty Summary. Ensures safety and security for the Cadet Wing, overseeing compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions, and directives. Manages the wing vehicle control and parking program. Coordinates and supports all cadet wing events with necessary force protection measures. Reports to Wing A4/6 Division Chief.

2. Responsibilities:

- 2.1. Security and Safety Oversight: Oversees security/safety/ATFP issues within AFCW, developing and distributing security, safety, and FP related information and guidance throughout AFCW in support of AF and USAFA safety goals/policies/directives.
- 2.2. Inspections and Compliance: Oversees safety spot inspections, providing guidance and ensuring the management of hazardous and unsecured materials. Maintains violation records and ensures their proper dissemination.
- 2.3. Vehicle and Parking Management: Oversees the vehicle control and parking program, including registration and parking enforcement for all cadets, ensuring compliance with cadet area parking lots.
- 2.4. Safety Awareness and Training: Develops and disseminates staff safety documents to implement safety awareness/mishap prevention programs. Ensures proper routing and completion of all safety mishap reporting and risk assessments.
- 2.5. Event Security Coordination: Commands, coordinates, trains, and employs cadet security for formations, major military events, sporting events/tailgates, parades, graduation, and other cadet wing events; performs security/accountability sweeps at major events.
- 2.6. Documentation and Reporting: Develops and disseminates all OPSEC related information through the wing, including the USAFA Tip of Week and CD/DVD training as directed by USAFA OPSEC POC. Wing Force Protection Program will have access to the OPSEC CoP.
- 2.7. Coordination with External Entities: Coordinates with Wing Force Support Program and 10th SFS to determine transport, timelines, training, and locations for security duties.
- 2.8. Force Protection App: Utilizes and promotes the Force Protection App within the Cadet Wing to enhance security awareness and responsiveness.
- 2.10. Monitors ECPs for suspicious activity.
- 2.11. Establishes working relationship with HQ USAFA/SEO (333-1946, 1983) as a direct conduit to all issues related to safety (i.e mishap reporting, spirit missions, military training missions, motorcycle training etc.)

3. Duty Qualifications:

- 3.1. Knowledge: Understands the process of granting access to individuals and is knowledgeable of force protection programs and forms such as AF Form 4437, AF Form 978, and the Force Protection App. Education: Remains in good military, academic, and athletic standing.
- 3.2. Training: Receives safety training from USAFA/SEO during transition week and additional security training as needed.
- 3.3. Experience: Prior experience in force protection is desirable, with a strong understanding of coordination and management of large-scale security operations.
- 3.4. Other: Holds the position for two semesters, requiring strong leadership and operational capabilities.

WING BUDGET/LOGISTICS PROGRAM (A4/6)

1. Duty Summary. Responsible for ensuring proper accountability and utilization of Wing funds collected from various sources. Works closely with Wing AMTs (Academic Military Trainers) and the Commandant's staff to maximize the wing's financial resources. Oversees the transportation and logistical needs across all squadrons and groups within the cadet wing, ensuring the availability and maintenance of equipment for training sessions and wing events. Reports to the Wing A4/6 Division Chief.

2. Responsibilities:

- 2.1. Financial Management and Oversight: Collaborates with Group PP Sq/CCs and AMTs to effectively manage and oversee the budget allocations to ensure financial efficiency across the wing.
- 2.2. Logistics Coordination: Coordinates the transportation and logistical needs of all groups and squadrons within the wing, ensuring that all events and training sessions are adequately supported.
- 2.3. Accountability and Reporting: Maintains strict accountability of wing funds, ensuring transparency and proper use of financial resources.
- 2.4. Resource Utilization: Works closely with Mitchell Hall and other service providers to effectively utilize Culinary Unit Ledger (CUL) funds and other resources for wing activities and events.
- 2.5. Administrative Support and Compliance: Prepares and maintains files, correspondence, and ensures compliance with pick-up, turn-in, or mandatory suspenses. Manages required logistical items such as cadet issue, yearbook photos, uniforms, tailor shop items, dorm management for keys, and cleaning supplies across the wing.
- 2.6. Equipment Maintenance: Ensures that all equipment necessary for wing events and training is available, properly maintained, and ready for use.

3. Duty Qualifications:

- 3.1. Knowledge: Must have a thorough understanding of budget management and logistics coordination within a military or educational setting, with a specific focus on managing large-scale, multi-unit operations.
- 3.2. Education: Must remain in good military, academic, and athletic standing.
- 3.3. Training: Should have completed advanced financial management and logistics training programs.
- 3.4. Experience: Extensive experience in budget management or logistics at the group level is preferred, with a demonstrated ability to manage complex budgets and logistical challenges across a large organization.
- 3.5. Other: Requires excellent organizational skills and the ability to communicate effectively with various stakeholders across the cadet wing.

WING PUBLIC AFFAIRS PROGRAM (A4/6)

1. Duty Summary. Disseminates cadet wing information IAW USAFA/PA, Cadet Wing Media, and 10CS. Responsible for internal communication, wing activity media coverage, Reports to Wing A4/6 Division Chief.

2. Responsibilities:

- 2.1. Responsible for the four Wing PA functional areas: Internal Information, Media Relations, Community Relations, and Sports Information.
- 2.2. Coordinates necessary taskers with Cadet Wing Media and Cadet Yearbook.
- 2.3. Helps promote wing events to cadets via email, posters, or announcements.
- 2.4. Oversees staff tower announcements/display screen presentations.
- 2.5. Implements wing-wide email policy IAW AFCW/CV guidance.
- 2.6. Updates AFCW and KAFA social media to show the cadet story in accordance with USAFA/CM's guidance.
- 2.7. Assists AFCW/CM to provide base news agencies with upcoming cadet events and recent cadet achievements.
- 2.8. Assists AFCW/CM with Firstie Friday on Instagram.
- 2.9. Creates and implements wing communications and PA at all levels.
- 2.10. Coordinates activities with Group A4/6 Division Chiefs.
- 2.11. Schedules wing and group semester headshots.

3. Duty Qualifications:

- 3.1. Knowledge. Understand how to use social media.
- 3.2. Education. Obtain a basic understanding of social media and the limitations on what USAFA can post. Remains in good military, academic, and athletic standing.
- 3.3. Training. Receives USAFA/CM media training with Cadet Wing Media.
- 3.4. Experience. Confident public speaking ability, proper understanding of USAFA social media policy

WING INFORMATION TECHNOLOGY PROGRAM (A4/6)

1. Duty Summary. Oversees management of Wing Information Technology (IT) program. Ensures cadets are represented in and informed of IT concerns. Passes requirements upward and information downward to ensure required support. Supervises wing, group, and squadron IT missions. Reports to Wing A4/6 Division Chief.

2. Responsibilities:

- 2.1. Point of contact for all AFCW information technology issues.
- 2.2. Informs wing of major IT issues, impact, and mitigation efforts. Wing POC for questions/concerns about IT issues and resolution.
- 2.3. Wing POC for Mitchell Hall Microphone/Sound System.
- 2.4. Coordinates with Wing Command team to ensure RO Site is functional and accurate.
- 2.5. Coordinates with 10CS for all wing- or class-wide IT updates.
- 2.6. Identifies needs for IT solution development, vets project suggestions through CCB, and serves as Wing POC for IT services engineer interface to develop and deploy solutions to network issues.
- 2.7. Manage and distribute Password Reset Discs from 10 CS to Squadron IT Programs.
- 2.8. Train Squadron IT Programs how to use Password Reset Discs.
- 2.9. Supervises functional areas such as internal communication.
- 2.10. Aides Cadet Wing Staff in the creation and administration of communication policies.
- 2.11. Approves and coordinates staff tower announcements.

3. Duty Qualifications:

- 3.1. Knowledge. Some background in computer science/cyber science is necessary. Some basic knowledge in computer science to help with IT related duties.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Mitchell Hall Sound System training from previous IT Programs personnel.
- 3.4. Experience. Experience with public speaking/leadership is necessary.

AFCW/FND, C/Lt Col or C/SMSGt

FALCONNET DIRECTOR (A4/6)

1. Duty Summary. Supervises FalconNet Cohort members. Ensures compliance with Commander's Intent. Maintains proactive, user-focused vision for FalconNet capabilities. Acts as primary liaison between USAFA/CW, USAFA/Prep, USAFA/A6, and USAFA/SN. Works with AFCW/CC and AFCW/CCC for accountability implementation. Maintains complete creative and administrative control over all FalconNet-affiliated applications and systems. Reports to CW/DO. Mentored by Wing A4/6. ADCON to their Cadet Squadron.

2. Responsibilities:

- 2.1. Maintains proactive, user-focused vision for FalconNet capabilities. Acts as primary liaison between USAFA/CW, USAFA/Prep, USAFA/A6, and USAFA/SN.
- 2.2. Responds to inquiries and feature requests from received communications.
- 2.3. Monitors FalconNet Committee cooperative efforts.
- 2.4. Chairs Administration Promotion Board and Accession Board.
- 2.5. Works with AFCW/CC and AFCW/CCC where applicable for accountability implementation.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains established contacts between USAFA/CW, USAFA/Prep, USAFA/A6, and USAFA/SN.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes FN Training.
- 3.4. Experience. Adequate FalconNet experience prior to applying.
- 3.5. Other. Two-semester position.

FN/DD, C/Lt Col or C/SMSGt

FALCONNET DEPUTY DIRECTOR (A4/6)

1. Duty Summary. Assists FalconNet Director in accomplishing duties. Supervises cohort operations. Responds to issues from received communications. Oversees FNC operations and provides guidance to achieve proficiency levels. Chairs Cohort Selection Board. Reports to and mentored by FalconNet Director.

2. Responsibilities:

- 2.1. Oversees FNC operations and provides guidance to achieve proficiency levels.
- 2.2. Chairs cohort selection board.
- 2.3. Works with CWOC where applicable for CWOC integration, functionality, and C2 efforts.
- 2.4. Ensures compliance with USAFA/SE intent. Responds to issues from received communications.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains established contacts with USAFA/SE. Subject matter expert on USAFA/SE operations.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes FND Training.
- 3.4. Experience. Adequate FalconNet experience prior to applying.
- 3.5. Other. Two-semester position.

FN/IO, C/Lt Col or C/SMSgt

FALCONNET INFORMATION OFFICER (A4/6)

1. Duty Summary. Ensures smooth transition from testing environment to production environment. Ensures compliance with Stan/Eval Intent. Conveys new application concepts to FalconNet Director. Collaborates with Wing IT Program where necessary to accomplish tasks. Works with CWOC for CWOC integration, functionality, and C2 efforts. Reports to and mentored by FalconNet Director.

2. Responsibilities:

- 2.1. Conveys new application concepts to FalconNet Director.
- 2.2. Collaborates with Wing IT Program where necessary to accomplish.
- 2.3. Final product execution authority.

3. Duty Qualifications:

- 3.1. Knowledge. Subject matter expert on software engineering processes, CI/CD processes, version control systems, and web development frameworks.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes FNIO Training.
- 3.4. Experience. Adequate FalconNet and software engineering experience prior to applying.
- 3.5. Other. Two-semester position.

FN/DL, C/Maj or C/MSgt

FALCONNET DEPARTMENT LEAD (x4) (A4/6)

1. Duty Summary. Ensures quality program management, infrastructure, software design viability, and software engineering. Reports to and mentored by FalconNet Deputy Director (program duties) and FalconNet Information Officer (software duties).

2. Responsibilities:

- 2.1. Manages FalconNet program.
 - 2.1.1. Responsible for research & development and user support.
 - 2.1.2. Executes department mission and monitors progress and accession of department members.
 - 2.1.3. Research & Development (R&D) responsible for strategy, platform research & analysis, and task assignment.
 - 2.1.4. Prioritizes feature requests and existing feature maintenance.
 - 2.1.5. Monitors evolving needs of the institution and adjusts project timelines as necessary.
 - 2.1.6. User Support manages all FalconNet support functionality.
 - 2.1.7. Manages the FalconNet ticketing system and ensures compliance with support tiers and ticket escalation.
 - 2.1.8. Monitors and updates the FalconNet Virtual Knowledge Base.
 - 2.1.9. Conveys new application concepts to FalconNet Director.
- 2.2. Builds FalconNet Program Infrastructure.
 - 2.2.1. Responsible for data engineering and network engineering.
 - 2.2.2. Executes department mission and monitors progress and accession of department members.
 - 2.2.3. Data Engineering is knowledgeable in database management (Firebase, Azure AD, Access, etc.) and its integration with the Flutter framework.
 - 2.2.4. Manages and maintains all databases and assists with application connection and accessibility.
 - 2.2.5. Network Engineering knowledgeable in network management and its integration with the Flutter framework.
 - 2.2.6. Manages web hosting, domains, and SSL certificates.
 - 2.2.7. Ensures application access through a variety of connection options to include cellular and Wi-Fi.
- 2.3. Assists with Software Design.
 - 2.3.1. Responsible for application UI/UX development.
 - 2.3.2. Executes department mission and monitors progress and accession of department members.
 - 2.3.3. Creates and implements creative/aesthetic software elements.
 - 2.3.4. Knowledgeable in the application framework components and customization options.
 - 2.3.5. Reviews user feedback and adjusts FalconNet interface and processes as required.
 - 2.3.6. Maintains the FalconNet Style Guide and ensures application compliance with the same.
- 2.4. Executes Software Engineering.
 - 2.4.1. Responsible for coding/programming software elements provided by software design, application security, and adhering to FalconNet design standards.
 - 2.4.2. Knowledgeable in the Flutter framework, Dart, and supplemental components (e.g., HTML, Java). Capable of replacing existing code, when necessary, and ensures adequate annotation for continuity of operations.
 - 2.4.3. Security ensure application adheres to all binding security and information requirements

for FalconNet data and records.

2.4.4. Routinely survey application and data sources to check for security holes and accidental privilege escalation.

3. Duty Qualifications:

3.1. Knowledge. Subject matter expert on software engineering processes, CI/CD processes, version control systems, and web development frameworks.

3.2. Education. Remains in good military, academic, and athletic standing.

3.3. Training. Accomplishes FN Training.

3.4. Experience. Adequate FalconNet and software engineering experience prior to applying.

3.5. Other. Two-semester position.

Appendix D:

Policy, Plans and Programs

WING POLICIES, PLANS AND PROGRAMS (A5)

1. Duty Summary. Monitors the administration of policies, procedures, and event execution. Oversees the execution of cadet wing morale events and facilitates cadet partnership with the Association of Graduates (AOG). Assists in managing and overseeing all planning and programming aspects IAW USAFA/CW vision and mission. Mentored by USAFA/CWDO & USAFA/CWVX. Reports to Wing A5 Division Chief.

2. Responsibilities:

- 2.1. Develops and implements policy in accordance with USAFA/CW vision and mission.
- 2.2. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution.
- 2.3. Maintains and utilizes After Action Reports (AARs) and continuity to execute recurring events.
- 2.4. Manages and updates AFCW publications as directed by AFCW/CV and permanent party.
- 2.5. Assists Cadet Vice Wing Commander with policy-related questions and tasks.
- 2.6. Works closely with AFCW A4/6 Force Support Program to plan and execute wing morale events.
- 2.7. Facilitates cadet participation and engagement with the Association of Graduates (AOG) to foster alumni relations.
- 2.8. Develops large scale operations plans in conjunction with other A-Staff.

3. Duty Qualifications:

- 3.1. Knowledge: Expert in the location and content of AFCW publications, to include:
 - 3.1.1. AFI 1-2, Commander's Responsibilities.
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.4. AFCWI 51-201, Administration of Cadet Discipline
- 3.2. Education: Remains in good military, academic, and athletic standing.
- 3.3. Training: Accomplishes Cadet Leadership Enrichment Seminar. Meets with 10 FSS Cadet Activities staff to discuss event planning prior to the semester start.
- 3.4. Experience: Significant writing, researching, and networking experience preferred. Experience in coordinating large-scale events and managing complex projects is highly valued.
- 3.5. Other: Requires strong organizational skills and the ability to communicate effectively across various levels of the organization.

AFCW/SPARKD, C/Lt Col or C/SMSgt

SPARK DIRECTOR (A5)

1. Duty Summary. Serves as the ultimate authority for the SPARK cell program and oversees its daily operations. Reports to USAFA Senior Enlisted Leader. Mentored by Senior Mentorship Group, Chairman of the Innovation Board, and Permanent Party Senior Enlisted Leader. TAC/OPCON to Wing A5.

2. Responsibilities:

- 2.1. Develops and implements innovative plans, programs, and policies to support Senior Enlisted Leader's intent.
- 2.2. Supervises all SPARK cell members.
- 2.3. Assures SPARK's Mission & Vision are implemented and executed.
- 2.4. Provides continuity for SPARK programs and initiatives.
- 2.5. Maintains relationships with all partners.
- 2.6. Responsible for developing and managing the Cell's "On- Loan Personnel" and "Project Managers."

3. Duty Qualifications:

- 3.1. Knowledge.
- 3.2. Education. Remains in good academic, military, and athletic standing
- 3.3. Training.
- 3.4. Experience. Former experience as a SPARK Exec or Innovation Actualizer preferred.
- 3.5. Other. Two semester term if held by a first-class cadet, single semester term if position is held by a second-class cadet.

SPARK/DD, C/Maj or C/MSgt

SPARK DEPUTY DIRECTOR (A5)

1. Duty Summary. Serves as SPARK Director's staff and replaces Director in his/her absence. Supervises SPARK project managers. Reports to XF/SPARK. Mentored by Senior Mentorship Group, Chairman of the Innovation Board, and Permanent Party Senior Enlisted Leader. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty.

2. Responsibilities:

- 2.1. Develops and implements innovative plans, programs, and policies to support Senior Enlisted Leader's intent.
- 2.2. Supervises all SPARK cell members.
- 2.3. Assures SPARK's Mission & Vision are implemented and executed.
- 2.4. Provides continuity for SPARK programs and initiatives.
- 2.5. Assists in the maintenance of relationships with all partners.
- 2.6. Responsible for developing and managing the Cell's "On- Loan Personnel" and "Project Managers."

3. Duty Qualifications:

- 3.1. Knowledge.
- 3.2. Education. Remains in good academic, military, and athletic standing
- 3.3. Training.
- 3.4. Experience. Former experience as a SPARK Exec or Innovation Actualizer preferred.
- 3.5. Other. Two semester position.

SPARK/EA, C/Capt or C/TSgt, Staff

SPARK EXECUTIVE ASSISTANT (x8) (A5)

1. Duty Summary. Directly supervises SPARK project managers. Responsible for the maintenance of all project records in an organized, accessible, and secured fashion. Reports to XF/SPARK Deputy Director. Mentored by XF/SPARK Director and Deputy Director. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Tracks the cell's performance, records, and timelines.
- 2.2. Manages certain outreach programs (i.e. QUAD Innovation Partnership) and maintains constant feedback loop with staff and partnered organizations.

3. Duty Qualifications:

- 3.1. Knowledge.
- 3.2. Education. Remains in good academic, military, and athletic standing.
- 3.3. Training.
- 3.4. Experience.
- 3.5. Other. Two semester position.

SPARK/IA, C/TSgt, Staff

SPARK INNOVATION ACTUALIZERS (x40) (A5)

1. Duty Summary. Executes SPARK cell programs. Reports to XF/SPARK Executive Assistants. Mentored by XF/SPARK Staff, CS/CC, and respective unit permanent party. Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Works alongside respective cadet Squadron and Group Commanders to execute SPARK programs.
- 2.2. Trains squadron on innovation/design thinking/change management principles and techniques.
- 2.3. Leads USAFA SPARK innovation workshops, facilitates Idea Scale submissions and encourages Falcon Tank participation.
- 2.4. Assist with the execution of USAFA SPARK events (i.e. master of ceremony, guides, and setup/tear down crew for Falcon Tank).

3. Duty Qualifications:

- 3.1. Knowledge.
- 3.2. Education. Remains in good academic, military, and athletic standing.
- 3.3. Training.
- 3.4. Experience.
- 3.5. Other. Two semester position.

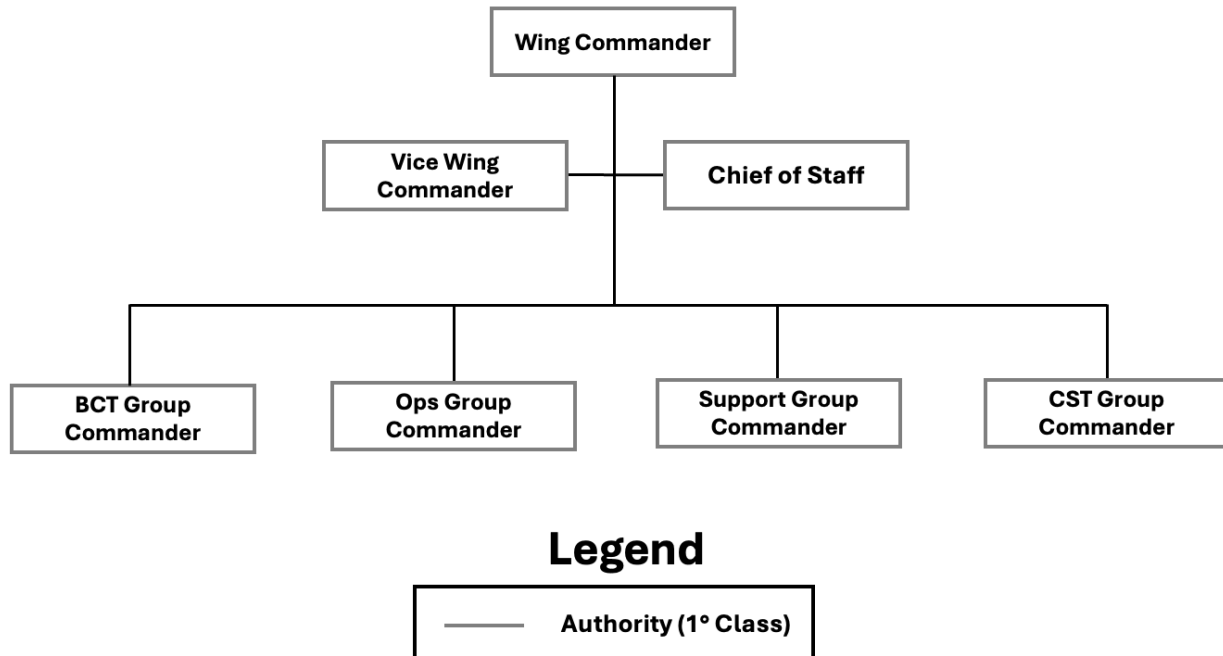
APPENDIX E: Summer Wing Staff

6.1. General. This section outlines the Summer Cadet Wing Leadership infrastructure, assigned rank, duty descriptions, and rating chain. The duty descriptions are not all inclusive. Wing Staff will report to the Commandant of Cadets through the Cadet Wing Commander, Cadet Vice Wing Commander, or Cadet Wing Director of Operations for issues related to command and control of the cadet wing.

6.2. Classification. The Summer Cadet Wing Leadership Staff consists of seven positions whose mission, purpose, or value-added to the cadet wing achieves an end-state of the Air Force Academy mission, vision, or purpose. The Commandant of Cadets is the OPR for determining the classification of positions assigned to the Cadet Wing Staff.

6.3. AD/TAC/OPCON. Wing Staff and Group Staff members are ADCON to their Academic Year Squadrons. Wing Staff are TAC/OPCON to the USAFA/CWDO. Cadet Group Commanders are TAC/OPCON to their permanent party counterparts.

6.4. Stratification & Feedback. The Wing Staff MPA average is 91%. Group Staff MPA average is 88%. Feedback among leadership will follow the chain of command.



AFCW/CC, C/Col

CADET WING COMMANDER

1. Duty Summary. Develops and implements plans, programs, and policies in direct support of Commandant's goals and objectives. Leads and supervises cadet wing activities. Reports to USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWV.

2. Responsibilities:

- 2.1. Advises USAFA/CW on any matter related to the cadet wing.
- 2.2. Provides cadet wing vision and goals IAW USAFA mission.
- 2.3. Enforces AF and USAFA policies and procedures.
- 2.4. Enforces discipline and conduct of the cadet wing.
- 2.5. Improves morale and welfare among cadets/permanent party. Recommends improvements through USAFA/CW to Dean of Faculty (DF), Director of Athletics (AD), USAFA/CW Staff, and base elements.
- 2.6. Responsible to USAFA/CW for all duty positions executed by cadets.
- 2.7. Supervises summer Cadet Group Commanders and works with PPGC Commanders as needed.
- 2.8. Manages Cadet Top 7 lines of effort to maintain AFCW-wide coordination.
- 2.9. Ensures subordinates execute the mission and train, mentor, counsel, and evaluate cadets through Leadership Growth Model (LGM).
- 2.10. Supervises and retains knowledge of all cadet wing activities.
- 2.11. Upholds AF and SF Core Values and models as a leader of character.
- 2.12. Conducts AFCW staff meetings and commander's calls.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Subject matter expert on the following documents:
 - 3.1.1. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. AFI 1-2, Commander's Responsibility
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training.
- 3.4. Experience. Adequate leadership experience prior to applying.

AFCW/CV, C/Col

CADET VICE WING COMMANDER

1. Duty Summary. Principle advisor to the Cadet Wing Commander. Assumes roles, responsibilities, and cadet authority in absence of the Cadet Wing Commander. Functions as the AFCW Inspector General (IG). Reports to AFCW/CC and USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWV.

2. Responsibilities:

- 2.1. As AFCW IG, solicits and hears cadet and permanent party complaints and refers to appropriate cadet staff or base agency through USAFA/CWV for corrective action. Recommends corrective action to Cadet Group Commanders and cadet Sq/CCs whose units fail to comply with standards.
- 2.2. Supervises Group Deputy Commanders' IG functions within their respective AORs.
- 2.3. Honor Review Committee Executive Panel (HRCEP) representative and voting member.
 - 2.3.1. Appoints two Cadet Group Commanders to the HRCEP for the duration of the summer periods.
- 2.4. Ensures professional execution of the Cadet Development System.
- 2.5. Executes wing-wide projects and events.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, and AFIs. Subject matter expert on the following documents:
 - 3.1.1. AFI 1-2, Commander's Responsibility
 - 3.1.2. AFCWI 36-3501, Cadet Standards and Duties
 - 3.1.3. USAFAI 36-3536, Allocation of Cadet Time
 - 3.1.4. CWOI 36-2018, Organization, Responsibility, and Policy
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training.
- 3.4. Experience. Adequate leadership experience prior to applying.

AFCW/COS, C/Col

CADET WING CHIEF OF STAFF

1. Duty Summary. Responsible for the cadet wing's daily operations and readiness. Monitors administration of the Cadet Discipline System. Functions as the AFCW Director of Staff (DS). Reports to AFCW/CC and USAFA/CWDO. Mentored by USAFA/CW and/or USAFA/CWDO.

2. Responsibilities:

- 2.1. Authorizes and administers demerit/tour/confinement/work detail IAW AFCWI 51-201, Administration of Cadet Discipline. Monitors system for compliance.
- 2.2. Generates master list of monitors: tours, confinements, Hap's CQ, Senior/Junior Officer of the Day, Senior/Junior Duty Officer. Manages and oversees cadet scheduling and monitoring execution.
- 2.3. Advises Wing Commander on status of discipline and monitoring systems.
- 2.4. Manages AFCW Senior Officer of the Day (SOD) Program.
- 2.5. Oversees distribution of the daily Routine Order to the cadet wing.
- 2.6. As AFCW Director of Staff, manages Wing Staff and related disciplinary issues, organizes Wing Staff meetings, and manages Continuity of Operations (COOP) processes.
- 2.7. Oversees execution of Summer Transition Days. Distributes check-in information and plans to the wing IAW summer programs guidance.

3. Duty Qualifications:

- 3.1. Knowledge. Working knowledge of functional duties within the cadet wing, including the administration of tours, confinements, Hap's CQ, and SOD/SDO/JOD/JDO. Subject matter expert on the following publications:
 - 3.1.1. AFCWI 36-3501, Cadet Standards and Duties
- 3.2. Education. Understanding of chain of command structure, various events/duties of mission elements in directorate. Remains in good military, academic, and athletic standing.
- 3.3. Training.
- 3.4. Experience. Adequate leadership experience prior to applying. Working knowledge of FalconNet, SharePoint, etc. preferred, not required.

C-BCT/CC, C/Col

BCT CADET GROUP COMMANDER

1. Duty Summary. Responsible for the safe and effective accomplishment of Basic Cadet Training (BCT) objectives and the BCT mission. Reports to the BCT/CC and the AFCW/CC. Mentored by AFCW/CC.

2. Responsibilities:

- 2.1. Leads the Cadet BCT Group Staff, Cadet BCT Training, and Courses Squadron and integrates all operations in the BCT Group.
- 2.2. Establishes BCT vision, goals, processes, and policies to achieve success.
- 2.3. Supervises all group activities by delegating authority to train, lead, counsel, and evaluate Cadet Cadre and Basic Cadets through the leadership growth model.
- 2.4. Makes sound decisions under the guidance/mentorship of permanent party IAW applicable AFIs, AFCW directives, BCT OI (Operation Instruction), and supplementary BCT directives.
- 2.5. Coordinates with Cadet Wing Top 7 on AFCW-wide initiatives.
- 2.6. Facilitates smooth transition between 1st and 2nd BCT Cadet Cadre.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, AFIs, and all BCT instructions.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. Accomplishes BCT Cadet Cadre training.
- 3.4. Experience. Existing knowledge of BCT operations and participation in BCT the previous year required.

CST/CC, C/Col

CST CADET GROUP COMMANDER

1. Duty Summary. Ensures Air Force, USAFA, CW and CST policies and instructions are carried out within CST program. Supervises all CST activities by delegating authority to staff and subordinate commanders. Enforces proper discipline and conduct in CST. Advises CST Program Director on the state of the CST Group and the status of training. Reports to and mentored by CST Program Director and the AFCW/CC.

2. Responsibilities:

- 2.1. Ultimately responsible for ensuring completion of CST in accordance with approved syllabus.
- 2.2. Ultimately responsible for ensuring compliance with standards outlined in AFCW and CST directives and policies.
- 2.3. Enforces policies and goals of the Air Force Academy and the CST program.
 - 2.3.1. Ultimately responsible for organizing and conducting the cadre selection process for all leadership positions within the Group Staff.
- 2.4. Provide CST Group with a vision and goals directly related to accomplishment of CST.
- 2.5. Ensures that the group works towards accomplishing set goals and objectives.
 - 2.5.1. Responsible for the morale, welfare, and safety of the students and cadre undergoing training.
- 2.6. Supervises CST Group activities through delegation of authority to Squadron Staffs while requiring necessary feedback to retain knowledge of cadre performance and mission accomplishment
- 2.7. Supervise performance of cadet Sq/CCs.
- 2.8. Holds daily staff meetings to keep group informed of policies and the state of the group.
- 2.9. Required to attend CW stand-up or send a representative for the CST Cadet Command.
- 2.10. Responsible for Group Staff stand-ups. Ensures minutes from stand-up meetings are distributed to cadet Sq/CCs.
- 2.11. Required to make visits to Ropes, Water, Parachute, Urban, Base Training sites, and Piñon Canyon. These visits will be coordinated in advance with the cadet Sq/CCs.
- 2.12. Responsible for accurate accountability of cadre and students assigned to CST to include sign-in/sign out procedures and Dormitory Inspections (DI).
- 2.13. Enforces standards of personal appearance and room conditions IAW AFCWI 36-2904 and AFCWI 34-601 by setting the example and providing appropriate expectations and consequences.
- 2.14. Ensures an effective communication system is in place to pass information rapidly up and down the chain of command.
- 2.15. Counsels cadets and ensures paperwork is completed, as required.
 - 2.15.1. Regularly advises CST Program Director on the status of training and the state of the Group.
- 2.16. Coordinates with other cadet wing programs to ensure proper communication.
- 2.17. Ensures an effective safety program is in place to identify and eliminate hazards, unsafe practices and other circumstances which might jeopardize the safety of all personnel participating in the CST program.
- 2.18. Provides recommendations to CST Program Director for improving health, welfare, safety and training of cadets participating in the CST program.
- 2.19. Understands and uses USAFA Plan 10-53, CoCI 10-100, CST OIs/SOPs, and Cadre and Student syllabi as source documents for organizing and implementing the CST program.
- 2.20. Provides the CST Program Director with a comprehensive end-of-tour report by COB of Day 1 of next period.
- 2.21. Coordinates with CST PM personnel to ensure syllabus required events are accomplished.
- 2.22. Coordinates with Cadet Wing Top 7 on AFCW-wide initiatives.

SUPP/CC, C/Col

SUPPORT CADET GROUP COMMANDER

1. Duty Summary. Develops and implements plans, programs, and policies in direct support of the Summer Wing Commander's intent and objectives. Establishes Support Groups' goals, processes, and mechanisms to achieve success. Responsible for the safe and effective accomplishment of mission and objectives. Leads and Supervises Group Staff by delegating authority to train, lead, mentor, counsel and evaluate cadre through the Leadership Growth Model to respective cadet Sq/CCs, while integrating all operations in Expeditionary Group. Reports to the AFCW/CC. Mentored by USAFA/Grp/PP Sq/CC and/or USAFA/Grp/Senior Enlisted Leader.

2. Responsibilities:

- 2.1. Leads the Cadet Supp Group Staff, and all Squadron Staff in program execution and integrates all operations in the Supp Group.
- 2.2. Establishes Supp Group vision, goals, processes, and policies to achieve success.
- 2.3. Maintains Positive Control over AOR due to fluidity of cadets within group.
- 2.4. Supervises all group activities by delegating authority to cadet Sq/CCs to lead, counsel, and evaluate cadet cadre and program cadets through the leadership growth model.
- 2.5. Makes sound decisions under the guidance/mentorship of permanent party IAW applicable AFIs, AFCW directives, and Summer OPORD.
- 2.6. Coordinates with Cadet Wing Top 7 on AFCW-wide initiatives.
- 2.7. Facilitates smooth transition between all cadets on Transition Day to/from group.
- 2.8. Leads State Funeral Formations and Special Requested Formations as COT.
- 2.9. Responsible of all operational and support functions supplied by Expeditionary Group Cadets.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, AFIs, and all Summer OPORD instructions.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training.
- 3.4. Experience. Adequate leadership experience prior to applying. Knowledge of FalconNet, SharePoint, Excel, etc. preferred, not required.

Ops Gp/CC, C/Col

OPERATIONS CADET GROUP COMMANDER

1. Duty Summary. Develops and implements plans, and policies in direct support of the Summer Wing Commander's intent and objectives. Establishes Operations Groups' administrative policies enabling summer programs to succeed. Responsible for the safe and effective accomplishment of mission and objectives. Leads and Supervises Group Staff by delegating authority to train, lead, mentor, counsel and evaluate cadre through the Leadership Growth Model to respective cadet Sq/CCs, while getting a hands on operational perspective of the Air Force. Reports to the AFCW/CC. Mentored by USAFA/Ops/PP Sq/CC and 306FTS Deputy Commander.

2. Responsibilities:

- 2.1. Leads the Cadet Operations Group Staff, and all Squadron Staff in program administration and integrates operational experience into all programs.
- 2.2. Establishes Operations Group vision, goals, administrative policies to achieve success.
- 2.3. Maintains positive control off the groups AOR and has the discretion to give responsibility to cadet Sq/CCs.
- 2.4. Supervises all administrative activities by delegating authority to cadet Sq/CCs to lead, counsel, and evaluate cadet cadre and program cadets through the leadership growth model.
- 2.5. Makes decisions under the guidance/mentorship of permanent party IAW applicable AFIs, AFCW directives, and Summer OPORD.
- 2.6. Coordinates with Cadet Wing Top 7 on AFCW-wide initiatives.
- 2.7. Facilitates smooth transition between all cadets on Transition Day to/from group.
- 2.7. Facilitates smooth transition during program changes in the middle of each period.
- 2.8. Responsible for the administration side of Operations Group, enabling programs to be successful.
- 2.9. Evaluates all upperclassmen cadre through feedback and MPAs each period.

3. Duty Qualifications:

- 3.1. Knowledge. Maintains fluent knowledge of USAFAIs, AFCWIs, AFIs, and all Summer OPORD instructions. Understands the goal of all Operations Group programs. Has general knowledge of the airfield and the chain of command.
- 3.2. Education. Remains in good military, academic, and athletic standing.
- 3.3. Training. None
- 3.4. Experience. Prior exposure within the cadet leadership. Must be well organized, have the ability to communicate effectively, and interact with commissioned officers daily. Basic understanding of facilities on base, FalconNet, and Excel.

APPENDIX F: Miscellaneous Positions

C/SSgt, C/SMSGt, or C/Lt Col

CLASS PRESIDENT

1. Duty Summary. Directs Class events and creates an environment of pride and commitment within each Class. Advises Cadet Wing Staff and permanent party on behalf of the class. Mentored by PPGC (1st Gray; 2nd – Gold; 3rd – Blue; 4th – Red). Reports to and stratified by the cadet Sq/CC. Is not assigned an additional squadron duty if possible.

2. Responsibilities:

- 2.1. Constructs and hires cadets to comprise the class cabinet.
- 2.2. The Class President will manage and establish CIC's of traditional class events to include but not limited to:
 - 2.2.1. 1000 Days
 - 2.2.2. Exemplar Dinner
 - 2.2.3. Commitment Dinner
 - 2.2.4. Ring Dance
 - 2.2.5. 100s Night
- 2.3. Voices class-wide issues and represents his/her class to include:
 - 2.3.1. Introducing guest speakers at class briefs
 - 2.3.2. Presenting class gifts
 - 2.3.3. Providing remarks to the class at graduation
 - 2.3.4. Serving as the primary host and guide for DVs at class events
- 2.4. Conducts class networking and reunions post-graduation for 10 years pending permanent reelection.
- 2.5. Manages the class bank account.
- 2.6. Serves as the class representative on:
 - 2.6.1. Budget Committee (voting member)
 - 2.6.2. Cadet Wing Integration Working Group
 - 2.6.3. DF's Academic Working Group
 - 2.6.4. Cadet Scheduling Committee
 - 2.6.5. Pathways to Excellence Team
 - 2.6.6. USAFA Cadet Pay Group (voting member)
- 2.7. Remains readily available to USAFA Public Affairs and Admissions offices.
- 2.8. Sets up combined meeting with Cadet Wing Top 7 each August and January to ensure open communications.
- 2.9. Remains present for CW, AD, and DF meetings; keeps CW, AD, and DF class-specific policy proposals in development.
- 2.10. Remains in good military, athletic, and academic standing. Entering probation status will require permanent party review of the potential suspension of tenure.

CADET CLUB CADET IN CHARGE

1. Duty Summary. Leads and directs cadet club to execute the club's mission IAW USAFA mission. Reports to and mentored by specific club Officer in Charge (OIC).

2. Responsibilities:

- 2.1. Responsible for accountability, appearance, performance, conduct, compliance, and training of all club members during scheduled club meetings, practices, competitions and trips.
- 2.2. Represents club at official ceremonies by making presentations and guest appearances.
- 2.3. Assists OIC in resolving all issues.
- 2.4. Serves as AFCW chain of command liaison with OIC for that activity.
- 2.5. Exercises authority over and accepts responsibility for other cadets in activity.
- 2.6. Provides continuity for successor.
- 2.7. Liaises with Cadet Wing, Group, and Squadron Staffs as necessary to execute mission.

ATHLETIC TEAM CAPTAIN

1. Duty Summary. Serves as intercollegiate team commander. Reports to and mentored by intercollegiate team coach.

2. Responsibilities:

2.1. Responsible for daily accountability, appearance, performance, conduct, compliance and training of all team members during scheduled team practices, meetings, competitions, trips and other gatherings such as social events.

2.2. Serves as AFCW liaison with respective coach.

2.3. Exercises authority over and accepts responsibility for other cadets in the activity.

2.4. Maintains authority to delegate specific tasks necessary to achieve the team's mission.

GAVIN P. MARKS
Brigadier General, USAF
31st Commandant of Cadets