

**HOLM CENTER T-203**

**AFROTC  
FIELD TRAINING MANUAL**



**HQ AFROTC/DO**

**January 2022**

Name: \_\_\_\_\_

Detachment: \_\_\_\_\_

Det Contact Phone: \_\_\_\_\_

MAX: \_\_\_\_\_

Squadron: \_\_\_\_\_

Flight: \_\_\_\_\_

Emergency Contact Name/Relationship:

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Emergency Contact Phone:

---

Field Training Liaison (FTL)

Primary: (334) 303-5253

Back up: (334) 953-4961

## **PREFACE**

*“The more you sweat in peace, the less you bleed in war.”*

-- General Norman Schwarzkopf

Congratulations on being selected for the Professional Officer Course (POC). The next step of your journey toward commissioning is Field Training (FT). FT evaluates a cadet's knowledge and ability to apply skills to serve as a leader at a cadet wing. Additionally, FT is a time in which you will be stratified amongst your peers. Completion of FT is a requirement to commission through Air Force Reserve Officer Training Corp (AFROTC). Failure to attend, or early dismissal from, FT may inhibit your ability to commission.

Elements of FT will place you in a rigorous, demanding, and unfamiliar environment which will test you physically, mentally, and emotionally. In short, it requires great personal discipline. Begin seeking out ways to mentally and physically prepare now so that your transition to FT will be minimized. Field Training Unit (FTU) staff may at times have to adjust the FT schedule to fulfill all FT training requirements within the days allotted. Anticipate changes, plan for contingencies, and stay flexible.

This Field Training Manual (FTM) will help you prepare for FT, as well as be a reference throughout FT. You are to maintain custody of your FTM, and you **MUST** bring it with you to FT. You are encouraged to annotate and highlight your FTM to enhance your comprehension of the information within. Ensure you have a thorough understanding of the information **prior** to departing for FT. You are expected to be well prepared in the areas of uniform wear, drill and ceremonies, customs and courtesies; as well as knowledgeable in FTM specifics. You will be held accountable for this information immediately upon arrival at FT. This FTM is not all encompassing. Seek guidance from staff and collaborate with fellow cadets when necessary.

Your detachment staff will help provide you with travel orders and tickets, uniforms, and other required items; however, it is ultimately your responsibility to obtain and bring these items. Ensure you always keep **two copies** of your orders with you. Orders must be printed on a full sheet of 8.5" x 11" paper. **Failure to arrive with required items and proper documentation may result in removal from FT.** Before you depart, provide your family with information such as your scheduled departure and return times, and the Field Training Liaison (FTL) phone number.

**Cadets do not have access to personal cell phones during FT.** Thus, it is extremely important you verify and update your emergency data (i.e.

the name and address of next of kin) with your detachment prior to departing for FT. Advise your family that should an emergency arise, the quickest way to contact you is via the FTL phone or through the American Red Cross. If a family/personal issue occurs in close proximity to your departure for FT, and may become an emergency while at FT, you must coordinate with your detachment immediately to determine whether FT attendance is affected. If you have a potential issue arise after departure, notify your Field Training Officer (FTO) during the FTO interview.

**Cadets are NOT permitted to have visitors while at FT.** This includes during religious services and graduation. Advise family and friends they will **NOT** be allowed to interact with you until completion of training or emergencies.

If you have any questions about FT or the FTM, ask your detachment staff. Keep in mind, you are preparing for a commission in the world's greatest Air and Space Forces...be optimistic, stay motivated, and give it your best!

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## Chapter 1

### WARRIOR KNOWLEDGE

All cadets are required to review and study the information within this chapter prior to arrival at FT. Cadets will demonstrate their knowledge of this information by **reciting it verbatim**.

#### 1.1 The Airman's Creed



I AM AN AMERICAN AIRMAN.  
I AM A WARRIOR  
I HAVE ANSWERED MY NATION'S CALL.

I AM AN AMERICAN AIRMAN.  
MY MISSION IS TO FLY, FIGHT AND WIN.  
I AM FAITHFUL TO A PROUD HERITAGE,  
A TRADITION OF HONOR,  
AND A LEGACY OF VALOR.

I AM AN AMERICAN AIRMAN,  
GUARDIAN OF FREEDOM AND JUSTICE,  
MY NATION'S SWORD AND SHIELD,  
ITS SENTRY AND AVENGER.  
I DEFEND MY COUNTRY WITH MY LIFE.

I AM AN AMERICAN AIRMAN:  
WINGMAN, LEADER, WARRIOR.  
I WILL NEVER LEAVE AN AIRMAN BEHIND,  
I WILL NEVER FALTER,  
AND I WILL NOT FAIL.

## 1.2 Mission Statements



### AIR FORCE MISSION:

TO FLY, FIGHT AND WIN...AIRPOWER  
ANYTIME, ANYWHERE.



### SPACE FORCE MISSION:

CONDUCT GLOBAL SPACE  
OPERATIONS THAT ENHANCE THE  
WAY OUR JOINT AND COALITION  
FORCES FIGHT, WHILE ALSO  
OFFERING DECISION MAKERS  
MILITARY OPTIONS TO ACHIEVE  
NATIONAL OBJECTIVES.



### HOLM CENTER MISSION:

WE BUILD LEADERS



### AFROTC MISSION:

TO DEVELOP LEADERS OF  
CHARACTER FOR TOMORROW'S AIR  
FORCE AND SPACE FORCE.



### AFROTC FIELD TRAINING MISSION:

TRAIN AND EVALUATE CADETS IN  
AF INSTITUTIONAL COMPETENCIES  
PREPARING THEM FOR THE  
PROFESSIONAL OFFICER COURSE.

**1.3 AFROTC Chain of Command:** Know non-FTU names prior to arrival

President: \_\_\_\_\_

Sec of Defense: \_\_\_\_\_

Sec of the Air Force: \_\_\_\_\_

Chairman of the Joint Chiefs of Staff: \_\_\_\_\_

Chief of Staff of the Air Force: \_\_\_\_\_

Chief of Space Operations: \_\_\_\_\_

AETC/CC: \_\_\_\_\_

AU/CC: \_\_\_\_\_

Holm Center/CC: \_\_\_\_\_

AFROTC/CC: \_\_\_\_\_

FTU/CC: \_\_\_\_\_

FTU/CV: \_\_\_\_\_

SQ/CC: \_\_\_\_\_

## **1.4 United States Air Force (USAF) Major Commands**

**Air Combat Command (ACC):**

Joint Base Langley, Virginia

**Air Education and Training Command (AETC):**

Joint Base San Antonio, Texas

**Air Force Global Strike Command (AFGSC):**

Barksdale Air Force Base, Louisiana

**Air Force Materiel Command (AFMC):**

Wright-Patterson Air Force Base, Ohio

**Air Force Reserve Command (AFRC):**

Robins Air Force Base, Georgia

**Air Force Special Operations Command (AFSOC):**

Hurlburt Field, Florida

**Air Mobility Command (AMC):**

Scott Air Force Base, Illinois

**Pacific Air Forces (PACAF):**

Joint Base Pearl Harbor-Hickam, Hawaii

**United States Air Forces in Europe –**

**Air Forces Africa (USAFE-AFAFRICA):**

Ramstein Air Base, Germany

## **1.5 United States Space Force (USSF) Field Commands**

**Space Operations Command (SPOC):**

Peterson Space Force Base, Colorado

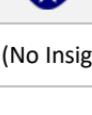
**Space Systems Command (SSC):**

Los Angeles Space Force Base, California

**Space Training and Readiness Command (STARCOM):**

Peterson Space Force Base, Colorado

## 1.6 United States Air Force Enlisted Rank Structure

	Chief Master Sergeant of the Air Force	CMSAF	E-9
	Command Chief Master Sergeant	CCM	E-9
	Chief Master Sergeant	CMSgt	E-9
	Senior Master Sergeant	SMSgt	E-8
	Master Sergeant	MSgt	E-7
	Technical Sergeant	TSgt	E-6
	Staff Sergeant	SSgt	E-5
	Senior Airman	SrA	E-4
	Airman First Class	A1C	E-3
	Airman	Amn	E-2
(No Insignia)	Airman Basic	AB	E-1

## 1.7 United States Space Force Enlisted Rank Structure

	Chief Master Sergeant of The Space Force	CMSSF	E-9
	Chief Master Sergeant	CMSgt	E-9
	Senior Master Sergeant	SMSgt	E-8
	Master Sergeant	MSgt	E-7
	Technical Sergeant	TSgt	E-6
	Sergeant	Sgt	E-5
	Specialist 4	Spc 4	E-4
	Specialist 3	Spc 3	E-3
	Specialist 2	Spc 2	E-2
	Specialist 1	Spc 1	E-1

## **1.8 Oaths**

**Oath of Enlistment:** Used for Enlisted Members

*I, (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God (optional).*

**Oath of Office:** Used for Commissioned Officers

*"I (state your name), having been appointed a (rank) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God (optional)."*

## **1.9 The Air Force Song (First Verse)**

*Off we go into the wild blue yonder,  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At 'em now, Give 'em the gun!  
Down we dive, spouting our flame from under,  
Off with one helluva roar!  
We live in fame or go down in flame. Hey!  
Nothing'll stop the U.S. Air Force!*

## **1.10 United States Armed Forces Code of Conduct**

### **I.**

*I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.*

### **II.**

*I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.*

### **III.**

*If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.*

### **IV.**

*If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior I will take command. If not I will obey the lawful orders of those appointed over me and back them up in every way.*

### **V.**

*When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.*

### **VI.**

*I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.*

## **1.11 Quotes - Embodying Airmen Culture**

*Integrity is the fundamental premise for military service in a free society. Without integrity, the moral pillars of our military strength, public trust, and self-respect are lost.*

-General Charles A. Gabriel, Chief of Staff, USAF

*Discipline. Equals. Freedom.*

-Lieutenant Commander Jocko Willink, USN

*Success is not final; failure is not fatal: it is the **courage** to continue that counts.*

-Sir Winston Churchill

*If it's durable, then **endure it**. Stop complaining...you can endure anything your mind can make durable.*

-Marcus Aurelius

*If your actions inspire others to dream more, learn more, do more and become more, you are a **leader**.*

-John Quincy Adams, sixth President of the United States

*Servant leadership...It's the notion of being part of something **bigger than yourself** and of making the people around you better. In our daily struggles to advance within an organization, we sometimes forget that it's actually more about...the people that are around us.*

-General Lori J. Robinson, USAF

*Treating EVERY Airman with **dignity and respect** must be at the heart of who we are and how we operate...Every single person around you brings something to the fight that you don't. Each of them is critically important to mission success...*

-General Mark A. Welsh III, Chief of Staff, USAF

*In every battle, there comes a time when both sides consider themselves beaten; then he who **continues** the attack wins.*

-General Ulysses S. Grant, USA

*Victory smiles upon those who **anticipate** the changes in the character of war, not upon those who wait to adapt themselves after the changes occur.*

-Italian Air Marshall Giulio Douhet

*In the long haul, our safety as a nation may depend upon achieving **space superiority**.*

-General Bernard Schriever, USAF

## Chapter 2

### HONOR CODE AND PROFESSIONAL VALUES

#### 2.1 The Cadet Honor Code

*We will not lie, steal, or cheat, nor tolerate among us anyone who does.*

The purpose of the Honor Code is to foster an environment based upon a personal sense of honesty and integrity. Implementation of the Honor Code means not only can you be trusted but that you also have the moral courage to confront those who violate these standards. An honor code violation will result in mandatory counseling with the Field Training Unit Commander (FTU/CC) and possible removal from FT. If you think a violation has occurred or if you have a question about the Honor Code, talk to your FTO.

**2.1.1 Lying.** Lying is any statement of untruth or omission of the truth, which is meant to deceive or mislead. One example of lying at FT is intentionally signing in at an improper time in order to avoid a regulation violation.

**2.1.2 Stealing.** Anyone who wrongfully takes, obtains, or withholds someone else's property without their permission, with the intent to temporarily or permanently deprive another of such property, is guilty of stealing.

**2.1.3 Cheating.** In essence, cheating is taking unfair advantage of another. Cheating violates the competitive sense of "fair play." An example of cheating at FT is not completing the minimum required push-ups during the Fitness Assessment, yet coercing your spotter to indicate otherwise or knowingly allow it to occur.

**2.1.4 Toleration.** Toleration means the conditional acceptance of, or non-interference of, wrong-doings. If you know a cadet has lied, stolen, or cheated, and you fail to report or confront the matter, you may be guilty of toleration.

#### 2.2 United States Air Force Core Values

*Integrity first. Service before self. Excellence in all we do.*

The mission of AFROTC is to develop leaders of character for tomorrow's air force and space force. The following three core values are the foundation upon which an Airman's character is built:

**2.2.1 Integrity First.** Integrity is acting in a manner that is consistent and uncompromised to a set of principles in both professional and

private spheres of life. Persons of integrity do not make choices based on what is popular or most advantageous to themselves but rather on what most closely aligns to the posterity of their internalized principles.

**2.2.2 Service Before Self.** The first three words of the U.S. Constitution, for which military members swear (or affirm) to support and defend are these: “We the People”. People are the most critical asset to national defense, and the very reason for which military members serve. To serve selflessly resists the natural tendency to focus on self-interests and, therefore, do not take advantage of situations for personal gain, pleasure, or safety. Unity and cohesiveness is generated where there is a willingness to share in the danger, hardships, and discomforts in order to promote common welfare of a group.

**2.2.3 Excellence in All We Do.** To remain the world’s preeminent air force, Airmen make a lifelong commitment to developing a sustained passion for continuous improvement and innovation. Persons of excellence continuously venture outside their comfort zones and seek out ways to expand their knowledge and experience. These individuals welcome feedback and constructive criticism, and are not afraid to recognize their weaknesses and find ways to mitigate them. They base their self-esteem and sense of accomplishment not on how they compare with others but on the magnitude and longevity of their actions’ impact.

*“War is an ugly thing, but not the ugliest of things. The decayed and degraded state of moral and patriotic feeling, which thinks that nothing is worth war, is much worse. The person, who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself.”*

-John Stuart Mill

## Chapter 3

### TRAVEL AND PAY

#### 3.1 Travel

**NOTE:** If something causes your travel to be delayed (and thus your arrival time to change), contact the Field Training Liaison (FTL) with that information as soon as possible (ASAP). Primary means of communication is to send a text message to the (FTL) phone number (334) 303-5253 with the following information: Cadet LAST NAME, FIRST NAME, REASON FOR DELAY, NEW ETA & DESTINATION (e.g. Cadet Simpson, Charles, missed connecting flight, ETA ATL: 1445). Allow a few minutes for the FTL to acknowledge response. Calling the FTL number should be secondary to text message and/or for reserved for emergencies.

**3.1.1** The Air Force pays for your travel to and from FT. Scholarship cadets will receive a prorated per diem payment based on travel time. Additionally, all cadets may be reimbursed for mileage to and from the airport, bus, or rail terminal. Detachments will issue each cadet a duffel bag. **Do not write or mark your name on the duffel bag.** This duffel bag and one black backpack which complies with DAFI 36-2903 are the **only authorized luggage items.** Small logos are authorized, but backpacks will not have ornamentation, a high gloss, designs or hanging/dangling objects. Do not attach items to the backpack or duffel bag that detract from the professional image of the Air Force (e.g., colored/patterned duct tape, ribbons, etc.).

**3.1.2** You must attach an identification tag that meets TSA guidelines to your two luggage items. Mark your luggage tag with the following information: **Cadet (your name), AFROTC FT MAX# \_\_\_\_\_; 60 W Maxwell Blvd; Maxwell AFB, AL 36112.** If your luggage is lost by a transportation carrier, contact the carrier, complete a lost luggage form, and request delivery to the same address.

**3.1.3** Cadets will travel to and from FT in business casual civilian attire; properly fitting khaki pants and a polo shirt are preferred. Do not wear shorts, jeans, a dress, a skirt, nor sheer, tight fitting, or revealing attire, flip-flops, gym attire, etc. **Ensure you are within grooming standards outlined in DAFI 36-2903.** Your business casual civilian clothes are kept in your luggage while at FT. In order to meet training requirements, in the event of lost or delayed luggage, Cadets **must** pack in carry-on luggage a full set of Physical Training Gear (PTG), a **full** set of short-sleeve blues, and proper fitting footwear for **both** uniforms.

**3.1.4** Cadets will have on their person a minimum of \$200 cash, or operable credit card(s), to cover possible expenses. Examples include food/drinks, ground transportation, hotel accommodations (due to flight issues), hospital expenses (in case of injury), etc. If you must stay overnight in a hotel, contact the FTL immediately. The FTL will attempt to get the hotel costs transferred to HQ AFROTC. If the hotel cost is not transferred then it is unlikely you will be reimbursed.

**3.1.5** Your Point of Departure (POD) is the location from which you will originate your travels, and to which you will return. Your POD must be either (1) your home of record or (2) your detachment location. For example, if your detachment is in Phoenix and your home of record is Seattle then you must use either Phoenix or Seattle as your POD. Again, you are required to depart from and return to the same location.

**3.1.6** Your POD determines your method of travel.

**3.1.6.1** If your POD is less than 150 miles from Maxwell AFB, travel by automobile or bus directly to Maxwell AFB. There will be a designated location for parking.

**3.1.6.2** If your POD is less than 150 miles from Atlanta International Airport (ATL), but more than 150 miles from Maxwell AFB, you will travel by automobile, bus, or rail to ATL. **Ensure you are dropped off at ATL because parking costs will not be reimbursed.**

**3.1.6.3** If your POD is between 150 and 400 miles from Maxwell AFB, and does not transit through Atlanta, you must choose whether to (1) travel by automobile, bus, or rail to Maxwell AFB or (2) travel by air transportation to ATL.

**3.1.6.4** If your POD is more than 150 miles from ATL and more than 400 miles from Maxwell AFB, AL you will travel by air transportation to ATL.

**3.1.6.5** Cadets who arrive at ATL are then bussed to Maxwell AFB for FT.

## **3.2 Air Travel**

Travel by air will be into and out of ATL. Air Force Reserve members are authorized to travel by military aircraft on a space-available basis; however, they are not authorized travel pay for that portion of travel and must ensure they arrive on time.

**3.2.1** Your detachment will provide electronic airline tickets and a flight itinerary. If you lose your itinerary, contact your detachment for a copy. Verify the information to ensure complete round trip travel to and from the correct locations. Bring **2** copies of your itinerary with you to FT.

**3.2.2** HQ AFROTC will pay for flights originating from Outside Continental United States (OCONUS) locations only if: (1) your home of record or detachment is located in Alaska, Hawaii, or US territories (Puerto Rico, Guam, Virgin Islands, or American Samoa), or (2) your home of record is based on an active duty military sponsor on PCS orders stationed overseas. Otherwise, cadets traveling from OCONUS locations receive government provided transportation from the port-of-entry to ATL and back to the port-of-entry. Any remaining travel expenses (to include lodging) are at the cadet's expense. All cadets traveling from an OCONUS location are authorized to arrive in Atlanta, GA **one** day prior to the start of FT. HQ AFROTC will work with your detachment to arrange and pay for your lodging in the vicinity of (IVO) ATL. Ensure you receive pertinent information (reservation number, hotel name, hotel phone number, method of travel to hotel, etc.) about this reservation from your detachment prior to traveling. Cadets arriving one day earlier report the next day with all other cadets as described in paragraph "g" below.

**3.2.3** Upon receiving your electronic tickets, you must contact the designated airline, confirm your reservation, and ensure the ticket is paid for by HQ AFROTC **no earlier than 3 days** prior to your departure. If the airline has no reservation, or the ticket is not paid for, **contact your detachment IMMEDIATELY. DO NOT** purchase an airline ticket on a **personal** credit card, **you may not be reimbursed**. Plan ahead to report to the airline check-in counter with ample time to process your luggage and make it through security. Plan to arrive at least **1.5 hour** prior to your scheduled flight; however, more time may be required depending on the busyness of your airport.

**3.2.4** Commercial airlines have strict baggage codes. You are responsible to pay any baggage fees upfront. Show your orders when checking your duffel bag as this may prevent you from having to pay baggage fees (some airlines do not charge baggage fees to military members). If you are charged a baggage fee, **keep the receipt** and turn it in with your completed travel voucher for reimbursement.

**3.2.5** Ensure your flight into ATL **arrives no later than 1530 Eastern Daylight Time (EDT)**. In the event your flight to FT is rescheduled, contact the FTL immediately. **Do NOT volunteer to be bumped** from your scheduled flight to FT under any circumstances.

**3.2.6** Upon arriving at ATL, retrieve your baggage from the baggage claim area and immediately report to the designated AFROTC FT check-in table, which is located on the lower level of Domestic Terminal North near the American Airlines baggage claim area. If you are unable to find the AFROTC FT check-in table, please report to the USO for assistance. The USO is located on the third floor of Domestic Terminal North. Once checked in, you travel by HQ AFROTC procured transportation to Maxwell AFB. Upon landing and prior to checking in, it is highly encouraged you call home to inform your loved ones you arrived safely. Staff do not provide phones. Telephones are off-limits upon departing ATL for Maxwell AFB.

**3.2.7** Following FT, ground transportation from Maxwell AFB to ATL is provided. **No itinerary changes are authorized.** **Exception:** HQ AFROTC staff will facilitate changes, as necessary, for cadets released or removed early from FT.

### **3.3 Bus/Rail Travel**

Bus or rail transportation is reserved for cadets whose POD is fewer than 150 miles from ATL or fewer than 400 miles from Maxwell AFB, AL.

**3.3.1** Your detachment provides you with bus/rail tickets, a travel itinerary, or a Government Transportation Request (GTR), which is similar to a certified check. If you receive a GTR, it is your responsibility to secure your tickets at the terminal. As with airline tickets, bus/rail tickets and the GTR are your responsibility. If they are lost or stolen, you will have to replace them at your own expense.

**3.3.2** If traveling to ATL, verify all travel information to ensure you will arrive no earlier than 0800 EDT and no later than 1530 EDT. If your tickets indicate you will arrive after 1530 EDT, notify the FTL immediately.

**3.3.3** If traveling to Maxwell AFB, verify all travel information to ensure you will arrive no earlier than 1200 CDT and no later than 1500 CDT. If your mode of travel indicates you will arrive after 1500 CDT, notify the FTL immediately.

**3.3.4** Bus and rail lines have strict baggage codes. Contact your carrier to inquire about baggage restrictions. You will be responsible for any associated fees for exceeding baggage restrictions. Arrive at least 1 hour prior to your scheduled departure.

**3.3.5** An AFROTC representative will be at the terminal to transport you to FT. If an AFROTC member is not present, contact the FTL immediately to announce your arrival.

### **3.4 POV Travel**

POV travel determination can be found by referencing 3.1.6.

**3.4.1** Any incidents (i.e., accidents, tickets, etc.) which occur while traveling to FT must be reported. Contact the FTL to report the incident and be prepared to provide the following information:

- The location and time of the incident.
- The name and address of other person(s) involved.
- The name and address of any witness.
- The tag number and make of the vehicle(s) involved.
- Any other pertinent details concerning the incident.

**3.4.2** If traveling to ATL, ensure your scheduled arrival time is **no later than 1530 EDT**. Notify the FTL immediately if you will arrive after this time. **Ensure you are dropped off at the airport as parking fee reimbursement is not authorized.** Upon your arrival to the airport's Domestic North terminal immediately report to the designated AFROTC FT check-in table.

**3.4.3** If traveling directly to MAFB, ensure you are familiar with the route and gate location. Enter the base using the East gate (Maxwell Blvd) located at the intersection of Maxwell Blvd and Bell St. Your name will be on an Entry Access List (EAL), show your orders and a government issued, picture ID to the entry controller for base entry. Arrive at the Ritchey Center on Maxwell AFB between 1200 CDT and 1500 CDT on the authorized travel day. If you arrive prior to the authorized travel day, you will be responsible for your own lodging and their associated expenses.

**3.4.4** Driving on base is a privilege and you must satisfy all requirements prior to being allowed to enter the base. You must bring a valid driver's license, proof of automobile insurance (minimum requirement for the state in which automobile is registered), state vehicle registration, and (if the vehicle is not yours) you must have notarized, written permission from the vehicle owner.

**3.4.5** If you want to let your family know you arrived to base safely, you should call them prior to entering the base. Personal cellphones are off-limits to cadets during FT.

**3.4.6** POVs are to be parked in the Ritchey Center parking lot and locked for the duration of FT. Do not leave valuable items in the vehicle. It is also recommended you purchase a sunscreen or vehicle cover to prevent heat damage to your vehicle's interior.

**3.4.7** You must turn-in your vehicle keys during in-processing; they are secured by FTU Staff for the duration of FT. **Your POV is off-limits until completion of or removal from FT.**

**3.4.8** **Do not check in at University Inn.** Cadets will report to the Ritchey Center.

### **3.5 Travel Expense Reimbursements**

Cadets must follow the instructions below to receive travel pay.

**3.5.1** Travel vouchers are completed in the Defense Travel System (DTS) via detachment cadre upon return to your POD. Vouchers **must be completed within five (5) business days** of returning to your POD from FT. Make sure you retain a copy of **all** receipts and ticket stubs.

**3.5.2** Prior to filing a travel voucher, you will need to fill out a DD Form 1351-2, *Travel Voucher or Sub-voucher*. You must attach all of the following to your DD Form 1351-2: all receipts, any unused tickets, **four (4)** copies of your orders and any/all amendments, and a copy of a deposit slip or voided check (for direct deposit requests). THE DD FORM 1351-2 MUST BE COMPLETED IN ORDER FOR YOU TO RECEIVE TRAVEL PAY ENTITLEMENTS. Additionally, you must upload a completed Direct Deposit form in WINGS **and banking information entered in DTS prior** to attending FT.”

**3.5.3** All cadets may be reimbursed for travel mileage to/from the airport and for baggage fees. Only scholarship/contract cadets will receive per diem to/from FT on the travel days only. Non-scholarship cadets do **not** receive per diem and are **not** authorized reimbursement for meals.

## Chapter 4

### UNIFORMS, CLOTHING, AND SUPPLIES

#### **4.1 General Guidelines**

Your detachment issues most uniform items needed for FT. You are required to bring some additional items at **your own expense**. Issued items must be used at FT. Other than for medical reasons (written documentation from a qualified medical professional must be provided), you are **not authorized** to replace issued items with personally procured items (exception: alternate styles of AFI compliant boots procured by the cadet are authorized). Additional items will be issued to you at FT. All issued (uniform and equipment) items are your responsibility; you are liable for damage to these items resulting from your negligence.

Chapter one of the DAFI 36-2903 highlights the importance to maintain a high standard of dress and personal appearance. Airmen and Guardians project a military image, and make an impression on those around them, in large part by how they wear their uniforms. “The American public and its elected representatives draw certain conclusions on military effectiveness based on the image Airmen present. The image of a disciplined and committed Airman instills public confidence that Airmen live by a common standard and respond to military order and discipline.”

#### **4.2 Grooming Standards**

All cadets must comply with DAFI 36-2903 and AFI 36-2903\_AFROTCSUP. For safety, uniformity, training effectiveness, additional standards apply while at FT:

**4.2.1** Cosmetics will not be worn during field conditions.

**4.2.2** Each cadet must maintain his/her personal hygiene. Cadets will shower **at least once per day** and must wash their hands after using the latrine. Daily laundry service is provided, and thus all cadets **will change undergarments daily** and will not wear uniforms more than **two days** without washing them.

**4.2.3** Male cadets must appear clean-shaven; mustaches are not authorized while at FT.

#### **4.3 Uniforms and Personal Items**

**4.3.1 Uniforms.** Military uniforms must be worn IAW DAFI 36-2903 and AFROTC Supplement to DAFI 36-2903.

**4.3.2 Caps.** All caps must be clean and fit properly. When not worn or stored, the following rules apply:

**4.3.3** Flight caps will be tucked under the left side of the belt between the first and second belt loops. The cap will be flush with the top edge of the belt, on the left side of the body, with the open end of the cap facing the wearer's rear.

**4.3.4** OCP caps will be placed inside the left cargo pocket of the OCP trousers, and will not be visible while in the pocket.

**4.3.5 Hydration System.** A hydration system is issued at FT. The hydration system is worn with OCPs and PTG unless otherwise directed.

**4.3.5.1** While in blues, carry the hydration system in the left hand.

**4.3.5.2 Do not** rest items or your body weight on the bladder of the hydration system, especially when the bladder is full. This causes bursts/leaks and results in damaged property.

**4.3.6 Eyewear.** Sunglasses and prescription photosensitive lenses are not authorized at FT unless prescribed for medical reasons, e.g., PRK/LASIK surgery or on the written advice of a medical official. Written documentation from a qualified medical professional must be provided during in-processing. Cadets who require vision correction are highly encouraged to bring two pairs of eyeglasses and eyeglass straps (plain black or dark blue without logos or advertisements) that conform to DAFI 36-2903 and AFI 36-2903\_AFROTCSUP. Eyeglass straps are required to be worn at all times. As constraints on time and sanitation in field conditions make proper care of contacts difficult, **contacts are not authorized during any portion of FT.**

**4.3.7 Sleepwear.** As a minimum, your sleepwear will consist of the PTG shorts and PTG T-shirt. Cadets may wear flip-flops in the dorms in the evening at staff discretion.

**4.3.8 Jewelry.** Jewelry will not be worn at any time during FT. It is highly recommended that you not bring any jewelry to FT. Medical alert necklaces/bracelets, however, are authorized and may be worn in accordance with DAFI 36-2903 and AFI 36-2903\_AFROTCSUP. Jewelry will be stored in your security drawer. **[NOTE: Religious jewelry/items are allowed and will be stored in locker when not in use.]**

**4.3.9 Watches.** Watches are authorized at FT; however, smart watches (i.e. Apple Watch®, Fit Bit®, watches with Bluetooth connectivity) are **not authorized**. All audible noises will be turned off. Keep in mind there is a high probability that your watch will get

wet, scratched, cracked, and/or otherwise damaged during FT events. AFROTC is not responsible for any damage.

**4.3.10 Telephones and Cellphones.** You are **not authorized** to use telephones nor cellphones during FT unless coordinated by the staff for unforeseen circumstances, e.g. family issues. If you bring a cellular/wireless communication device, you must turn it in to staff when directed. Your item will be individually marked, secured, and returned back to you upon departure from FT. It is recommended you bring a charger for each cellular/wireless communication device to ensure functionality once returned.

#### 4.4 Uniform Requirements

Ensure your uniforms are serviceable, fit properly, and are free of cables (loose strings). **To avoid blisters and foot injury, ensure ALL FOOTWEAR is broken-in and properly fitting prior to arriving at FT.** Blisters are one of the main reasons cadets miss training, and foot issues are historically one of the most frequent injuries seen at FT. Uniform requirements are listed in the FT Uniform and Equipment Checklist. Laundry services are provided and intended to be used daily.

**TABLE 4.1 Clothing Items**

Blues Uniform Items	
2	Socks, cotton, black (2 pair issued)
2	Trousers (male)/slacks (female), polywool
1	Belt, blue, w/chrome-like finish on clip and matching buckle
2	Shirt (male/blouse (female, tuck-in only), short sleeve w/epaulets)
2	T-shirt, white, v-neck (at personal expense)
2	Name tag, plastic, ultramarine blue
2	Rank: Cadet, third class set (soft)
1	Cap, flight, w/silver and blue diamond pattern edge braid
1	Shoes, low quarters, black <sup>1</sup>
Operational Camouflage Pattern Uniform (OCP) Items	
1	Boots: combat, coyote brown <sup>2</sup>
1	Patrol Cap (bring 2 OCP caps if detachment supply allows) <sup>3</sup>
6	Socks, Coyote Brown or DLA-issued Green (2 pair Det issued, 4 pair personal expense)
3	Trousers (bring 4 if detachment supply allows)

1	Belt: Tan 499
6	Undershirt: Coyote Brown (Tan 499), crew neck (3 Det issued, 3 at personal expense)
3	Blouses with <b>Velcro name and “U.S. Air Force” tapes.</b> (bring 4, if detachment supply allows)
2	Rank: Cadet third class, Velcro set ( <b>same rank for ALL cadets</b> )
2	U.S. Flag Patches, subdued / Spice Brown (worn on right shoulder)
2	Air Force ROTC Patches, Spice Brown (worn on left shoulder)
<b>Physical Training Gear (PTG) Items</b>	
4	PTG shirt, Air Force
4	PTG shorts, Air Force
6	Socks, conservative, solid color: white, gray, or black; below-the-calf (6 personal expense)
2	Pairs of shoes, running, lace-up (personal expense) <sup>4</sup>
3	Towel, white (approximately 24" x 14") (3 personal expense)
<b>Other clothing/personal items</b> (all items at personal expense)	
8	Underwear (male/female) plain/solid color (no inappropriate material)
6	Bra (female) (any combination of bras/sports bras <b>without clasp</b> )
1	Kneepads for field exercises: black, coyote brown, or tan ( <b>optional</b> )
2	Mouth guards, boiled/pre-fitted (combatives)
1	Digital wrist-watch with a stopwatch feature IAW AFI 36-2903 and AFI 36-2903_AFROTCSUP (smart watches are <b>not</b> authorized)
2	Towel, plain white, bath (approximately 54" x 32")
2	Washcloth, plain white (approximately 12" square)
1	Pair of shower shoes
<b>Notes:</b>	
1.	Patent leather (aka Corfams) not authorized
2.	A second pair of combat boots are highly recommended, but at personal expense.
3.	OCP ball caps are not authorized
4.	<b>Athletic Shoes.</b> If you plan to bring “Five Toe Shoes” you are only authorized to wear them during the FA. You must ALSO have 2 standard pairs of athletic shoes for all other activities.

#### **4.5 Additional Equipment and Required Items**

These items are required (unless noted) and must be purchased at your own expense (some exceptions, e.g. Field Training Manual).

This list is **not all inclusive**. You may bring additional items necessary for daily hygiene/grooming. Bring sufficient supply to last 15 days.

**TABLE 4.2 Non-Clothing Items**

<b>Miscellaneous Items</b>	
	Holm Center T-203, <i>Field Training Manual</i>
	Picture ID
	Combination locks (one lock for your duffel bag and one for your security drawer) (2 is recommended)
	Razor (w/additional blades) or electric razor
	Shaving cream (unless bringing electric razor)
	Toothbrush and toothpaste
	Aftershave balm (optional)
	Shampoo
	Comb or brush
	Shoeshine kit (black polish for low quarters)
	Bath Soap (bar w/soap box, or liquid soap)
	Antiperspirant/Deodorant
	Female Hygiene Products
	Insect repellent (2 is recommended)
	Moleskin, roll (for blisters and calluses)
	Lip balm
	Sunscreen
	Liquid Hand Sanitizer (travel size)
	Anti-Bacterial Liquid Hand Soap
	Packet Sanitary Wet Wipes ( <b>optional</b> )
	Talcum Powder ( <b>optional</b> )
	Small Sewing Kit ( <b>optional</b> )
	Pocket First Aid Kit ( <b>optional</b> )
	Nail Clippers ( <b>optional</b> )
<b>NOTE:</b>	
Items brought in carry-on need to meet TSA size requirements	

## **Chapter 5**

### **RULES AND REGULATIONS**

#### **5.1 Discipline**

By attending FT, you agree to obey the regulations of the Air Force and any lawful orders given by the FT staff. An infraction occurs when a cadet, who through design, neglect, or fails to perform duty, violates regulations or commits an act prejudicial to good order and military discipline.

Remember, while at FT, you are a guest of the host base and must be a responsible user of the provided facilities. Certain situations may necessitate a cadet to interact with other civilian and military personnel who are not associated with FT. Therefore, it is paramount to follow all rules and regulations, as well as be professional at all times. Do not argue with other staff members or cadets. If involved in a confrontation or disagreement with non-AFROTC personnel, be professional and do your best to get the rank, name, and unit of people involved. Immediately report the incident to FT staff.

#### **5.2 Prohibitions**

The following rules apply for the duration of FT. Violations of these rules are considered breaches of good order and discipline, and thus may result in removal from FT. Cadets are restricted from the following:

- 5.2.1** Consuming alcohol (all cadets, to include those of legal age)
- 5.2.2** Using illegal or unauthorized prescription drugs or substances
- 5.2.3** Possessing items widely considered as weapons (i.e. any knife, firearm, explosive or incendiary device, etc.)
- 5.2.4** Using tobacco products (including smokeless) or vaping devices.
- 5.2.5** Possessing igniting devices (i.e., matches, lighters, etc.)  
**[NOTE: Cadet Flight Supply Officer will collect and dispose of any uneaten food, heaters and matches from MREs].**
- 5.2.6** Using a telephone or electronic communication device **[NOTE: Telephones and cell phones may be used in emergency situations and/or when authorized by the FTU/CC.]**
- 5.2.7** Engaging in spirit missions such as procuring food outside the dining hall, leaving rooms during lights out, or engaging in activities not directed by the daily schedule

- 5.2.8** Going off-base, entering “Off-Limits” areas, or departing FT without prior staff approval
- 5.2.9** Operating, or riding as a passenger in, any motor vehicle without FTU staff approval
- 5.2.10** Gambling
- 5.2.11** Engaging in intimate behavior (kissing, intimate touching/hand holding, etc.)
- 5.2.12** Disclosing/discussing answers/solutions related to FT-graded/evaluated events. This includes while at FT and while at the detachment. Examples include, but are not limited to, FT Manual test, the Leadership Reaction Course (LRC), mission scenarios, etc.
- 5.2.14** Conducting financial transactions with FT staff (including CTAs)
- 5.2.15** Collecting/soliciting money from cadets without prior authorization from the FTU staff
- 5.2.16** Using profanity
- 5.2.17** Wearing civilian clothing [NOTE: While transiting to and from FT and while in-processing on TD-0, cadets will be in business casual civilian attire such as khaki pants and a polo shirt.]
- 5.2.18** Wearing or displaying any unauthorized body piercing, ornamentation or unauthorized tattoos
- 5.2.19** Transiting alone [NOTE: Cadets must always travel in pairs. If you need to be escorted back from the clinic, for example, ensure you request assistance from FTU staff with obtaining an escort; do not transit alone.]
- 5.2.20** Visiting another flight area except while on official business
- 5.2.21** Entering storage areas without authorization from the FTO
- 5.2.22** Having visitors or observers at any time to include Chapel services and graduation
- 5.2.23** Possessing a camera
- 5.2.24** Being alone in a room with a member of the opposite sex

## **5.3 Tattoos/Brands/Body Markings**

Cadets who are not in compliance with DAFI 36-2903 and applicable AFROTC SUP will not be allowed to attend FT. Cadets arriving with unauthorized tattoos/brands/body markings will be removed from FT.

## **5.4 Drugs**

The Air Force does not tolerate the use of illegal drugs or chemicals. Failure to divulge drug use will result in disciplinary action and may prevent your entry into the POC. While at FT, military working dogs may conduct sweeps of the dorms and random drug testing may occur.

## **5.5 Military Decorum**

The rules of military decorum are founded on customs and traditions. The responsibility for military decorum is a mutual one in which the junior initiates the act of courtesy and politeness and the senior responds with like courtesy and politeness.

**5.5.1 Staff/CTA/Cadet Interaction.** Cadets will use “Sir/Ma’am” or rank and last name when addressing staff members. For the purposes of this manual, any verbiage that states “Sir/Ma’am” can be substituted with rank and last name.

**5.5.1.1** When addressed by or addressing any staff member cadets will **IMMEDIATELY** assume the position of attention (except during academic instruction/when seated at DFAC or waiting for an appointment/field leadership events/drill instruction/ at the instructor’s discretion).

**5.5.1.2** When passing, addressing, or being addressed by staff, the proper greeting of the day is **ALWAYS** given. The proper greetings of the day are defined by the time of day:

“**Good Morning, Sir/Ma’am**” from 0000 until 1159,

“**Good Afternoon, Sir/Ma’am**” from 1200 until 1659, and

“**Good Evening, Sir/Ma’am**” from 1700 until 2359.

**5.5.1.3** When in groups of four or fewer each cadet gives the appropriate greeting of the day.

**5.5.1.4** When in groups of five or more, the first cadet in the group gives the appropriate greeting of the day for the entire group.

**5.5.1.5** When addressed, cadets begin their response with “**Sir**” or “**Ma’am**.” The **only exceptions** to this rule are (1) a yes/no response is stated, (2) “asking will that be all?”, and (3) stating “no excuse.” In these cases, Sir/Ma’am is the last word instead of

the first word. E.g. “**Yes Ma’am**”, or “**Will that be all, Sir?**” Any cadet being addressed ends the conversation by asking, “**Will that be all, Sir/Ma’am?**” and give the proper greeting of the day. If outdoors, the cadet will salute prior to giving the greeting of the day. Other cadets present, but not being addressed render a salute and the greeting of the day (unless in flight formation for which the Cadet Flt/CC will extend all courtesies).

**5.5.1.6** When approaching a group of mixed gendered individuals, the greeting of the day is rendered to the highest ranking individual(s) first. If the individuals are of the same rank, greet the female(s) first (e.g., A female Captain walking with a male Captain will be greeted with “**Good morning Ma’am, Good morning Sir**”). If all individuals are of the same gender, greet them as a group with “**Ladies**” or “**Gentlemen**” (e.g., a male Major walking with a male Captain will be greeted with “Good morning, Gentlemen”). If rank is indeterminable, greet the female(s) first (e.g., A group of four males and two females in PT gear will be greeted with “**Good Morning Ladies, Good Morning Gentlemen**”).

**5.5.2 Reporting.** Reporting procedures are accomplished for commissioned staff members, enlisted staff members and CTAs.

**5.5.2.1** For a single cadet ordered into an office, reporting procedures are as follows:

**5.5.2.1.1** Center on the door or cubicle entrance and knock once loud enough to be heard in an average size room. Do not knock on the door or cubicle wall if a conversation is taking place in the office.

**5.5.2.1.2** When given the order, enter, close the door if you opened it or ordered to do so, march using the most direct route to the staff member, perform the appropriate facing movement, center yourself two paces away from the individual, salute if reporting to an officer and CTA and state: “**Sir/Ma’am, Cadet (last name) reports as ordered.**” If on carpet, do not square corners.

**5.5.2.1.3** When reporting to an officer or CTA, the reporting cadet salutes and holds the salute until the officer or CTA drops their salute. Remain at the position of attention until told otherwise.

**5.5.2.1.4** At the end of a conversation, cadets will stand and assume the position of attention and ask, "**Will that be all Sir/Ma'am?**" If so, take one step backwards, salute (if reporting to officers or CTAs) and render the proper greeting of the day, perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. If on carpet, do not square corners.

**5.5.3** When multiple cadets are ordered into an office, reporting procedures are as follows:

**5.5.3.1** A selected cadet will center on the door or cubicle entrance and knock once loud enough to be heard in an average size room. Do not knock on the door or cubicle wall if a conversation is taking place in the office.

**5.5.3.2** When given the order, enter, close the door if you opened it or are directed to do so, march using the most direct route to the staff member, perform the appropriate facing movement, all cadets will center two paces away from the staff member with the selected cadet standing on the right, and salute (if officer or CTA). This cadet will state on behalf of the others, "**Sir/Ma'am, Cadets (give last names of the whole party) report as ordered.**" If on carpet, do not square corners.

**5.5.3.3** All cadets will hold the salute (if officer or CTA) until the officer drops their salute and remain at the position of attention until told otherwise.

**5.5.3.4** At the end of the conversation, all will stand and assume the position of attention and the selected cadet will ask, "**Will that be all Sir/Ma'am?**" If so, all cadets will take one step backwards, salute (if reporting to officers or CTAs) and the selected cadet will render the proper greeting of the day. All cadets perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. If on carpet, do not square corners.

**5.5.4** If a cadet is not ordered to report, but needs to see a staff member in their cubicle or office to make a statement or ask a question, the cadet will use the preceding procedures with the following exception: instead of using the above reporting statement, use the appropriate remarks: "**Sir/Ma'am, Cadet (last name) reports.**" Once acknowledged by the staff member, the cadet will continue with the question or statement.

### **5.5.5 Respect Towards FT Cadre.**

**5.5.5.1** Use one of the following *seven basic responses* as appropriate to begin speaking to, respond to a direct question from, or as instructed by a staff member:

“Yes, Sir (Ma’am).”

“No, Sir (Ma’am).”

“No excuse, Sir (Ma’am).”

“Sir (Ma’am), I do not know.”

“Sir (Ma’am), I do not understand.”

“Sir (Ma’am), may I make a statement?” (not necessary when responding to a direct question)

“Sir (Ma’am), may I ask a question?” (not necessary when you are called upon by raising your hand)

**5.5.5.2** If you need to excuse yourself to pass by an individual or through a group of individuals, politely state, “Sir (Ma’am), pardon me please.”

### **5.5.6 Saluting**

**5.5.6.1** The salute is one of the oldest military traditions. It is a courtesy exchanged between members of the armed forces as both a greeting and a symbol of mutual respect. At FT, cadets adhere to AFMAN 36-2203, *Drill and Ceremonies*, para 3.6 Exchange of Salutes. The uniform hat is worn and salutes are rendered in all outdoor areas, unless specifically indicated otherwise. Although inappropriate at certain times, it is never incorrect to salute a senior officer outdoors as a courtesy and a greeting. Do not salute indoors unless formally reporting in to a staff member's office or upon receiving an award at an awards ceremony. Do not salute when reporting to enlisted staff members.

**5.5.6.2** Cadets initiate the salute in time to allow the officer/CTA to return it, but not from such a distance as to hinder communication. To prescribe an exact distance for all circumstances is not practical, but good judgment indicates when salutes will be exchanged. (NOTE: A standard practice is to use the same distance prescribed for rendering a salute to the Colors—approximately six paces.) At no time will a cadet turn their upper body to salute someone behind them nor will they salute someone

they approached from the rear. If marching, they will continue as needed. If stationary, they will use appropriate facing movements.

**5.5.6.3** In detail formations (two to four cadets), all members of the detail will salute. In normal formations (five or more cadets in a flight), the cadet in charge will render the salute for the formation.

**5.5.6.4** While in formation and at double-time, the formation commander may simply render a verbal greeting rather than bring the formation to quick-time to salute.

**5.5.6.5** If called to receive an award, proceed in a crisp, military manner and stand approximately one arm's length in front of the presenter. Extend the right hand and shake the presenter's hand while taking the award with the left hand. Then render a salute if the presenter is a commissioned officer. Exit the area in a crisp, military manner. If there are multiple award presenters, side step down the line repeating the same procedure of shake, take, and salute, unless the ceremony is indoors. If indoors, only salute the presenter of the award, but shake the hands of everyone else on the line.

**5.5.6.6** FTU staff and cadets render proper customs and courtesies even if participating in scheduled training or athletic events. The only exceptions to this are if cadets and staff are actively participating in the LRC, FA, or other events with cadets actively "encumbered" and staff actively engaged in safety-spotting or evaluating performance. In these situations, safety and common sense should always prevail. Personnel outdoors in uniform face the flag (if visible) or the music and assume the position of Parade Rest upon hearing the first note of "Reveille" or "Retreat". If the flag is being raised during "Reveille", face the flag and render a salute. Upon hearing the first note of "The National Anthem" or "To the Colors", come to attention, face the flag (if visible) or the music and salute. Hold your salute until the last note of the music is played. When indoors, do not salute, stand at attention and face the flag. When in civilian clothes indoors or outdoors, come to attention and place your right hand over your heart.

**5.5.6.7** Salute all occupied staff cars with front license plates indicating senior officers.

**5.5.6.8** No-salute areas are determined by the FTU/CC.

## **5.5.7 Academic Building Protocol**

**5.5.7.1 Hallway Guidance.** Cadets will walk (not march or run) in a military manner, with a sense of purpose, and with hands cupped, single file, on the right side of the hallway. It's not necessary to halt at every doorway or intersection, but they will watch for people coming out of offices/around corners. Cadets will not square corners in carpeted areas. Cadets may not speak unless making on-the-spot corrections to other cadets, addressing or being addressed by FTU staff or visitors, or giving the greeting of the day.

**5.5.7.2 Restroom Guidance.** Cadets will enter, use the facilities and then exit in an expedient manner. Cadets may not speak unless making on-the-spot corrections to other cadets or addressing or being addressed by FTU staff or visitors. Cadets will not give greetings to staff or other cadets or cadets while in the restroom.

**5.5.7.3 Auditorium (Mass Lecture) Procedures.** Cadets will sit according to assigned seating arrangement. After taking their seat, they will maintain good order, discipline and posture. Cadets will give the person speaking their undivided attention. During the lecture, cadets may not talk or sleep, and will cease all unnecessary movements (e.g. fidgeting, checking their watch, gathering notes before dismissal, etc.).

**5.5.7.3.1 Auditorium Opening Guidance.** Each Cadet GP/CC will stand and command, in turn, "**Group [X], prepare for instruction.**" At this time, cadets will stand at parade rest in front of their seats. In turn, both Cadet GP/CCs will then command, "**Group, attention.**" The Cadet GP/CC closest to the lecturer will then turn to the lecturer, salute (for officers only) and report, "**Sir/Ma'am, Field Training Unit \_\_\_\_\_ is ready for instruction.**" The instructor will return the salute, if applicable, and direct the class to take their seats, and the lesson will begin.

**5.5.7.3.2 Asking/Answering Questions.** When cadets wish to ask a question or provide an answer during a class auditorium lecture, raise their right hand over their head. When the lecturer recognizes the cadet, that cadet will stand up, state rank, name, and flight, and ask the question/provide the answer, unless directed to do otherwise by the lecturer. Proper military customs and courtesies are to be used.

**5.5.7.3.3 Auditorium Closing Guidance.** Once the instructor/lecturer indicates they are ready to close class, each Cadet GP/CC will stand and command, in turn, “**Group [X], prepare for dismissal.**” At this time, cadets will set aside class materials and be ready to stand. Next, both Cadet GP/CCs will issue the command, in turn, “**Group, attention.**” The Cadet GP/CC closest to the lecturer will then turn to the lecturer, salute (for officers only) and report, “**Sir/Ma’am, Field Training Unit \_\_\_ is ready for dismissal.**” When the instructor/lecturer departs the auditorium, the lecturer will command “**Carry on.**” If the command is not given, the Cadet GP/CC will command “**Carry on**” once the instructor has left the auditorium.

**5.5.7.4 Flight Room Procedures.** When class is not in session, cadets will call the room to attention when an officer or CTA enters or exits the room, provided there is not already an officer of equal or greater rank in the room. As the officer breaks the plane of the door, the cadet closest to the door will give the command, “**Room, attention.**” When the officer or CTA exits the room, they will command “**Carry on.**” If the “**Carry on**” command is not issued, cadets will resume normal duties when the officer has left the room. When class is in session, the flight room will not be called to attention for visitors regardless of rank. This is an academic session and will continue uninterrupted. When class is stopped for a break and the same lesson will resume upon conclusion of the break, cadets will not call the room to attention when the instructor enters or exits the room.

## **5.5.8 Dormitory Protocol.**

**5.5.8.1 Hallway Guidance.** If any FTU staff or CTA is about to pass you in the hallway, halt (if moving), come to attention, place your heels to the wall, allow them to pass, and render the greeting of the day and then carry on. If wearing a hydration system, come to attention as near to the wall as possible without hurting yourself or damaging the wall or hydration system. If a staff member or CTA is obstructing your path, cadets will brace the wall and state “**Sir/Ma’am, Cadet (last name) requests permission to pass.**” Once given permission, the cadet will move quickly in their intended direction and give the appropriate greeting of the day. When in stairwells, render the proper greeting but do not stop moving.

**5.5.8.2 Foyer/Day Areas/ Hallways.** Cadets will not call foyers, day areas (open area used as a dayroom), or hallways to attention when senior personnel enter, but will show proper respect for all FTU staff and other commissioned officers when present in the dormitory. If seated, cadets will stand and render the proper greeting of the day, or, if already standing, will simply render the proper greeting of the day. [Note: If there are two or more cadets in the foyer, dayroom, day-area, or hallway and the FTU/CC, or an O-6 or above, enters the building/area, the cadets will call the building/area to attention unless there is an officer of equal or higher rank already in that specific building/area. If there is only one cadet, the cadet will stand at the position of attention and render the proper greeting of the day.]

**5.5.8.3 Entering/Leaving Dormitory Rooms.** When FTU staff and other commissioned officers enter or leave a room, the first person to take notice will call the room to attention, provided there is not already a commissioned officer of equal or greater rank in the room. If a cadet is alone in the room, that cadet will come to attention as the officer enters or leaves, but not call the room to attention.

**5.5.9 Bus Protocol.** Cadets fill buses from back to front with two cadets (unless otherwise directed) in each seat. Sit at the position of attention (for local travel) and read the selected portions of this manual as directed. You may rest your hands on the seat in front of you for safety.

## **5.6 Discrimination and Sexual Harassment**

**5.6.1** The Air Force has a zero tolerance policy towards discrimination and sexual harassment.

**5.6.1.1** Discrimination is defined as any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, gender, national origin, religion, age, and, if civilian, handicapping conditions, for which distinctions are not supported by legal or rational considerations.

**5.6.1.2** Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

**5.6.2** If at any time during FT you feel you are a victim of discrimination or sexual harassment (whether committed by a staff member, CTA, fellow cadet, or host base personnel), notify a FTU

staff member immediately. Additionally, comments can be made directly to the FTU CC via the Commander Action Line Boxes; locations to be identified during in-processing. Boxes are checked daily by FTU/CC (or delegate). These comments can be anonymous if desired.

## **5.7 Maltraining and Hazing**

If you suspect that you or a fellow cadet has experienced maltraining and/or hazing, immediately notify the FTU chain of command starting with the FTO. If the FTO is part of the problem, notify the next level in your chain of command. You can always ask the Chaplain for assistance or place a comment in the Commander Action Line Boxes. The locations are identified during in-processing, and boxes are checked daily by FTU/CC (or delegate). These comments can be anonymous.

## **5.8 Daily Schedule**

A typical daily schedule is demanding and fast-paced. Cadets are expected to maintain a sense of urgency at all times. Time management is vital to FT success.

## **5.9 Call-to-Quarters (CTQ)**

CTQ is free from constructive training; this is your time. Staff members may walk through the area but will not initiate meetings with cadets. During CTQ, you must remain in the flight area unless performing official duties related to your assigned position (cadets must sign in/out of flight area). Additionally, cadets may perform details, conduct meetings, or prepare uniforms. Sitting on a bed is authorized. Sleeping/lying in a bed is not authorized. Meetings concerning additional duties or special projects will not be held during CTQ if they require staff member involvement. Immediately prior to lights out, TAPS will sound. At the conclusion of TAPS, you must be in bed with lights out.

## **5.10 Individual Cadet Time (ICT)**

ICT will take place in conjunction with scheduled religious activities. If you do not attend religious services, you will have ICT at the discretion of the FTO.

## **5.11 Religious Accommodations**

The Air Force values the free exercise of religious beliefs and seeks to accommodate their practices within the limits of military requirements. Chaplains are on call 24 hours a day **for emergencies**, and available for appointments for routine needs. The chaplain will brief the available

services and services schedules. Only on-base religious services are authorized. Some faith groups may require religious observances that fall within a standard training week; and not on the weekend. Cadets must understand accommodation will be sought to the best of the ability of the AFROTC Command, but due to the length and curriculum of FT there are limited opportunities. Accommodation begins with a cadet's understanding that military mission and training requirements may cause conflict with standard worship practices. Full accommodation may not be possible. Cadets may feel free to discuss accommodation requests in detail with the Chaplain.

## **5.12 Lights Out**

Between lights out and wake up, you are not authorized to engage in any activity other than sleeping (i.e., writing letters, reading, talking, etc.) You will not leave your bed except in the event of an emergency or to use the latrine. Talking in the latrine is prohibited after lights out.

## **5.13 Security of Property**

Security of personal valuables and government property is paramount. To help secure the premises, you must notify the FT staff of any unauthorized persons in the area.

**5.13.1 Personal Valuables.** Do not bring high value items to FT (for example laptops). It is your responsibility to secure personal items, and you must keep such items locked in your security drawer, or duffel bag while at Vigilant Warrior, at all times. Report thefts or losses to your FTO immediately. AFROTC is not responsible for lost or damaged items.

**5.13.2 Government Property.** You are accountable for all property (including uniforms) assigned to you until the items are returned or another individual generates proof of transfer. You must maintain all property in good, working condition. Do not deface, tear, or disassemble; do not move equipment without permission. Report all malfunctions or damage to your FTO.

**5.13.3 Security Infractions & Violations.** Security infractions at FT indicates a potential for one's inability to safeguard government property once on active duty (e.g. classified information). Therefore, if any of the following personal items are found unsecured, it will constitute a security infraction: 1) Any photo ID; 2) Military Orders; 3) US currency greater than or equal to \$1. Additionally, any security drawer found unsecured (regardless of contents) will constitute a security infraction. If you are found guilty of an infraction, you will be counseled appropriately. If a cadet incurs multiple infractions, or

the severity is of great magnitude, this would constitute a security violation which could result in early dismissal from FT. Other personal items found unsecured do not constitute security infractions, but **may be confiscated** by the FTO until the end of FT.

## **5.14 Mail**

**5.14.1** You may receive letters and postcards only, no care packages. You will store received letters and postcards in your security drawer and may access them during ICT/CTQ.

**5.14.2** Due to the length and schedule of FT, pre-coordination of mail is important. Inform your parents, significant other, friends, etc. to **send mail to you only during the first 7 days of training.** Additionally, inform them that care packages are not authorized. Any mail received after you depart FT will be returned to sender.

**5.14.3** You are not allowed to receive packages from merchants, i.e. Amazon, Ebay, etc.

Your mailing address during FT is as follows:

**Air Force ROTC  
Cadet (Last Name, First Name MI)  
MAX (1, 2, etc.)  
550 East Maxwell Blvd, #9000  
Maxwell AFB, AL 36112**

## Chapter 6

# FIELD TRAINING ORGANIZATION

### **6.1 Overview**

FT will take place at Maxwell AFB, AL and Vigilant Warrior (VW), Titus, AL. The FT staff positions described below will apply throughout FT.

### **6.2 Field Training Staff**

**6.2.1 Commander (CC).** The Commander exercises general command over the FT staff and trainees for each encampment. The commander is a Colonel and responsible for accomplishment of the FT mission.

**6.2.2 Vice Commander (CV).** The CV is second in command and assumes command in the absence of the Commander.

**6.2.3 Senior Enlisted Leader (SEL).** The SEL provides general supervision to the enlisted force as well as advises the commanders and staff on mission effectiveness, morale, and welfare of FT members.

**6.2.4 First Sergeant.** The First Sergeant serves as an advisor to the CC on issues personally impacting Airmen.

**6.2.5 Operations Group CC (OG/CC).** Provides strategic oversight of FT operations in a particular encampment and order to ensure mission success.

**6.2.6 Squadron CC (SQ/CC).** The SQ/CC ensure the flights within their squadron maximize their chance for success for the current and following day(s) by optimizing available assets to execute required tasks, and is the approval authority for personnel to serve as an evaluator.

**6.2.7 Director of Operation (DO).** DOs are responsible for coordinating with the SQ CC and their FTOs to ensure the flights are able to execute the daily mission.

**6.2.8 Squadron NCO.** The SQ NCO serves as an integral part of carrying out the DO's objectives and provides direct oversight for CTAs in the areas which they lead.

**6.2.9 Flight Training Officer (FTO).** FTOs are the tactical leaders and cornerstone of FT. FTOs train, evaluate, and counsel the trainees within their flights. FTOs are the primary evaluators.

**6.2.10 Mission Support Group Commander (MSG/CC).** The MSG/CC oversees all support staff functions which include medical, communication, force support scheduling, facility management, supply, and logistics.

**6.2.11 MSG Branch Chiefs.** The MSG Branch Chiefs cover the support function which fall under their functional area. They coordinate with MSG/CC and their team of NOCOs and CTAs to ensure DO staff have the required support for daily operations.

**6.2.12 MSG NCOICs.** The NCOIC is the lead support NCO to each branch chief.

**6.2.13 MSG NCOs.** The MSG NCO support all MSG functions.

**6.2.14 Schedulers.** The Schedulers are in charge of taking the preplanned schedule and adapting it to the real-time operational environment in order to ensure the curriculum is executed.

**6.2.15 Training Group CC (TRG CC).** Oversee all training and evaluation activities for cadre and trainees.

**6.2.16 TRG NCO.** Serve as lead for each lesson, training event, and evaluation event

**6.2.17 Chief of Standardization and Evaluation.** Oversees standardization of evaluation execution by TRG personnel and evaluation scoring by all FTU personnel.

### **6.3 Cadet Training Assistants (CTAs)**

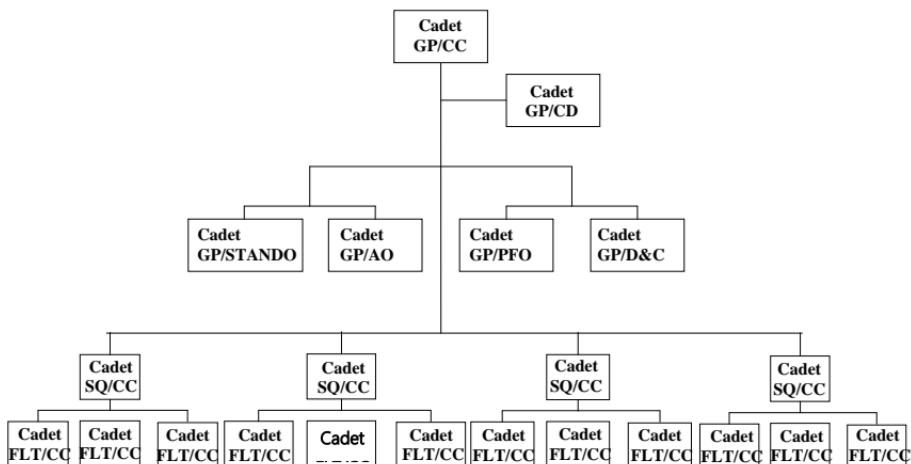
CTAs are POC cadets selected to return to FT as assistants to active duty staff members and lead certain areas of FT operations.

### **6.4 Cadet Organization**

Cadets will organize and operate under two cadet group structures. Each cadet group consists of four cadet squadrons and is organized as described in Figure 6.1.

## **Figure 6.1 Cadet Group Organization**

**NOTE: Additional squadrons will be sequentially numbered. Each squadron will have three alphabetically designated flights.**



## **6.5 Cadet Leadership Responsibilities**

All cadets are responsible for maintaining discipline and setting a proper example. Cadets in leadership positions can give orders to subordinate cadets. However, they cannot excuse cadets from formations or change orders and regulations. If a cadet in a leadership position is required to be absent from any formation or activity, he/she must notify the next cadet in the chain-of-command to take charge. Cadets may not award merits or discrepancies.

## **6.6 Cadet Positions**

You will be assigned various positions within the cadet organization. These positions are classified as leadership or non-leadership. Rank will not change based on the position held. All cadets will wear Cadet 3rd Class rank for the duration of FT. Outgoing cadet staff will brief the incoming staff on duties and items of interest. All cadet staff members will be evaluated on their performance.

## **6.7 Cadet Position Descriptions**

Table 6.1 lists leadership and non-leadership positions. The FTU OG/CC will make the overall determination of which positions, and/or any additional positions to be utilized. (Note: Lists of cadet responsibilities are general and not inclusive.)

**6.7.1 Cadet Group Commander (Cadet GP/CC).** The Cadet GP/CC reports to the ADO. This individual will coordinate cadet activities and monitor the overall appearance and conduct of the cadet group. The Cadet GP/CC is the delegating authority for the group staff to accomplish work details, inspections, or other special duties and taskings. The Cadet GP/CC must also establish and update the Master Suspense File.

**6.7.2 Cadet Deputy Group Commander (Cadet GP/CD).** The Cadet GP/CD reports to the Cadet GP/CC and assumes command in the absence of the Cadet GP/CC. This individual is responsible for assembling the cadet group for formations and receiving the accountability report from the Cadet SQ/CCs. The Cadet GP/CD will also ensure common areas outside the dorms are clean and orderly.

**6.7.3 Cadet Group Drill and Ceremonies Officer (Cadet GP/D&C).** The Cadet GP/D&C reports to the Cadet GP/CC or CD and is responsible for training flights and squadrons on all D&C activities (i.e., retreat, reveille, etc.) and evaluating their performances. In addition, the Cadet GP/D&C advises the Cadet GP/CC or CD of the plan for each D&C hour scheduled and serves as the liaison between the Cadet Flight D&C officers (Cadet Flt/D&C) and the D&C CTA. The Cadet GP/D&C ensures compliance with AFMAN 36-2203.

**6.7.4 Cadet Group Physical Fitness Officer (Cadet GP/PFO).** The Cadet GP/PFO reports to the Cadet GP/CC or CD and directs the PT program by coordinating with the PT CTA and Cadet Flight Physical Fitness Officers (Cadet Flt/PFO). The Cadet GP/PFO leads PT and stretching exercises before sports, ensures safety briefings are conducted prior to each activity, and works with staff to ensure water is available. This individual also relays PT data for warrior flight scoring to the PT CTA.

**6.7.5 Cadet Group Standardization Officer (Cadet GP/STANDO).** The Cadet GP/STANDO reports to the Cadet GP/CC or CD and is responsible for training Cadet Flt/STANDOs on inspection procedures. The Cadet GP/STANDO coordinates with the STANDO CTA and Cadet Flight Standardization Officers (Cadet Flt/STANDO) to standardize the cadet organization. This Cadet conducts standardization spot checks on flights and, when possible, accompanies the STANDO CTA on inspections.

**6.7.6 Cadet Group Academic Officer (Cadet GP/AO).** The Cadet GP/AO reports to the Cadet GP/CC. The Cadet GP/AO coordinates with Cadet Flt/AOs to consolidate feedback from flights and ensure

cadets who miss lessons review academic packets for missed curriculum.

**6.7.7 Cadet Squadron Commander (Cadet SQ/CC).** The Cadet SQ/CC reports to the GP/CC and is the liaison between the group staff and the flights in his or her squadron. This cadet is responsible for ensuring standardization of squadron appearance, conduct, and training IAW Cadet GP/STANDO and Cadet Flt/STANDO guidance.

**6.7.8 Cadet Deputy Squadron Commander (Cadet SQ/CD).** The Cadet SQ/CD reports to the Cadet SQ/CC and assumes command in the absence of the Cadet SQ/CC. This individual is also responsible for assembling the squadron for formation and receiving the report from the Cadet Flt/CCs. The Cadet SQ/CD will ensure common areas inside the dorm are clean and orderly.

**6.7.9 Cadet Flight Commander (Cadet Flt/CC).** The Cadet Flt/CC plans and coordinates activities within the flight. The Cadet Flt/CC also notifies the Cadet SQ/CC of any problems within the flight and reports flight attendance to the Cadet SQ/CD during formations. The Cadet Flt/CC is responsible for execution of the daily schedule, to include ensuring that his/her flight arrives at all scheduled events on time.

**6.7.10 Cadet Deputy Flight Commander (Cadet Flt/CD).** The Cadet Flt/CD assumes command of the flight in the absence of the Cadet Flt/CC. This individual is responsible for assembling the flight during formations, reporting attendance during fire drills/emergency evacuations, and receiving the accountability reports from element leaders.

**6.7.11 Cadet Flight Academic Officer (Cadet Flt/AO).** The Cadet Flt/AO is also responsible for receiving feedback from the flights and reporting feedback to the Cadet GP/AO. Additionally, Flt/AOs ensure cadets who miss lessons review academic packets for missed curriculum.

**6.7.12 Cadet Flight Physical Fitness Officer (Cadet Flt/PFO).** The Cadet Flt/PFO manages the flight PT program by coordinating with the Cadet GP/PFO and the PT CTA. The Cadet Flt/PFO relays Cadet GP/PFO rules clarifications, works with staff to ensure the safety and adequacy of the athletic areas, ensures flight members know the procedures and protocols for warm-up exercises, and administers warm-up exercises in the Cadet GP/PFO's absence.

**6.7.13 Cadet Flight Standardization Officer (Cadet Flt/STANDO).** The Cadet Flt/STANDO trains the flight on procedures outlined by the Cadet GP/STANDO, ensures standardization within the flight, and reports discrepancies to the Cadet Flt/CD.

**6.7.14 Cadet Flight Drill and Ceremonies Officer (Cadet Flt/D&C).** The Cadet Flt/D&C assists the Cadet GP/D&C with reveille, retreat, and other drill and ceremony activities. The Cadet Flt/D&C also explains drill evaluation procedures to the flight and assists cadets with special drill, remedial drill, and drill competition IAW AFMAN 36-2203.

**6.7.15 Cadet Element Leader.** Element leaders must account for each cadet in the element during duty hours. At formations, the element leader will take roll and report the results to the Cadet Flt/CD. While marching in formation, Element Leaders will call “Safety!” to identify any obstacles in the Flight’s path. Any problems or concerns within the element should be reported to either the Cadet Flt/CD or Cadet Flt/CC.

**6.7.16 Guidon Bearer, Color Bearer, and Color Guard.** These cadets coordinate with the Cadet GP/D&C and perform duties as outlined in AFMAN 36-2203. The Color Bearer and Color Guard members must be present for duty at least 10 minutes prior to formations. Flight guidons must be at all activities unless the FT staff directs otherwise.

**6.7.17 Cadet Flight Safety Officer (Cadet Flt/FSO)/Alternate.** The Cadet Flight Safety Officer will ensure the flight is briefed on safety procedures, evacuation plans, and fire reporting procedures. This cadet monitors and ensures flight members are properly evacuated during fires and fire drills. The Flight Safety Officer also ensures that the flight carries road guard equipment to all activities, first aid kits and water to PT events, and flashlights when traveling during late evening and early morning activities. The Flight Safety Officer must ensure the alternate Safety Officer is knowledgeable of all safety-related procedures and policies.

**6.7.18 Cadet Flight Supply Officer.** The Cadet Flight Supply Officer is responsible for three main areas: supply, linen exchange, and facility discrepancy reporting. The Cadet Flight Supply Officer monitors supply storage areas and coordinates with the SD office for restocking supplies. The Cadet Flight Supply Officer must ensure each cadet has two sheets, one blanket, one pillow, and one pillowcase, in addition to any items identified by the FTO or CTA.

The Cadet Flight Supply Officer is also responsible for organizing and leading a detail to collect and exchange sheets and pillowcases on linen exchange days. Linen exchange will be as directed by the Commander's Support Staff (SDCS). In addition, the Cadet Flight Supply Officers will be responsible for reporting and tracking facility discrepancies for their dorm/bays and will maintain a log of discrepancies that indicates when the discrepancies were reported and their status. Flight Supply Officers report discrepancies to the SDCS using the facility discrepancy form issued at the initial meeting with SDCS. Flight Supply Officers will be the only cadets that will deal with the SDCS. When requesting supplies use a supply request form issued at your first meeting with SDCS.

**Table 6.1 Cadet Leadership/Non-Leadership Positions**

<b>Position</b>	<b>Remarks</b>
Cadet Group Commander	Leadership
Cadet Deputy Group Commander	Leadership
Cadet Group Academic Officer	Leadership
Cadet Group Drill & Ceremonies Officer	Leadership
Cadet Group Physical Fitness Officer	Leadership
Cadet Group Standardization Officer	Leadership
Cadet Squadron Commander	Leadership
Cadet Deputy Squadron Commander	Leadership
Cadet Flight Commander	Leadership
Cadet Deputy Flight Commander	Leadership
Cadet Flight Academic Officer	Leadership
Cadet Flight Drill & Ceremonies Officer	Leadership
Cadet Flight Physical Fitness Officer	Leadership
Cadet Flight Standardization Officer	Leadership
Cadet Flight Supply Officer	Leadership
Cadet Element Leader	Non-Leadership
Guidon Bearer	Non-Leadership
Color Bearer	Non-Leadership
Color Guard	Non-Leadership
Cadet Flight Safety Officer	Non-Leadership
Cadet Flight Safety Officer Alternate	Non-Leadership

## Chapter 7

# INSPECTION, EVALUATION, COUNSELING

### 7.1 Introduction

You are evaluated through direct observation and by analyzing the results of your performance as compared to the standard and your peers. This assessment of your performance determines your suitability for entry into the POC and your potential to commission as an Air Force officer. It also impacts your final ranking at the detachment and therefore your choice of careers within the USAF and USSF.

### 7.2 Formal Inspections

**7.2.1 Open Ranks Inspections.** Open ranks inspections focus on military bearing and personal appearance. Any cadet who receives a total of four or more discrepancies during a single open ranks inspection will be counseled appropriately.

**7.2.1.1** Flights being inspected will march to the inspection area, position themselves at the proper location, and stand at parade rest. The Cadet Flt/CC will be posted six paces to the front of, centered on, and facing away from the flight. When the inspector approaches, the Cadet Flt/CC will call the flight to attention, salute the inspector, and offer a verbal greeting. The inspector will direct the Cadet Flt/CC to prepare the flight for inspection at which time the Cadet Flt/CC salutes the inspector and does an about face. The Cadet Flt/CC then gives the command “**Open ranks, March,**” and then immediately walks at a 45-degree angle to position him/herself one pace to the guidon bearer’s right side and then faces down the line. The Cadet Flt/CC then proceeds to align the flight starting with the First Element and ending with the Third Element.

**7.2.1.2** Once the flight is aligned, the Cadet Flt/CC positions him/herself three paces in front of the guidon bearer’s right side, facing down the line. The first element will now be three paces to the left of the Cadet Flt/CC. The Cadet Flt/CC will command “**Ready front.**”

**7.2.1.3** The Cadet Flt/CC takes one step forward, conducts a right face, and salutes the inspector (who has positioned him/herself immediately in front of the Cadet Flt/CC) and reports, “**Sir (Ma'am), \_\_\_\_ Flight is prepared for inspection.**” The inspector returns the salute and begins to inspect the Cadet Flt/CC.

**7.2.1.4** While the Cadet Flt/CC is being inspected, the Cadet Flt/CD takes one step to the rear, conducts a right face, and marches to a position one pace to the right and one pace to the front of the guide. He/she faces down line and prepares to record the inspection results.

**7.2.1.5** Once completed inspecting the Cadet Flt/CC, the inspector asks the Cadet Flt/CC to accompany him/her on the inspection. Both the Cadet Flt/CC and Cadet Flt/CD will accompany the inspector; the Cadet Flt/CD documents discrepancies on the ORI Discrepancy Roster.

**7.2.1.6** After being inspected, the Cadet Flt/CC executes a left face (down line) and commands, “**Second and third elements, parade rest.**” The inspector takes the necessary steps forward to inspect the guidon bearer. The Cadet Flt/CD, who is still positioned in front of the guidon bearer, continues to face down the line. The Cadet Flt/CC executes a half left in marching without arm swing and halts one pace to the right and one pace to the rear of the inspector. (This causes the Cadet Flt/CC to precede the inspector and the Cadet Flt/CD to follow the inspector.) Cadet Flt/CD continues to face the inspector during the inspection, documenting any discrepancies. These positions are maintained throughout the inspection of the front of each respective rank. After completing the front inspection of each cadet, the inspector looks to the right to signal to the Cadet Flt/CC he/she is ready to move. When moving from individual to individual during the inspection, the inspector and Cadet Flt/CC simultaneously execute a facing movement to the right in marching and an in-place halt as described in section 7 below. (Cadet Flt/CD faces the inspector and simply takes one step forward for each inspector and Cadet Flt/CC movement).

**7.2.1.7** The movement is executed by pivoting 90 degrees to the right on the ball of the right foot, simultaneously stepping over the right foot with the left foot and placing the left foot parallel to the rank being inspected. Then advance one short step with the right foot, and place the right foot pointed toward the flight. Next bring the left heel into the right heel, and once again reassume the position of attention. The upper portion of the body remains at the position of attention, and the arm swing is suspended throughout when inspecting the front of each rank.

**7.2.1.8** These movements should place the inspector directly in front of the next individual to be inspected, still preceded by the

Cadet Flt/CC and followed by the Cadet Flt/CD. After the inspector has inspected the last individual in the front rank, the Cadet Flt/CC hesitates momentarily and allows the inspector and Cadet Flt/CD to precede him or her as the inspector inspects the rear of the front rank. During the inspection of the rear of each rank, the Cadet Flt/CD follows the inspector approximately two paces to the rear, halting when the inspector halts. The Cadet Flt/CC will follow approximately two paces behind the Cadet Flt/CD, also halting with the inspector. After inspecting the rear of each rank, the inspector halts and turns in front of the element leader of the next rank. The Cadet Flt/CD marches past the rear of the inspector and reassumes the position following the inspector while the Cadet Flt/CC will halt and turn in front of the second person in the next rank (the Cadet Flt/CC is once again preceding the inspector). (These procedures are used to inspect the front and rear of subsequent ranks.)

**7.2.1.9** When the inspection party finishes inspecting the first element and before the inspector halts in front of the first person of the second element, the second element leader assumes the position of attention. The element leader turns his or her head approximately 45 degrees down line and commands, “**Second element, Attention.**” When the first element leader can see the inspector out of the corner of his or her eye, the element leader turns his or her head down line and commands, “**First element, parade rest.**” This procedure is repeated throughout the remaining elements.

**7.2.1.10** After the last element has been inspected from the rear, with the Cadet Flt/CD and Cadet Flt/CC following the inspector, the inspector will halt and execute an about face. The Cadet Flt/CD will halt while the Cadet Flt/CC will position him/herself one pace to the right of the Cadet Flt/CD, halt, and record the inspection results of the Cadet Flt/CD. The inspector inspects the Cadet Flt/CD and commands “**POST**”. The Cadet Flt/CD will return to his/her position in the flight. The inspector marches off to the right flank (element leaders) of the flight while the Cadet Flt/CC proceeds directly to a position three paces beyond the front rank, halts, faces to the left (down line), and commands, “**Flight, attention.**” The Cadet Flt/CC then takes one step forward with arm swing and faces to the right. The inspector marches to a position directly in front of the Cadet Flt/CC and gives comments. After receiving comments, the Cadet Flt/CC will salute and greet the departing official appropriately, “**Good morning (afternoon**

**or evening), Sir (Ma'am)**”. The inspector then executes the appropriate facing movement to depart. To conclude the activity, the Cadet Flt/CC will command, “**Close ranks, march**” before posting three paces in front of and centered on the flight. The flight will then be ready for the next scheduled activity.

### **7.3 Evaluation**

Your actions and decisions are evaluated and recorded throughout FT. FTOs will review each cadet’s evaluation forms, Fitness Assessment scores, academic test results, and other applicable forms to create a stratified ranking as recorded in a Field Training Performance Report (FTPR). The FTPR is a permanent part of each cadet’s records and has influence on the detachment commander’s decision to allow a cadet’s continuation in ROTC. The following paragraphs detail each graded portion:

**7.3.1 FTO Interview.** (5% of FTPR score) Occurs between TD-0 and TD2, during this initial interaction with each cadet, FTOs will evaluate a cadet’s accuracy in reporting procedures, overall dress & appearance, and retention of Warrior Knowledge (Chapter 1 of the FTM).

**7.3.2 Field Training Manual Test.** (5% of FTPR score) A timed, open-book test evaluating a cadet’s preparedness for FT by being presented with general knowledge of the FTM.

**7.3.3 Drill Evaluation.** (5% of FTPR score) Cadets are to demonstrate their ability to be directive and take ownership of a flight in a time and space constrained environment.

**7.3.3.1** There is limited practice prior to evaluation. The drill evaluation may consist of the following movements: attention, forward march, right/left face, about face, right/left step, column right/left, right/left flank, to the rear, present arms, order arms, flight halt, parade rest, eyes right/ready front, change step, half step, mark time, and cover.

**7.3.4 Open Ranks Inspection.** (5% of FTPR score) Cadets demonstrate individual preparation and knowledge of ORI procedures, as well as standardized proper wear of short sleeve blues uniform.

**7.3.5 Fitness Assessment.** (10% of FTPR score) Cadets accomplish Push-Ups, Sit-Ups, and a 1.5 mile run on TD-2 or TD-3 to ensure they are physically prepared to for the rigors of FT.

**7.3.6 Active Learning.** (10% of FTPR score) To demonstrate attentiveness and knowledge retention, cadets will be presented a quiz at the completion of each academic instruction session.

**7.3.7 Leadership.** (30% of FTPR score) Cadets are formally and informally evaluated on their leadership abilities through peer/team dynamics and interactions, mission-based scenarios, GLPs, and the LRC.

**7.3.8 FTO Evaluation.** (30% of FTPR score) The FTO evaluation is reflected in each individual cadet's flight ranking. The ranking is based off many factors including, but not limited to: adaptability to FT, active followership, interpersonal communication, performance in Flight/Squadron/Group leadership positions, performance in Flight non-leadership positions, peer ranking, CTA ranking, professionalism, and overall attitude.

## **7.4 Feedback/Counseling**

During FT you receive various feedback sessions. These sessions provide you with information and constructive feedback allowing you the opportunity to understand how your performance is being perceived and, if necessary, adjust that performance.

**7.4.1 Initial Feedback/Initial Evaluation.** Your FTO will conduct an initial feedback with you on TD-0. During this meeting, your FTO will express his/her expectations for your performance. Also during this session your FTO will evaluate your Warrior Knowledge based on information contained in this FTM.

**7.4.2 Counseling.** Throughout FT, your FTO provides counseling and feedback to identify your observed level of *Preparation for Field Training* and also advise you of your current *Strengths and Areas for Improvement*. For the Areas for Improvement, the FTO will offer you suggestions for achieving the desired level of performance.

**7.4.3 Final Counseling.** Your FTO conducts a final feedback session prior to completing FT. During this session, your *Strengths and Areas for Improvement* are highlighted on the FTPR. (NOTE: The

evaluation period does not end until you physically depart FT; your formal rating can change.)

**7.4.4 Additional Feedback.** Your FTO may schedule additional feedback sessions he/she deems necessary in order to clarify expectations or discuss behavior or performance concerns.

**7.4.5 AETC Form 341, *Excellence/Discrepancy Report.*** The AETC Form 341 is used to document both extraordinary performance and “on the spot” counseling. All AETC Forms 341s are turned in to the FTO before CTQ each day.

**7.4.5.1** Cadets **must** have **three** AETC Form 341s on their person at the beginning of each day. Cadets will pre-fill the first two lines of these forms. The date on the form will reflect the training day such as “TD-3” rather than the calendar date.

**7.4.5.2** FT staff members issuing discrepancies may personally annotate a cadet’s AETC Form 341 with a description of the discrepancy (or discrepancies), identify the corresponding category, flight/office information, and signature. Multiple discrepancies may be recorded on the AETC Form 341.

**7.4.5.3** Cadets receiving excessive amounts of AETC Forms 341 will be counseled using an AFROTC Form 17. Continued poor performance will result in a second AFROTC Form 17 and counseling from the ADO. If the poor performance continues, the cadet will be referred to the DO who will administer a third AFROTC Form 17 and counseling, as well make a retain/remove recommendation to the FTU/CC.

*The troops I have commanded have always been well dressed, been smart saluters, been prompt and bold in action because I have personally set the example...The influence one man can have on thousands is a never-ending source of wonder to me. You are always on parade.*

-General George S. Patton, USA

## Chapter 8

### MEDICAL TREATMENT AND FIRST AID

#### **8.1 Administration**

It is imperative to arrive at FT in good physical and mental health. You are required to follow basic rules for all prescription and over-the-counter (OTC) medications taken while at FT.

**8.1.1 Physical Exams.** In order to attend FT you must have a certified military physical exam on file. Military physicals can be obtained through Department of Defense Medical Examination Review Board (DODMERB), Military Entrance Processing Station (MEPS), or a military treatment facility (MTF). Further, if there has been a significant change in your health since your physical exam was completed (such as surgery or diagnosis of a chronic disease), you must inform your detachment before proceeding to FT. Failure to do so could result in your immediate removal from FT.

**8.1.2 Immunizations.** Cadets are responsible for obtaining all required vaccinations and payment of any associated costs. IAW AFI 48-110, the following vaccinations are required to attend FT: COVID-19, MMR (Measles, Mumps, Rubella), Meningococcal, and Varicella (Chicken Pox). [NOTE: Several of these vaccinations are a **two or three shot series** with several weeks required between the shots. **PLAN ACCORDINGLY!**]. Cadets must provide their immunization information to their detachment **ASAP** upon notification of selection to attend FT. Your detachment will not be able to process your FT orders and travel request without official documentation on file. If you have previously had, and recovered from, one (or multiple) pathogens listed above, it must be medically documented with the specific date of disease or date of positive blood titer. Cadets may apply for medical or administrative exemption (i.e. religious accommodations). Information for processing a vaccination exemption is found in AFI 48-110 for medical exemptions and DAFI 52-201 for religious accommodations. Contact your detachment cadre if you wish to further discuss, or plan to apply for, exemptions. [NOTE: PROCESSING AN EXEMPTION CAN BE A SEVERAL MONTH-LONG PROCESS. **PLAN ACCORDINGLY!**].

**8.1.3 Medications.** During in-processing Cadets are required to disclose all prescription and/or non-prescription medications to the staff healthcare provider. Cadets may be allowed to keep items such as those in **Table 8.1**, as well as gentle laxatives, over-the-counter

antacids, multi-purpose vitamins (**limited to 15-day supply**), topical medications/creams, and personal prescription medications with the pharmacy label attached. Weight loss or energy formulas, caffeine supplements, items containing pseudoephedrine, and herbal supplements are not allowed. All medications must be in their original bottle (not a zip lock bag, envelope, etc.). The FTU/CC makes the final determination concerning any item based on guidance from Medical Staff.

**Table 8.1 Allowable Medications**

Medication	Brand Example
Acetaminophen	Tylenol®
Ibuprofen	Advil®, Motrin®
Naproxen	Aleve®
Non-pseudoephedrine	Claritin®, Zyrtec®...etc.

**8.1.3.1** Cadets with prescription medications must have a physician's statement detailing any/all side effects (Exception: birth control pills). If the medication will hinder completion of FT, the cadet will be released from FT without prejudice.

**8.1.3.2** Secure authorized medications; do not allow use or access by other cadets.

**8.1.3.3** Cadets who require regular, scheduled maintenance shots must bring a doctor's note detailing any/all side effects. The note must be presented during in-processing and indicate how often the shots are required and when the next scheduled injection is due. Depending upon the type of medication, the cadet may be responsible for the cost of the injection.

**8.1.3.4** Medications received in the mail are not authorized without proper medical coordination.

**8.1.3.5** Cadets who use/receive prescription medication during FT will notify their FTO.

**8.1.4 Medical Treatment.** The FT staff is comprised in part of a small medical team. If you require medical care, notify your FTO.

**8.1.4.1 Sick Call.** Sick Call hours and procedures will be provided to cadets upon arrival at FT.

**8.1.4.2** If you require treatment at a civilian facility, you will file a Department of Labor (DoL) claim for reimbursement of incurred costs. While the FT staff and your detachment will assist you with filing the claim, **you are ultimately responsible for the**

**costs and the reimbursement process.** Additionally, you must inform civilian medical treatment facility personnel that your release paperwork must be signed by a physician. **DoL will not accept paperwork endorsed solely by physician assistants or nurses.**

**8.1.4.3** Upon returning from FT, you should report to your detachment and begin working with detachment personnel to ensure all necessary information has been submitted to the DoL. DoL is the approval/disapproval authority for reimbursement of medical expenses. DoL can be reached at 1-866-487-2365 or <https://www.dol.gov/agencies/owcp/FECA>.

## **8.2 First Aid**

There may be situations where it is necessary to administer first aid or “buddy care” for minor injuries or until medical personnel arrive.

**8.2.1 Heat Stress.** Due to the physical nature of training, heat and heat indexes are always a concern. To combat the effects of heat, you must actively replace the water and electrolytes your body loses through perspiration. It is recommended that you drink  $\frac{1}{2}$  to 1 quart of water per hour for no more than 12 quarts a day or more than  $1\frac{1}{2}$  quarts an hour for water replacement. Rapid ingestion of large amounts of water (more than  $1\frac{1}{2}$  quarts per hour) can lead to acute water intoxication. Due to the variable sizes of hydration systems, additional guidance will be provided by the FT staff. The preferred method of electrolyte replacement is a balanced diet. You should salt your food to taste. Sports drinks are acceptable interim measures but should not substitute for meals. Early signs of heat stress disorders include dizziness, headache, dry mouth, unsteady walk, weakness, moist/sweating skin, confusion, vomiting, and muscle cramps. If you or anyone else exhibit these signs, notify the closest staff member immediately.

**8.2.2 Blisters.** Blisters are the most common FT-related injury. Soft feet, coupled with skin stress and unsuitable shoes and/or wet socks, can produce severe blisters. As a result of friction acting on the skin, fluid collects under the skin’s surface at the “hot spot.” Blisters may be clear or watery, but if deeper tissues have been affected they may also contain blood.

**8.2.2.1** Protect against abnormal amounts of friction by applying talcum powder or petroleum jelly to the skin before putting on socks. Wearing thick or two pairs of socks during activities can also help guard against blisters. Keep your feet clean and dry at

all times. If your socks get wet, change them as soon as possible. Nylon socks are an additional recommendation – be sure to bring these items with you to FT.

**8.2.2.2** If prevention fails and a blister forms, clean it, apply a sterile bandage, and leave it alone for 24 hours. If the blister is large, seek medical care.

**8.2.3 Insect Bites.** Although usually not a major health consideration, an insect bite can be extremely painful and in rare cases may cause a severe reaction. Most insect bites may be avoided by using insect repellent, rolling down sleeves, and blousing boots. For severe reactions, seek medical attention as soon as possible.

**8.2.4 Ants, Bedbugs, Chiggers, and Mosquitoes.** Wash the bite area thoroughly with soap and cool water. To control swelling, cover the bite with a very cold wet cloth. Inform FT cadre immediately if you believe your bedding is infested with bedbugs.

**8.2.5 Ticks.** Ticks are known to carry various illnesses. Remove imbedded ticks immediately with protected fingertips or tweezers. Scrub the area with soap and water for 5 minutes and search the entire body for additional ticks. If a fever, headache, or chills develop, **seek medical attention.**

**8.2.6 Bees, Wasps, and Hornets.** Treat the same as above. Also, remove the stinging apparatus.

**8.2.7 Scorpions and Spiders.** A scorpion or spider bite can cause severe allergic reactions. In the event of a bite, be able to describe the insect. Position the victim's body to ensure the bite is below heart level. Keep victim calm, warm, and watch for breathing difficulties. Apply a very cold, wet cloth to the affected area and **seek immediate medical attention.**

**8.2.8 Plant Poisoning.** Although swallowed plant poisonings are rare at FT, contact poisonings are fairly common. Most contact poisonings result from encounters with Common Poison Ivy, Western Poison Oak, and Poison Sumac.

**8.2.8.1** Symptoms of exposure may not begin for 48 hours after exposure and may include a severe rash with redness, blisters, swelling, burning, itching, and high fever.

**8.2.8.2** To treat, carefully remove contaminated clothing and wash the exposed area thoroughly with mild soap and water.

Apply rubbing alcohol and calamine lotion to control the itching. If a severe reaction occurs, seek medical help.

**8.2.9 Animal Bites. Contact medical personnel or FT staff immediately.** Control the bleeding. Flush the wound immediately with cool running water to remove saliva and cleanse thoroughly with mild soap (if available) for 5 minutes. Cover the site with a sterile pad or clean cloth and instruct the victim not to move the affected area.

**8.2.10 Snakebites.** All snakebites (poisonous or nonpoisonous) should receive **immediate medical attention** – be sure to get a good identification of the snake (color, designs, head shape, sounds, etc.).

**8.2.10.1** Do not give sedatives, aspirin, or any other medication to relieve pain. Also, do not apply cold compresses, ice, chemical ice packs, or any other methods of cold therapy. Have the victim lie down and keep as still and calm as possible. Adjust the victim's body so that the bite site is below heart level. It is important to be alert for breathing difficulties and to be prepared to treat for shock.

**8.2.10.2** Mild to moderate snakebite symptoms include mild swelling or discoloration, mild pain with a tingling sensation at the bite site, rapid pulse, weakness, blurred vision, nausea, vomiting, and shortness of breath.

**8.2.10.3** Severe snakebite symptoms include the following: rapid swelling, numbness, severe pain at the bite site, pinpoint pupils, slurred speech, shock, convulsions, paralysis, unconsciousness, and no breathing or pulse.

**8.2.11 Shock.** This generally occurs to some degree after an injury and, when severe, can cause death.

**8.2.11.1** Symptoms of shock may include a dazed or confused look and, depending on the injury, the cadet may be pale or flushed. Breathing will be irregular or weak, vomiting may occur, and the person may lose consciousness.

**8.2.11.2** Have the cadet lie on their back; keep the head level or slightly elevated above the body. Loosen the person's clothing around the chest and neck. If the skin is pale and cool, cover the person with one or more blankets to provide warmth--be careful not to overheat. If the skin is hot and red, apply towels or napkins soaked in cool water until the skin returns to normal temperature.

**NEVER give a person in severe shock anything to eat or drink.  
Seek medical treatment immediately!**

## Chapter 9

# PHYSICAL TRAINING (PT)

### 9.1 Overview

PT is an integral part of your FT experience and will include activities such as the Fitness Assessment (FA), dynamic stretching, calisthenics, competitive sports, combatives, etc. To minimize the risk of injury, CADETS MUST ARRIVE READY TO PARTICIPATE IN STRENUOUS PHYSICAL ACTIVITY.

### 9.2 PT Sessions

**9.2.1 Fall in by Squadron.** Form up in column formation, without a guide. Each flight will face their Flt/PFO. Cadets will ground their gear in a standardized manner, in straight lines. Cadet spacing will be double arm's length apart on each side and to the front and rear. The Cadet GP/PFO ensures the group is at parade rest and prepared for the PT session.

**9.2.2 Reporting Procedures.** The Cadet GP/PFO initiates by commanding “**GROUP**”. The SQ/CCs will command “**SQUADRON**”, followed by the Cadet GP/PFO’s command “**ATTENTION**.**”** Starting with Squadron 1, each SQ/CC will salute the GP/PFO and say “**Ma’am/Sir, Squadron \_\_\_\_\_ is ready for PT.**”

**9.2.3 Exercise Procedures.** The Cadet GP/PFO commands “**I am the center, face the center, face.**”

**9.2.4** The Cadet GP/PFO will announce warm-up exercises in the following manner: “**The first exercise of the day will be (exercise). It is a \_\_\_-count exercise. We will perform \_\_\_ repetitions. Position of the exercise, MOVE!**” All flights will then assume the appropriate position. The Cadet GP/PFO will then give the command of execution, “**Ready, BEGIN!**”

**9.2.5** The Cadet GP/PFO will call cadence and each flight will respond on the completion of each set. Example follows:

Cadet GP/PFO calls, “**1...2...3...etc.**”

Cadets respond, “**ONE**”

Cadet GP/PFO calls, “**1...2...3....etc.**”

Cadets respond: “**TWO**”

**9.2.6** Following the completion of each exercise, cadets will respond as follows:

Cadet GP/PFO announces, “**RECOVER.**”

**9.2.7** Any exercise requiring a partner, flight members will be paired by gender (male/male and female/female). In the event there is an extra cadet, a CTA of the same gender or a member from a different flight may be used.

**9.2.8** All cadets are required to bring a PT towel.

**9.2.9** After the warm-up exercises, the Flt/PFO will move the flight to the starting point of the day's physical activity.

**9.2.10 Closing Formations.** Fall in by flight and squadron. The Cadet GP/PFO will ensure everyone has put on their equipment and the formation is at attention. Then a member of the FTU staff will dismiss the entire formation.

### **9.3 Fitness Assessment (FA) – General**

**9.3.1** FA scores are calculated based on three events: push-ups, sit-ups, and a 1.5-mile run. Maximum points for the events are: 20 points for pushups, 20 points for sit ups, and 60 points for the run. To pass, you must achieve a composite score of 75 out of 100 or greater and meet all individual component minimums. Failure to meet the minimum in any one component will result in an overall FA failure.

**9.3.2** Each cadet will fill out the Fitness Screening Questionnaire (FSQ) prior to attempting the FA. Any response on the FSQ that directs you to notify your staff without also stating that you can complete the FA must be cleared by a medical authority prior to attempting the FA. Sickle Cell screening should be accomplished at your detachment prior to arriving at FT.

### **9.4 Performing the FA**

Push-Ups, Sit-Ups and the 1.5-mile Run are performed IAW AFMAN 36-2905. BMI, waist, height, and weight are not measured or recorded. During the FA, staff members monitor each event to ensure standardization and proper execution.

**9.4.1 Push-ups.** You have one minute to perform as many correct push-ups as you are able. Your counter will count the correct number of push-ups aloud. Your counter will not count incorrect push-ups. Your counter will tell you what you're doing wrong and will repeat the last number of correct push-ups until you correct the error. The total number of correct push-ups in one minute is recorded as your score. The push-up will be performed/scored as follows.

**9.4.1.1 Starting Position.** The member will begin in the starting position with hands slightly wider than shoulder width apart,

palms or fists on the floor with arms fully extended and the body in a straight line from head to heel. The feet may be no more than 12 inches apart. The member may rest in the up position only. The member may remove their hands or feet from the floor, or bridge or bow their back, but only in the up/rest position. The body should maintain a rigid form from head to heel. The feet may not be supported or braced (e.g., no crossing of the feet).

**9.4.1.2 Complete Push-up.** From the starting position (elbows extended), the member will lower the body to the ground until the upper arm is at least parallel to the floor (elbow bent at least 90 degrees or less) before pushing back up to the starting position (the chest may touch but not rest on or bounce off the floor). The member completes one full push-up after returning to the starting position with elbows fully extended. It is important to ensure your form is correct. Do not allow your body to bow at the waist as you tire. The body must remain rigid during the assessment (the back must remain straight unless resting). Incorrect push-ups (e.g., member does not lower body until upper arm is at least parallel to the floor, member does not fully extend elbows when returning to starting position, body bows at the waist, etc.) will not be counted. If an incorrect push-up is performed, your counter will repeat the number of the last correct push-up and explain what is being done incorrectly. You may rest in the up position only. If you rest in the down position with their body on the ground, the push-up component of the test will be terminated.

**9.4.1.3 Completion of Exercise.** 1-minute time limit expires; cadet rests in the down position or with any body part resting on the ground other than hands and feet (knees, elbows, etc.).

**9.4.2 Sit-ups.** You have one minute to perform as many correct sit-ups as you are able. Your counter will count the correct number of sit-ups aloud. Your counter will not count incorrect sit-ups. Your counter will tell you what you're doing wrong and will repeat the last number of correct sit-ups until you correct the error. The total number of correct sit-ups in one minute is recorded as your score.

**9.4.2.1 Starting Position.** You will lie face up on the floor/mat. In the starting position, your feet may extend off the mat, but the buttocks, shoulders, and head must not extend beyond the mat. Your knees will be bent at a 90-degree angle (throughout the assessment), with the feet or heels in contact with the floor at all times. Your arms will be crossed over the chest with the hands/fingers on the shoulders or resting on the upper chest.

**9.4.2.2 Foot Hold.** Your heels must remain anchored to the floor throughout the assessment. You may request to have your feet held down. The “holder” may use their hands or put their knees on your feet but the holder may not anchor your legs by holding onto your calves or standing on your feet during the assessment. The holder will use enough force to keep your feet/ankles from rising while the sit-ups are being accomplished.

**9.4.2.3 Complete Sit-up.** A complete sit-up is accomplished when your upper torso is raised off the floor/mat, the elbows touch the knees or thighs, and your upper torso is lowered back to the floor/mat until the shoulder blades touch the floor/mat. Elbows must touch the knees or thighs at the top of the sit-up, and the shoulder blades must touch the floor/mat at the bottom of the sit-up. Any part of your hands/fingers must remain in contact with your shoulders/upper chest at all times. Incorrect sit-ups (i.e., elbows do not touch the knees or thighs at the top of the sit-up, shoulder blades do not touch the floor/mat at the bottom of the sit-up, hands/fingers lift completely off the shoulders/upper chest, etc.) will not be counted. If an incorrect sit-up is performed, the counter will repeat the number of the last correct sit-up and explain what is being done incorrectly. You may only rest in the up position. If you rest in the down position or hold onto your knees/legs while in the up position, the sit-up component of the assessment will be terminated.

**9.4.3.4 Completion of Exercise.** 1-minute time limit expires; cadet rests in the down position or holds onto their knees/legs while in the up position.

### **9.4.3 1.5-Mile Run.**

**9.4.3.1 Acceptable.** Walking at any time or momentarily stopping to re-fasten shoe lace(s) during the run, provided you remain within the lateral limits of the running surface; signaling current lap count verbally or using fingers; wearing a watch; walking for one lap on the outside of the track to cool down after completing the 1.5-mile run.

**9.4.3.2 Unacceptable.** Crossing an inside barrier (if present); deliberate physical contact with another runner or observer, regardless if the contact occurs on or off the running surface.

**9.4.3.3 Completion of Exercise.** Crossing the finish line; failure to cross the finish line (regardless of reason) results in a score of zero for the event.

**9.4.3.4 Observers.** Must not aid, interfere, or in any way affect cadets running. (e.g., no pacers are allowed).

## Chapter 10

### MAXWELL AIR FORCE BASE

#### **10.1 Overview**

Cadets must adhere to the procedures outlined below and instructions given by FTU staff.

#### **10.2 Formations**

##### **10.2.1 Definitions**

**10.2.1.1 Detail.** Formation of two to four cadets. In details of two, the detail leader marches on the right. In details with three or four cadets, the cadet in the right rear position will lead the detail. When in a detail to retrieve a guidon, the cadet on the right will carry it, regardless of their assigned duty for that day.

**10.2.1.2 Flight.** Formation of five or more cadets. This includes a designated flight leader, usually the Cadet Flt/CC. There will be at least two, but no more than four, elements.

**10.2.1.3 Guide.** The guide marches, without a guidon, in front of the highest numbered element leader and will regulate the direction and rate of marching (front-right corner when in column formation).

**10.2.1.4 Guidon Bearer.** The guidon bearer marches, with a guidon, in either a detail of two or a flight with six or more cadets (Cadet Flt/CC, four cadets, and a guidon bearer). He/She assumes the same position as the guide in a formation. The guidon bearer will perform all proper movements in accordance with AFMAN 36-2203, Chapter 5, Section C.

**10.2.1.5 Road Guard.** Cadet designated to stop traffic when cadets cross a road or parking lot.

**10.2.1.6 Element Leader.** The leader of the smallest drill unit comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

##### **10.2.2 General Guidance.**

**10.2.2.1** The Cadet Flt/CC's first responsibility is the safety of the formation. Therefore, situational awareness of the surroundings is critical and must be maintained at all times, even when stationary.

**10.2.2.2** Cadets will not talk while in formation.

**10.2.2.3 Double-Time.** Double-time is permitted during daylight hours on paved surfaces, or during dusk/dawn formation runs providing cadets wear reflective gear or carry a flashlight, with the following exceptions. Cadets will not double-time within one hour after eating or when crossing a street.

**10.2.2.4** All Cadets will move on sidewalks, parking lots, troop walks, and other improved surfaces. When there are none available, use unimproved surfaces with caution and while marching at ease. If traveling along a roadway, march with as few elements as practical (usually two) and, when available, in the designated running lane. If no designated running lane exists, cadets will march against the flow of traffic.

**10.2.2.5** All members of a formation must carry operable flashlights during hours of darkness and period of reduced visibility. (Exception: Reflective gear is a suitable substitute during formation runs.)

**10.2.2.6** Cadets do not have the authority to place flights “*at ease*” or “*at rest*” at any time. If a flight member wishes to address the flight, he/she must first request permission from the Cadet Flt/CC to address the flight and then do so from the position of attention. The flight will also be at the position of attention. Individual flight members cannot address the flight while the flight is in transit. However, flight members may request from the Cadet Flt/CC permission to ask a question or to make a statement in order to address a safety concern.

## **10.3 Road Guard Procedures**

### **10.3.1 General Information.**

**10.3.1.1** Road guards will wear a fluorescent/reflective vest during all hours of the day while performing this duty and will carry a flashlight during hours of darkness.

**10.3.1.2** Each flight will use their own road guards and will not “piggyback” on other flights (for example: March more than one unit across the street without allowing traffic to proceed between them) unless directed to do so by FTU staff.

**10.3.1.3** The Cadet Flt/CC will render all courtesies for the flight. If an officer (on foot) or staff vehicle passes (from the front) the person in charge will render courtesies. If a staff vehicle approaches the flight while crossing an intersection the road guard will not salute (due to safety). The person in charge will march

the flight across the street, halt the flight, call in the road guards, and then render courtesies to the staff vehicle. Safety is the priority in this situation.

### **10.3.2 Procedures.**

**10.3.2.1** For safety reasons, flights will always be halted six paces from the edge of the crossing.

**10.3.2.2** Road guards will wear road guard vests at all times while marching.

**10.3.2.3** Road guards will always fall into the rear of the flight.

**10.3.2.4** Both squadron and flight marching utilize the same processes listed below.

**10.3.2.5** Prior to moving as a flight, the Cadet Flt/CC will command, “**Road guards, don your gear**”.

**10.3.2.6** While approaching an intersection, approximately 10 paces away, the Cadet Flt/CC will command “**Road guards, out**.” The road guards will run from the rear of the flight, safely move ahead of the flight, and safely proceed into the intersection to stop traffic.

**10.3.2.7** If required, the Cadet Flt/CC can call a specific amount of road guards out of the flight (i.e. “two road guards, out” or “four road guards, out”).

**10.3.2.8** If vehicles are proceeding through the intersection, the road guard(s) will raise their hand(s) and the Cadet Flt/CC will halt the flight. The Road guards will then allow the vehicle to pass through the intersection and then proceed into the roadway to stop any other traffic while the Cadet Flt/CC marches with the flight through the intersection.

**10.3.2.9** If utilizing squadron marching, when the squadron enters the road way, the rear flight’s road guards will run forward and tap out the front flight’s road guards in time for the first road guards to return to the rear of their flight.

**10.3.2.10** After the flight and Cadet Flt/CC passes through the intersection, the Cadet Flt/CC will command, “**Road Guards, In**” without halting the flight.

**10.3.2.11** At the command of “**Road Guards, In**” the road guards will return to the rear of the flight.

**10.3.2.12** When arriving at the flight's final destination, the Cadet Flt/CC will give the command "**Road guards, secure your gear.**" Road guards will then stow their gear in preparation for the flight's next task.

## 10.4 Guidon Procedures

**10.4.1** Each flight of six or more cadets will carry their guidon from start to end of the academic day while marching from one location to another on Maxwell AFB, except when specifically instructed by staff not to.

**10.4.2** The guidon will be carried to all events except the LRC, PT, and other events as directed by FTU staff. If there is no guidon holder at the event, the guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. **Guidons will not be posted by jamming them into the ground.**

**10.4.3 Storage of the Guidon.** Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons will not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. If entering a building that does not have a storage rack, cadets will take the guidon inside with them and place it out of the way, leaning into a corner so that it will not fall. (NOTE: When entering a building with a guidon, cadets will announce "GUIDON" in order to alert others in the area to the hazard.)

**10.4.4** Cadets will take care of the guidon. If any part of the guidon breaks, cadets will not attempt to repair it. They will take the guidon to their FTO or CTA for repair.

## 10.5 Building Entrance and Departure Procedures

Entrance and departure procedures are necessary in order to promote good order and discipline among cadets while entering or exiting any permanent structure, including academic buildings, dormitories, etc. These procedures apply to squadron, flight, and detail formations. If a door becomes propped in the open position, the last cadet entering will close it.

**10.5.1** Upon halting the flight and prior to entering the facility, the Cadet Flt/CC will command, "**Guidon bearer, secure the guidon and post the door.**" If there is no guidon, the Cadet Flt/CC will command "**Guide, post the door.**" The Cadet Flt/CC will then command, "**COLUMN OF FILES FROM THE RIGHT (LEFT),**

**FORWARD.**" Upon the Cadet Flt/CC's command of "**FORWARD**," the element leader of the selected element turns his/her head 45 degrees to the right (left) and echoes the Cadet Flt/CC's command of "**FORWARD**." At the same time the remaining element leader(s) turns his/her head 45 degrees to the right (left) and commands, "**STAND FAST**." Their heads stay turned until they step off. After all element leaders have echoed the appropriate command, the Cadet Flt/CC will command, "**MARCH**."

**10.5.2** Upon the Cadet Flt/CC's command of "**MARCH**" the selected element will step off and enter the facility. In turn, the element leader of each remaining element will command, "**FORWARD, MARCH**" as the last cadet in the preceding element has passed. Giving the command as the left foot strikes the ground will ensure their element is in step with the preceding element. All elements will incline in the appropriate direction, following the leading element in successive order.

**10.5.3** The Cadet Flt/CC will be the last person from his/her flight to enter the building.

**10.5.4** While marching as a detail, the cadet in charge will command, "**DETAIL HALT**," followed by the command of "**FALL OUT**." The cadets will then enter the building.

**10.5.5** The Cadet Flt/CC will be the first member of the flight to depart the building and will designate the position for forming the flight. The flight will exit the building and form up on the guide, in line formation, three elements, facing the Cadet Flt/CC. When departing as a detail, cadets will exit the building in an orderly manner and form up on the sidewalk. There will be no talking in formation. Cadet Flt/CCs will take care to not block traffic into or out of the building. The last cadet in a formation will ensure the facility door is closed.

## **10.6 Detail Marching Procedures**

Detail marching procedures must be used when 2 to 4 cadets are transiting. In details of 2, the detail commander marches on the right. In details with 3 or 4 cadets, the detail is sized placing the taller cadets in the rear of the formation. In this formation, the cadet in the right rear position is the detail commander. The detail commander will render all greetings, just as he/she would if they were a flight commander.

**10.6.1** When a detail retrieves a guidon, the cadet on the right (or right front in formations of 3 to 4 cadets) will carry the guidon, regardless of their assigned duty for that day.

**10.6.2** When on improved surfaces, the detail commander will command “Detail, FALL IN.” Once the detail is in the proper formation, the detail commander will give proper commands to move his/her detail from one location to the next as quickly as possible.

**10.6.3** When on unimproved surfaces, the detail commander will command “Detail, FALL IN.” Once the detail is in the proper formation, the detail commander will command “At ease, MARCH,” at which time the detail will take one 24-inch step and assume marching at ease. During at ease march, the only command that may be given is Incline to the Right (Left). The detail must be at attention to call any other commands.

## **10.7 Laundry Procedures**

While at FT, laundry service is provided daily. Specific procedures apply and must be adhered to prevent damaged or missing clothing items. Cadets have experienced issues with laundry, to include losing items, because they failed to follow the procedures.

**10.7.1** You must mark all undergarments, towels and washcloths with a permanent clothing marker. Mark clothing using the following convention: first letter of last name followed by last four digits of your social security number (e.g. P1234). **YOU MUST MARK YOUR CLOTHING PRIOR TO YOUR ARRIVAL AT FT.**

**10.7.1.1** Mark undergarments on the inside of the item, at the waistband, collar, or toe and centered (when feasible).

**10.7.1.2** Mark towels and washcloths on one short side (if a rectangle), centered, no further than 1 inch from the edge.

**10.7.2** You MUST use the laundry service EVERYDAY while at FT. This will ensure that you have serviceable, clean clothing items every day. Do NOT skip a day, as this will cause a backup in laundered items.

**10.7.3** You will be issued two laundry bags and two laundry pins. Do NOT OVERFILL a laundry bag, as your clothes may not fully wash/dry properly.

**10.7.4** You MUST empty ALL pockets and ensure that no items, such as pens or identification cards, are left in the laundry.

**10.7.5** OCPs MUST be pinned together with the laundry pin provided. Specifically, pin the OCP blouse and trousers together by placing one laundry pin through one button hole of each sleeve and TWO button holes in the trousers and secure the laundry pin. Do

NOT use the belt loop of the trousers to secure them to the blouse as the belt loop may tear while being laundered.

**10.7.5.1** Do NOT put OCPs in the laundry bag, as they may not fully wash/dry properly.

**10.7.5.2** Do NOT pin OCPs directly to the laundry bag, as the laundry bag may tear.

**10.7.5.3** When closing the laundry bag, tie the drawstring at the top of the laundry bag as tight as possible. Ensure that there is enough space in the laundry bag for the items to properly wash/dry.

**10.7.5.4** If you have any missing/damaged/extral laundry items, immediately report it to your FTO. Additionally, check the designated lost/found laundry bin.

**10.7.5.5** If you receive a laundry bag with items that do not belong you, immediately place the extra items in the designated lost/found laundry bin.

**10.7.5.6** Laundry will be picked up at 0630.

## Chapter 11

# DORMS

### 11.1 General Information

**11.1.1 Housing.** While at Maxwell AFB, you are housed in dormitories by flight and share rooms. Female cadets are housed in separate rooms from males. Unoccupied rooms and supply closets are **off-limits unless** an FTU staff member specifically authorizes you to enter. Before entering a room occupied by members of the opposite gender, cadets and staff members will announce, “**Gentleman (Lady) in the area,**” and wait for the appropriate response. The cadet closest to the entrance will confirm that all cadets in the area are properly dressed and respond, “**Please Standby**” if any member is not properly dressed and, “**All Clear**” as soon as appropriate. Cadets **will not** change clothes in the presence of members of the opposite gender.

**11.1.2 Dorm Rooms.** Curtains/blinds will be fully closed at all times. Doors will be open at a 90° angle while occupied except when cadets are changing clothes and during sleeping hours. Doors will be closed when not occupied.

**11.1.3 Inspection Order.** Rooms will be inspection ready from the end of the first dorm maintenance period until the beginning of CTQ throughout FT. Wastebaskets must be completely empty during formal inspections and no more than half full at all other times.

**11.1.4 Common Areas.** Common areas are those spaces which all cadets use, i.e., stairwells, hallways, etc. These areas must be clean and orderly at all times. Cadet Sq/CCs are responsible for all squadron common areas as designated by the Cadet Group Staff. The Cadet Gp/CC is responsible for common areas inside and outside of the dorm buildings occupied by their cadet squadrons.

**11.1.4.1 Bathroom.** Toilet, shower, and floor will be kept clean and dry. Toilet seats will be displayed in the up position for both male and female latrines. Toilet tissue will be neatly rolled, e.g., not hanging down. Bathroom doors will be opened 90 degrees when not in use.

**11.1.4.2** Stairwells and hallways will be clean and free of obstacles.

**11.1.4.3** Pictures, posters, etc., are not authorized for display in dorm unless approved by the FTO.

**11.1.5 Energy Conservation.** Turn off all lights when not in use. Report any water leaks to your FTO or CTA immediately. Dorm building entrance and stairwell doors will not be propped open.

**11.1.6 Dorm Issues.** Report maintenance issues to your FTO or CTA. For example: water leaks, electrical problems, air conditioning outages, etc.

**11.1.7** Throughout this chapter references will be made to Cadet 1 and Cadet 2. Cadet 1 is the cadet who occupies the bottom bunk and Cadet 2 is the cadet that occupies the top bunk.

**11.1.8** When applicable, items must be clean, dry, serviceable, folded, lint-free, and displayed tight, neat, and wrinkle-free. If an item becomes unserviceable, inform your FTO or CTA.

## **11.2 Bed Guidelines**

Keep bed rails clean and free from dust. Cadets will sleep with their head to the wall (aka head end of bed). The bottom bunks will be utilized prior to the top bunks. Two cadets will be housed per room and both sides of the bed will be considered subject to inspection.

**11.2.1** The bed will be made as follows:

**11.2.1.1 Mattress.** Center the mattress on the bed frame and ground to the head end of bed.

**11.2.1.2 Bottom Sheet.** Drape evenly over width of mattress. Ensure bottom edge of sheet is flush with the foot end of mattress. Tuck excess sheet under the head end of mattress. Make hospital corners.

**NOTE:** Making hospital corners. First, grasp the side of sheet approximately 12 inches from the head end of mattress; then, lay the sheet on top of the mattress, creating a 45-degree angle. Tuck excess hanging down, under mattress. Next grasp 45-degree angle and without changing its shape, bring it down and tuck under mattress. After sheet is completely tucked, smooth and tighten to the conformity of mattress.

**11.2.1.3 Top Sheet.** Drape evenly over width of mattress so that the top edge of the sheet is approximately 12 inches from the head end of the mattress. Tuck excess under the foot end of mattress.

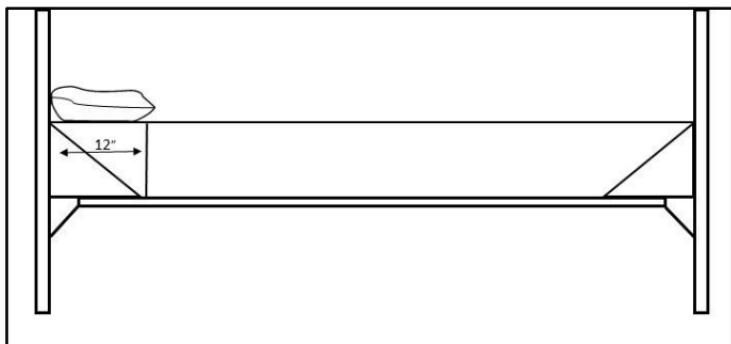
**11.2.1.4 Blanket.** Drape evenly over width of mattress so that the top edge of the blanket is approximately 12 inches from the head end of the mattress. Tuck the excess blanket under the foot end

of mattress. Make hospital corners with both the sheet and the blanket, together.

**11.2.1.5 Pillow and Pillowcase.** Put pillow inside the case and place on the bed, open side to the right with excess material neatly folded underneath, flush with the head of the bed, and centered with the width of the mattress.

**11.2.1.6 Cadets will display an AETC Form 341,** with the top portion prefilled, centered on and under the pillow with only the completed portion of the form visible.

**Figure 11.1 Example Bed**



### **11.3 Shoe Display**

Keep all shoes clean, dry, shined, serviceable, and displayed where applicable. If an item becomes unserviceable, notify your FTO or CTA. Tightly lace all shoes/boots not being used. “Tightly laced” shoelaces will be pulled closed as tightly as possible without being tied. Loosely lace one pair of running shoes prior to lights out. “Loosely laced” shoes allow you to easily slide your foot into the shoe in case of emergency. Tuck excess laces inside the shoes, out of sight.

**11.3.1 Combat Boots with Loops.** Make a bar at the bottom of the boot by lacing from the outside to the inside through the bottom eyelets. Continue lacing the boot from the inside to the outside until you get to the second eyelet from the top. Make an “X” at the top by lacing the top eyelets from outside to the inside. Tighten the laces. Tie a single knot at the end of the laces. Tuck the excess laces inside the boot out of sight. NOTE: If your boots have loops instead of eyelets, lace boots with a bar at the bottom by inserting the laces from bottom to top of the loops and continue lacing the entire boot in this manner.

**Figure 11.2 Boot Lacing**



**11.3.2 Low Quarters.** Make a bar at bottom of the shoe by lacing from the outside to the inside through the bottom eyelets. Continue lacing the shoe from the inside to the outside until you get to the second eyelet from the top. Make an “X” at the top by lacing the top eyelets from outside to the inside. Tighten the laces. Tuck the excess laces inside the shoe, out of sight.

**Figure 11.3 Low Quarters Lacing**



**11.3.3 Running Shoes.** Lace in the same manner as low quarters unless your running shoes have loops. In this case, lace in the same manner as boots with loops.

#### **11.4 Folding and Rolling Procedures**

Displayed items must be worn; they are not for display purposes only. You must properly size all items from top to bottom or front of drawer to back. Remove loose strings and tags. Do not remove sewn in tags. Do not starch drawer items. If you do not have an item for display, leave a space where the item would have been displayed. Religious under garments can be stored in the security drawer.

**11.4.1 Towels.** Towels will be folded as follows:

**11.4.1.1** Lay the towel flat with the laundry mark down and to your right.

**11.4.1.2** Starting with the side closest to you, fold the towel away from you so it is approximately 12 inches wide.

**Figure 11.4**



**Down and Right**

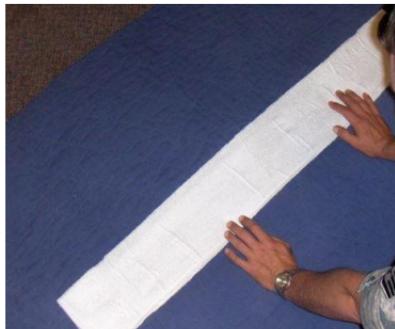
**Figure 11.5**



**Fold Away**

**11.4.1.3** Next, fold the towel toward you so it is approximately six inches wide. Keep edges as even as possible and smooth out all wrinkles.

**Figure 11.6**



**Fold Towards**



**11.4.1.4** Tightly roll the towel from left to right.

**11.4.2 Washcloths (Optional).**

**11.4.2.1** Lay the washcloth flat with the laundry mark down and to the right.

**11.4.2.2** Fold it in half from left to right, then in half from bottom to top away from you. Keep edges even.

**11.4.3 Socks.** Roll all socks in the following manner:

**11.4.3.1** Roll socks in pairs.

**11.4.3.2** Lay a pair of socks flat (right side out), one on top of the other with the open end away from you, and one sock offset by two inches.

**Figure 11.7**



**11.4.3.3** Starting with the toes, tightly roll towards open end.

**11.4.3.4** Fold the open end of bottom sock back over the entire roll securing it.

**11.4.3.5** The open end of the socks will be flat with no excess sticking out past the roll.

**Figure 11.8**



**11.4.4 T-Shirts.** T-shirts will be folded as follows:

**11.4.4.1** Lay the T-shirt flat with the collar down and to your right. Ensure edges are even.

**11.4.4.2** Fold the shirt in half. Start with the side closest to you and fold away from you.

**Figure 11.9**



**11.4.4.3** Fold the sleeves toward you until the shirt forms a rectangle.

**Figure 11.10**



**11.4.4.4** Starting from the side furthest away from you, fold the T-shirt in half towards you.

**Figure 11.11**



**11.4.4.5** Tightly roll the t-shirt starting from the waist towards the collar. Ensure you keep edges even.

**Figure 11.12**



#### **11.4.5 PFA Shorts and Underwear.**

**11.4.5.1** Lay flat with the front down, waistband away from you.

**Figure 11.13**



**11.4.5.2** Fold in half from crotch to waistband. Fold in half from leg openings to waistband. Crotch should be even with the top of the waistband. Fold excess over to make top even.

**Figure 11.14**



**11.4.5.3** Square by folding the sides neatly towards the center.

**Figure 11.15**



**11.4.5.4** Starting with the left side, fold in equal thirds from left to right. Ensure you keep edges even as you fold. Excess material may be tucked in to square the edges.

**Figure 11.16**



**11.4.5.5** When folded properly (with the front facing up), there will be a single fold on the left. The open end will be to the right. Edges will be even.

**Figure 11.17**



**11.4.6 Bras.** Bras will be folded as follows:

**11.4.6.1** Place one cup inside the other cup. Make sure the single fold is on the left.

**11.4.6.2** Tuck the straps and back of the bra completely inside the cups.

**Figure 11.18**



**11.4.7 Sports Bras.** Sports bras will be folded as follows:

**11.4.7.1** Lay the bra flat with the front down and the straps away from you.

**Figure 11.19**



**11.4.7.2** Fold the straps down until flush with the bottom edge of the bra.

**Figure 11.20**



**11.4.7.3** Fold the bra from left to right in half, keeping all edges even. Single fold will face the left.

**Figure 11.21**



**11.4.8 Duffel bag.** The duffel bag will be folded as follows:

**11.4.8.1** Empty the duffel bag and the pocket. Lay the bag flat with the handle down and the open end away from you. Unbuckle the straps and tuck the dust flap smoothly inside the bag. Fold the bottom of the bag flat, so that it is in the shape of a football.

**11.4.8.2** Starting with the left side, fold each side toward the center in thirds.

**Figure 11.22**



**11.4.8.3** Fold the bag in thirds from the bottom to the open end.

**Figure 11.23**



**11.4.8.4** Ensure the edges are as even as possible and attach the hook over the edges at the open end of the bag.

**Figure 11.24**



#### **11.4.9 Rain Poncho.**

**11.4.9.1** Fold sides of rain poncho in towards center.

**11.4.9.2** With the hood away from you, roll the bottom of poncho towards the hood, but do not roll past the head hole.

**11.4.9.3** Tuck the rolled material neatly inside the hood.

### **11.5 Additional Dormitory Information**

Specific guidance on wardrobe, closet, drawer, vanities, and general room display will be given upon arrival at FT. These areas are expected to be kept clean and dust free. Items displayed will be kept clean, dry, pressed, folded, serviced and displayed IAW given instruction. Inform your FTO if an item becomes unserviceable. Remove all strings and tags (except sewn-in tags). Rooms will be displayed in a neat professional manner.

## Chapter 12

### DINING FACILITY PROCEDURES

#### **12.1 General Information**

**12.1.1** The Dining Facility (DFAC) serves a nutritious, balanced diet designed for active cadets. Cadets are encouraged to eat three meals daily. Cadets who choose not to eat are still required to process through the DFAC with the flight. Use courtesy and etiquette when requesting items from the personnel at the serving line. Food will not be taken from the DFAC, unless authorized by the FTU/CC. Cadets are expected to render proper customs and courtesies at all times. The scheduling of the DFAC is on a tight timeline. Early or late arrival may cause disruption to the schedule and therefore should be avoided.

**12.1.2** During each meal period selected cadets will be designated as water monitors. Upon arriving at the DFAC, these cadets will request permission to be excused for water monitor duty, leave their flight, and proceed to the kitchen to begin filling glasses of water for the cadets in the serving line. Once the current water monitor is relieved of duty by the in-coming water monitor, he or she will immediately process through the serving line as quickly as possible.

**12.1.3** When Meals Ready to Eat (MREs) or box meals are used, cadets will not consume candy, mints, or caffeinated products unless authorized by the FTU/CC. No items may be kept once the meal period ends. Do not leave any garbage and/or unopened items behind - clean up after yourself.

#### **12.2 Entrance Procedures**

**12.2.1** Flights do not enter the DFAC until directed by an FTU member. The on-duty mess checkers have the authority to clear flights into the DFAC early/late if there are no other flights waiting and the early/late flight will not inhibit any other flight's on-time entry into the facility. The Cadet Group staff will verify dining priorities with the FTU/DOS at least one day in advance.

**12.2.2** All flights will use the following procedures to access the DFAC:

**12.2.2.1** Flights will arrive no more than 3 minutes before or after their scheduled dining priorities. The Cadet Flt/CC will note the time they initially halt the flight in front of the dining hall as their official arrival time. For example, if a flight has to wait for another flight to clear the bay area, they will still annotate their

initial halting time as their official arrival time. Cadet Flt/CCs are responsible for coordinating with other Cadet Flt/CCs awaiting entry to ensure they do not skip or make another flight late by arriving out of their 6-minute arrival window.

**12.2.2.2** The Cadet Flt/CC is responsible for checking in with mess checker. They halt the flight, place them at parade rest, and then take the most direct and unobstructed route to within no closer than six feet in front of the mess checker, halt, initiate a salute and say, "**Sir/Ma'am, \_\_\_\_ Flight reports. Our accountability is \_\_\_\_ of \_\_\_\_.**" The mess checker returns the salute and either clears the flight to enter or directs the Cadet Flt/CC to standby. Once permitted to enter, the Cadet Flt/CC will ask, "**Will that be all, Sir/Ma'am?**" salute, return to the flight, and direct the flight to enter the dining facility with normal building entrance procedures. If the flight arrives late/early the mess checker should discuss the issue with either the Flt CTA or FTO to determine the cause. The mess checker should relay trends of late/early arrivals to the operation center to prevent recurring issues.

**12.2.2.3** The mess checker and cadet reporting-in do not need to interrupt their reporting procedures to greet and salute commissioned staff. The area outside the dining hall will only be called to attention for colonels (O-6) and above. The first cadet to see one of these officers will call the area to attention, salute the officer(s), and render the greeting of the day. When the officer returns the salute the cadet will drop their salute and direct the area to carry on. When other commissioned officers approach, formation leaders will come to attention and call their formations to attention before rendering salutes.

**12.2.3** Cadets must wash their hands, or at a minimum use hand sanitizer, prior to entering the DFAC.

## **12.3 Dining Facility Procedures**

**12.3.1** While moving throughout the DFAC, cadets will limit talking to only de-conflicting movements (e.g. "excuse me") and providing necessary responses to FTU or dining facility staff. Cadets may pass each other in the serving area if they are not waiting for the same food items. Cadets must execute proper situational awareness to ensure that they do not run into or obstruct the path of one another while moving through the dining facility. (NOTE: Cadets will not square corners while carrying trays, but will square corners in non-carpeted

areas if unencumbered). The Cadet Flt/CD will be the first to process through the chow line, and the Cadet Flt/CC will be the last.

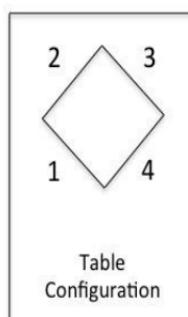
**12.3.2** If a cadet needs to use the restroom, they will proceed directly to the restroom once they've entered the DFAC. Upon exiting the restroom, rejoin the line.

**12.3.3** Do not perform facing movements while in the serving line or while carrying a tray. You will sidestep through the entire serving line (heels together when halted). All cadets should select (and consume) **three** full 8 ounce glasses of drinking water **or** sports drink per meal (24 total ounces).

**12.3.4** The following guidelines apply whether or not a cadet is eating.

**12.3.4.1** Cadets will be seated IAW additional guidance provided by the FTU staff.

**Figure 12.1 General Configuration of Tables**



**12.3.4.2** Once halted in position, cadets will center and ground their tray to the front edge of the table, and the stand in the position of attention. Cadets will remain at attention until the table is filled or a reasonable amount of time (~20 seconds) has passed. The last cadet to arrive will stand at attention and give the command, "**Be seated.**"

**12.3.4.3** Other items carried by cadets that are not needed for eating (e.g. hydration systems, ponchos, etc.) will be secured under their chairs. Once seated, cadets in positions 2 and 3 will pass a napkin to cadets in positions 1 and 4 and then take one for themselves. Each cadet will place their napkin on their lap.

**12.3.4.4** Cadets will sit at modified attention with back straight (not resting on the chair back) and shoulders squared. Elbows will **not** be placed on the table or chair arms. Cadets may bend forward at the waist and look down while eating to prevent spilling food.

**12.3.4.5** Cadets will not converse with one another at the table. If a cadet wishes to reach a condiment (salt, pepper, etc.) he or she will state, “**Pardon my reach**”. If the item is outside of the cadet’s reach, another cadet at the table will assist passing the item to the first cadet. Additionally, cadets may answer questions which are directed to them by staff or dining facility personnel.

**12.3.4.6** The last cadet to have arrived will state, “**Moment of silence**” (to accommodate those who wish to pray before their meal). When everyone at the table is ready, the same cadet will state “**Enjoy your meal**.”

**12.3.4.7** Cadets have 10 minutes to eat their meal. Time begins when, “**Enjoy your meal**” is stated and ends when trays are removed from the table. The cadet that is timing the meal will place his or her watch on the center of table once started.

**12.3.4.8** Cadets will place a napkin on top of the tray to signify they are finished with the meal.

**12.3.4.9** Once everyone at the table has finished eating (all occupants of the table have napkins on their tray), cadets in positions 2 and 3 will pass all the items from their trays to cadets in positions 1 and 4. Glasses will be placed on the trays upside down, but will not be stacked. Trays will be stacked and carried to the cabinets by two when possible. If there are three cadets, one cadet will carry his/her own tray. If a cadet is unable to carry the tray due to restrictions, the other cadets will make the appropriate adjustments to carry the tray. Once trays are stacked, cadets will stand, don their hydration systems, ground the chairs to the right side of the table, and then momentarily assume the position of attention. The cadet in position 1 will proceed to the tray cabinet. The cadet in position 3 will lift the napkin holder while the cadet in position 2 wipes down the table. The cadet in position 4 will wait to collect any waste left over from cleaning and then proceed to the tray cabinet. Trays will be placed in the cabinet from bottom to top, back to front. After complete position duties, cadets will proceed to the exit in a military manner.

## **12.4 Departure Procedures**

Upon exiting, cadets will form details and transit to the flight's designated form-up location. Once the guidon has been retrieved and five or more cadets have arrived at the form up location, the cadet flight commander, or a designated representative, will give the command, "FALL IN". Cadets will be in a detail or flight and at the position of attention or parade rest at all times. Cadets will not talk unless making on-the-spot corrections.

*"An army marches on its stomach"*

-Napoleon Bonaparte

## Chapter 13

# CLASSROOMS

### **13.1 Opening Procedures**

Prior to the instructor entering the flight room, the Cadet Flt/CC will stand at parade rest in the front of the room, facing the back. All other cadets will be at parade rest behind their chairs. As the instructor breaks the threshold of the doorway, the Cadet Flt/CC will assume the position of attention and call the room to attention. The instructor will command, “**Take your seats.**” Cadets will then quickly take their seats and sit at the seated position of attention until placed “**At ease**” by the instructor.

### **13.2 Closing Procedures**

Once the instructor indicates they are ready to close class, the Cadet Flt/CC will immediately stand, push in their chair, assume the position of attention behind their chair, and command, “**Flight, prepare for dismissal.**” Flight members will then stand, push in their chair, standardize training materials and assume the position of parade rest behind their chair. The Cadet Flt/CC will then maneuver to the front of the room and face the back of the room. The Cadet Flt/CC will assume the position of attention and then call the room to attention. As the instructor breaks the threshold of the doorway, the instructor will command, “**CARRY ON.**” If the command is not given, the Cadet Flt/CC will give the “**Carry on**” command once the instructor has fully exited the room.

### **13.3 Classroom Protocol**

**13.3.1** When a lecture is in session, or the same lesson will resume upon conclusion of the break, cadets will not call the room to attention when the instructor or a visitor (regardless of rank) enters or exits the room. This is considered an academic session and will continue uninterrupted.

**13.3.2** When a lecture is not in session, cadets will call the room to attention when a commissioned staff member enters or exits the room (provided there is not already a commissioned staff member in the room of equal or higher rank). As the officer breaks the threshold of the doorway, the first cadet to see the officer will call the room to attention.

## Chapter 14

### VIGILANT WARRIOR

#### **14.1 Overview**

Vigilant Warrior (VW) is a 205-acre training facility located in Titus, AL. This facility is used by several agencies to include AFROTC and Officer Training School (OTS).

#### **14.2 Discipline**

While at VW you will maintain your military bearing and follow military customs and courtesies when interacting with personnel at all times.

#### **14.3 Prohibitions**

**14.3.1 IN ADDITION TO THE PREVIOUS PROHIBITIONS, THE BELOW APPLY WHILE AT VW.** Violations of these rules are severe breaches in discipline and will be dealt with harshly. Mandatory actions will include counseling by the FT staff and or removal from FT.

**14.3.1.1** Entering any area marked as off limits (signs, cones, safety tape).

Transiting VW in flip-flops or shower shoes.

**14.3.1.2** Leaving VW unless escorted by a member of the FTU cadre.

**14.3.1.3** Forcible restraint during exercises; if a role player resists restraint, let them go.

**14.3.1.4** Conducting a body search/pat-down on a person of the opposite sex or searching personal body areas.

**14.3.1.5** Handling/harassing/harming any wildlife.

#### **14.4 Military Decorum**

You are not required to render customs and courtesies to FTU staff while they are performing as role players in exercises/events.

#### **14.5 Medical Treatment**

Sick Call will be provided at VW. FTU medical staff will be available during duty hours in the event medical treatment is required. If required, you will be transported to Elmore Community Hospital in Wetumpka, AL for additional care.

## **14.6 Laundry Procedures**

See para 10.7 for laundry procedures.

## Chapter 15

### VIGILANT WARRIOR BARRACKS

#### 15.1 Barracks

**15.1.1** While at VW, you will be housed in barracks. Female cadets will be housed in separate barracks from males. Unoccupied barracks and/or buildings are **off-limits** unless a staff member specifically authorizes you to enter. Before entering a barrack occupied by a member of the opposite gender, cadets and staff members will knock on the door and wait for someone to open it. The cadet closest to the entrance will confirm that all cadets in the area are properly dressed. If any member is not properly dressed the cadet will respond “PLEASE STANDBY”. The cadet will respond “ALL CLEAR” as soon as appropriate and will then open the door. Upon entering, the member will announce, “GENTLEMAN (LADY) IN THE AREA” and will leave the door open. Cadets **will not** change clothes in the presence of members of the opposite gender.

**15.1.1.1** Barrack doors will be kept closed unless the occupants are of mixed gender.

**15.1.1.2** The Cadet Gp/STANDO will generate a barracks standardization plan. The Cadet Flt/CCs are responsible for implementing this plan. Cadet 1 is the cadet who occupies the bottom bunk and Cadet 2 is the cadet that occupies the top bunk.

**15.1.1.3 Bed Guidelines.** Keep bed rails clean and free from dust. Cadets will sleep with their head to the wall (aka head end of bed). The bottom bunks will be utilized prior to the top bunks. The bed will be made as follows:

**15.1.1.3.1 Mattress.** Center the mattress on the bed frame and ground to the head end of bed.

**15.1.1.3.2 Bottom Sheet.** Drape evenly over width of mattress. Ensure bottom edge of sheet is flush with the foot end of mattress. Tuck excess sheet under the head end of mattress. Make hospital corners.

**NOTE:** Making hospital corners. First, grasp the side of sheet approximately 12 inches from the head end of mattress; then, lay the sheet on top of the mattress, creating a 45-degree angle. Tuck excess hanging down, under mattress. Next grasp 45-degree angle and without

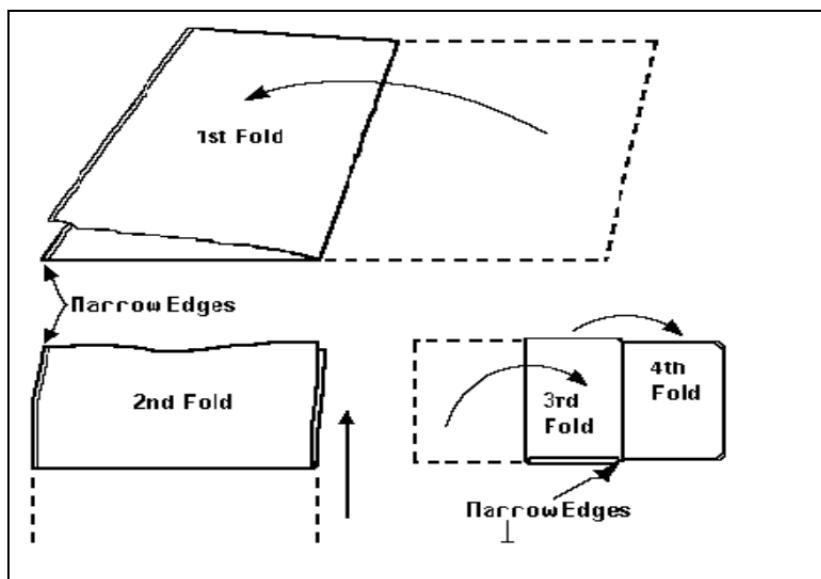
changing its shape, bring it down and tuck under mattress. After sheet is completely tucked, smooth and tighten to the conformity of mattress.

**15.1.1.3.3 Top Sheet.** Drape evenly over width of mattress so that the top edge of the sheet is approximately 12 inches from the head end of the mattress. Tuck excess under the foot end of mattress. Make hospital corners.

**15.1.1.3.4** Fold blanket into an “e” fold and display the “e” fold to be viewed from and flush with the side of the bed facing the door. The blanket will be flush with the foot end of the bed.

**NOTE:** Making an “e” fold. Drape blanket evenly over the width of mattress with the narrow edges of the blanket to the left and right. Fold the blanket in half from right to left. Fold the blanket in half from the edge facing you to opposite side. Fold in thirds from left to right. When properly folded, “e” fold will be visible and facing you. All edges of the e-fold should be flush to each other.

**Figure 15.1 Procedures for Making an “e” Fold**



**15.1.1.3.5 Pillow and Pillowcase.** Put pillow inside the case and place on the bed, open side to the right with excess material neatly folded underneath, flush with the head of the bed, and centered with the width of the mattress.

**15.1.1.3.6** Cadets will display an AETC Form 341, with the **top portion prefilled**, centered on and under the pillow with only the completed portion of the form visible.

**15.1.1.4 Shoe Display.** Shoes will be placed under the bed on the side of the bunk closest to the main entrance. Cadet 1's shoes will be grounded from the bedpost at the foot of the bed towards the center of the bed. Cadet 2's shoes will be grounded from the bedpost at the head of the bed towards the center of the bed.

**15.1.1.4.1 Order of Display.** Shoes will be displayed in the following order: low quarters, boots, running shoes, shower shoes. All shoes will be displayed with the front of the shoes facing out.

**15.1.1.4.2 Alignment.** Ensure heels and fronts of like shoes are grounded to each other and unlike shoes are grounded at the fronts only. Ground the front of the shoes perpendicular to an imaginary line on the floor running along the outermost edge of the bedframe from head-to-foot.

**15.1.1.5 Laundry Bags.** will be placed under the bed on the side opposite of the shoes. Laundry bags will be laid on their side with the open ends facing out, grounded to an imaginary line on the floor running along the outermost edge of the bedframe from head-to-foot. Cadet 1's laundry bag will be grounded to the bedpost at the foot of the bed. Cadet 2's laundry bag will be grounded to the bedpost at the head of the bed.

**15.1.1.6 Duffel Bag.** Cadets will ensure that duffel bags are **tightly secured and locked at all times** (not permitting items to be removed). Duffel bags will be displayed underneath the bed. The bottom of Cadet 1's duffel will be grounded to an imaginary line on the floor running along the outermost edge of the foot of the bed and centered under the mattress. The bottom of Cadet 2's duffel will be grounded to the wall and centered under the bed.

**15.1.1.7 Inspection Order.** Barracks should be inspection ready from the end of breakfast until the beginning of CTQ.

**15.1.1.8 Common Areas.** Common areas are those spaces on VW which all cadets use (i.e., latrines, showers, DFAC, etc.). These areas must be clean and orderly at all times. Cadet Gp/CC is responsible for VW cleanliness.

**15.I.1.9 Energy Conservation.** Turn **off** all lights when not in use. Turn off sink faucets when not in use and **report** leaks to FT staff.

## Chapter 16

### VIGILANT WARRIOR DINING FACILITY

#### 16.1 Entrance Procedures

**16.1.1** The Cadet Group staff will verify dining priorities with the FTU/DOS at least one day in advance.

**16.1.2** All flights will report to the DFAC as follows:

**16.1.2.1** Flights will arrive no more than 3 minutes before their scheduled dining priorities. Cadet Flt/CCs are responsible for coordinating with other Cadet Flt/CCs to evenly distribute their flights to ensure expeditious movement through the DFAC serving lines.

**16.1.2.2** Once in a serving line outside the building, the Cadet Flt/CC will halt the flight, place them at “PARADE REST”, and then proceed to enter the DFAC in an orderly manner.

**16.1.2.3** The area outside the DFAC will only be called to attention for Colonels and above. The first cadet to see the Colonel or above will call the area to attention and render the greeting of the day.

**16.1.3** Cadets must wash their hands or use liquid hand sanitizer prior to entering the DFAC and upon exiting the DFAC.

#### 16.2 Dining Facility Procedures

**16.2.1** All Maxwell DFAC procedures apply with the following additions:

**16.2.1.1** Table configuration at VW is “row style” seating. Every effort will be made to maintain flight integrity while seated at the tables; however, flights may overlap at tables to avoid unused seats. Cadets will remain at attention until the table is filled or a reasonable amount of time has passed and then take a seat. When the last cadet arrives and stands at attention they will instruct the table to **“Be seated.”** The last cadet will then state **“Moment of silence”** to accommodate those who wish to pray before their meal. When everyone at the table is ready, the last cadet will state **“Enjoy your meal.”**

**16.2.1.2** Hydration systems shall remain on. Weapons shall be stowed so as not to interfere with cadets moving in the aisles. Multiple methods of stowing weapons are allowed, but cadets should standardize to maximum extent possible.

**16.2.1.3** The Cadet Flt/CC will monitor the flight and when the entire flight is finished eating will stand up and direct clean up procedures. Cadets will pass their tray to the cadets on the other side. The cadets who passed their tray will then obtain cleaning supplies and proceed to clean the table. The cadets who received the trays will dispose of the trash. If a cadet is unable to carry a tray due to restrictions, the other cadets will make appropriate adjustments to carry the tray. Cadets will exit the DFAC in a military manner.

## Chapter 17

### FIELD TRAINING COMPLETION

#### **17.1 Requirements**

Once absent from FT for 15 contact hours, your SQ/CC will meet with the FTU/CC to determine retention or release based on the issue and the curriculum missed.

#### **17.2 Non-Completion**

There are many reasons you may be released from FT. Reasons for release may be within your control or out of your control. If you are released, the FTU/CC (or delegate) will notify your detachment commander and observe while you contact a family member and inform them of your new travel itinerary. An FTPR will be completed and filed in WINGS. Cadets released from FT with prejudice will return to their detachment for dropped (non-contract) or investigated for disenrollment (contract).

**17.2.1 Administrative (Emergency Absence).** In the event of an emergency, the FTU/CC may authorize you to be absent from training for up to 15 contact hours. Otherwise, you may be released without prejudice. Emergencies must be verified through the American Red Cross.

#### **17.2.2 Medical Release.**

**17.2.2.1** Cadets placed on profile that prevents or restricts their active participation in FT events (i.e., PT, competitive sports, assault/confidence course, etc.), will be assessed by FT medical staff. Based on the assessment, the SQ CC will meet with the FTU/CC to discuss retention or release. If released, the cadet will be released without prejudice.

**17.2.2.2** Cadets medically restricted to quarters or admitted to the MTF for a cumulative period exceeding 15 training hours, will be released without prejudice.

**17.2.3 Did Not Attend.** This classification applies if a cadet does not show up, whatever the reason, for the assigned MAX. Notify your Detachment as soon as you discover that you are unable to attend FT. HQ AFROTC will determine if the no-show constitutes a release without prejudice, or a released with prejudice from FT.

**17.2.4 Self-Initiated Elimination (SIE).** This is the voluntarily withdraw from FT, initiated by a cadet. Cadets will be counseled and must state the reason(s) for withdrawing in an official memorandum to the FTU/CC. They then must acknowledge receipt of the FTU/CC's comments by endorsement and are removed with prejudice.

**17.2.4.1** If you are a **contract cadet**, an SIE will jeopardize your future status as a candidate for a commission in **any** branch of the US Armed Forces. It could also result in an **involuntary** call to extended **active duty** in your **enlisted grade** or recoupment of paid scholarship benefits.

**17.2.4.2** If you are a non-contract cadet, an SIE may jeopardize your future status as a candidate for a commission in **any** branch of the US Armed Forces.

**17.2.5 Performance.** The FTU/CC is the authority for releases based on unsatisfactory performance. Examples of cause for release with prejudice from FT include, but are not limited to: misconduct, lack of discipline, Honor Code violations, drug or alcohol involvement, indifference to training, or poor performance in leadership positions/evaluations.

*“It is the soldier, not the reporter, who has given us the freedom of the press. It is the soldier, not the poet, who has given us the freedom of speech. It is the soldier, not the campus organizer, who has given us the freedom to demonstrate. It is the soldier who salutes the flag, who serves beneath the flag, and whose coffin is draped by the flag, who allows the protestor to burn the flag.”*

-Father Denis E. O'Brien, Sergeant, USMC

## **Chapter 18**

## **AWARDS**

### **18.1 Individual Field Training Awards**

**18.1.1** FT awards are given for exceptional performance at FT and are reflected on recipient's FTPR. Descriptions and criteria of the awards can be found in AFROTCI 36-2011. Ribbons associated with each award will be presented at the detachment. Ribbons and awards that may be earned at FT are listed below.

**18.1.1.1** Field Training Distinguished Graduate (FTDG) Award

**18.1.1.2** Field Training "Ironman" Award

**18.1.1.3** Warrior Spirit Award

**18.1.1.4** Honor Flight Award

**18.1.1.5** Warrior Flight Award

**18.1.1.6** Physical Fitness Award

**18.1.1.7** AFROTC Expert Marksmanship Ribbon

*"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."*

-Theodore Roosevelt, 26<sup>th</sup> President of United States

## **Attachment 1**

### **GLOSSARY OF REFERENCES**

#### ***References***

- AFI 34-1201, *Protocol*, 18 August 2020
- AFI 36-2014, *Pre-Commissioning programs*, 15 July 2019
- AFI 36-2903\_AFROTCSUP, *Dress and Personal Appearance of Air Force Personnel*, 24 July 2018
- AFI 36-2905\_AFROTCSUP, *Fitness Program*, 23 April 2018
- AFI 48-110\_IP, *Immunizations and Chemoprophylaxis for the Prevention of Infectious Diseases*, 16 February 2018
- AFMAN 36-2203, *Drill and Ceremonies*, 19 June 2018
- AFH 36-2618, *The Enlisted Force Structure*, 5 July 2018
- AFROTCI 36-2011 vol 1, *Cadets Guide to LLAB Curriculum*, Academic Year 2021-2022
- AFROTCI 36-2011v3, *Cadet Operations*, 4 August 2021
- AFTTP 3-4, *Airman's Manual*, 11 January 2019
- CJCSI 1800\_01F, *Officer Professional Military Education Policy*, 15 May 2020
- DAFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 7 February 2020, *Incorporating Change 2*, 15 March 2021
- DAFI 52-201, *Religious Freedom in the Department of the Air Force*, 22 Jun 2021
- DAFMAN 36-2905, *Fitness Program*, 11 December 2020

#### ***Adopted Forms***

- DD Form 1351-2, *Travel Voucher or Sub-voucher*
- AETC Form 341, *Excellence/Discrepancy Report*
- AFROTC Form 17, *Cadet Field Training Counseling Record*
- AFROTC Form 84, *Dormitory Checklist of Authorized Items (male)*
- AFROTC Form 84-1, *Dormitory Checklist of Authorized Items (female)*

## **Attachment 2**

### **ACRONYMS**

<b>ATL</b>	Atlanta International Airport
<b>Cadet Flt/AO</b>	Flight Academics Officer
<b>Cadet Flt/CC</b>	Flight Commander
<b>Cadet Flt/CD</b>	Deputy Flight Commander
<b>Cadet Flt/D&amp;C</b>	Flight Drill & Ceremonies Officer
<b>Cadet Flt/PFO</b>	Flight Physical Fitness Officer
<b>Cadet Flt/STANDO</b>	Flight Standardization Officer
<b>Cadet GP/AO</b>	Group Academic Officer
<b>Cadet GP/CC</b>	Group Commander
<b>Cadet GP/D&amp;C</b>	Group Drill and Ceremonies Officer
<b>Cadet GP/PFO</b>	Group Physical Fitness Officer
<b>Cadet GP/STANDO</b>	Group Standardization Officer
<b>Cadet Sq/CC</b>	Squadron Commander
<b>Cadet Sq/CD</b>	Deputy Squadron Commander
<b>CC</b>	Commander
<b>CTA</b>	Cadet Training Assistant
<b>CTQ</b>	Call to Quarters
<b>CV</b>	Vice Commander
<b>D&amp;C</b>	Drill and Ceremonies
<b>DD</b>	Department of Defense (Form)
<b>DM</b>	Dorm Maintenance
<b>DTS</b>	Defense Travel System
<b>FA</b>	Fitness Assessment
<b>FTDG</b>	Field Training Distinguished Graduate
<b>FTL</b>	Field Training Liaison
<b>FTM</b>	Field Training Manual
<b>FTO</b>	Flight Training Officer
<b>FTU</b>	Field Training Unit
<b>FTU/CC</b>	Field Training Unit Commander
<b>FTU/MSG</b>	Field Training Unit Mission Support Group
<b>GLP</b>	Group Leadership Problem
<b>GTR</b>	Government Transportation Request
<b>IAW</b>	In Accordance With
<b>ICT</b>	Individual Cadet Time
<b>MOUT</b>	Military Operations in Urban Terrain
<b>NCO</b>	Non-Commissioned Officer
<b>NCOIC</b>	Non-Commissioned Officer In Charge
<b>NLT</b>	No Later Than
<b>OCP</b>	Operational Camouflage Pattern
<b>OIC</b>	Officer in Charge
<b>PH</b>	Personal Hygiene
<b>POD</b>	Point of Departure
<b>POV</b>	Privately Owned Vehicle
<b>PT</b>	Physical Training

<b>PTG</b>	Physical Training Gear
<b>QRC</b>	Quick Reference Cards
<b>SDCS</b>	Commander's Support Staff
<b>SIE</b>	Self-Initiated Elimination
<b>TCCC</b>	Tactical Combat Casualty Care
<b>TD</b>	Training Day
<b>VW</b>	Vigilant Warrior
<b>UOD</b>	Uniform of the Day
<b>WBGT</b>	Wet Bulb Globe Temperature

## Attachment 3

### STANDARDS OF BEHAVIOR

The following standards of behavior are an adaptation of the Institutional Competencies and Sub-competencies of the AFI36-2014, *Pre-Commissioning programs*.

#### **PREPARATION FOR FIELD TRAINING**

**KNOWLEDGE OF FIELD TRAINING MANUAL:** The Warrior Knowledge (Chapter 1) is evaluated through randomized questions presented during the FTO interview. Familiarization and conceptualization of the remainder of the FTM is evaluated through one open-book test and cadets' daily execution of FTM protocols and procedures.

**OUTSTANDING:** Cadet is fully knowledgeable of correct procedures/verbiage of all aspects of FT; cadet does not have to be corrected

**SATISFACTORY:** Cadet understand all FT procedures/protocols and requires only minor corrections/reminders.

**UNSATISFACTORY:** Cadet lacks retention of knowledge from the FTM, must be frequently corrected on procedure/protocol.

**IMAGE AND BEARING:** Evaluates military bearing and personal appearance: posture; discipline in formation/at attention; sharpness of drill movements; formality; inspection readiness; daily appearance in uniform

**OUTSTANDING:** Immaculate appearance; maintains sharp military bearing; exceeds military standards

**SATISFACTORY:** Meets military standards; dresses appropriately at all times; rarely demonstrates a loss of bearing.

**UNSATISFACTORY:** Disregards standards of dress and appearance; disheveled; talks out of order or when not being addressed; consistently loses bearing

**DRILL AND CEREMONIES:** Evaluated through performance when commanding or participating in a marching formation (IDE, transitory drill...etc.)

**OUTSTANDING:** Performance well above average; requires no corrections when performing in command positions; exceptionally sharp military bearing and appearance when in formation; a role model for other cadets to emulate.

**SATISFACTORY:** Acceptable performance, requires occasional corrections when performing command positions; demonstrates confidence when commanding/marching in formation; good appearance while in formation.

**UNSATISFACTORY:** Consistently requires assistance/outside input while in command positions; ineffective and lacks confidence in controlling a formation; difficulty demonstrating leadership; poor/sloppy appearance while in formation.

**PHYSICAL FITNESS ASSESSMENT:** Assesses a cadet's physical stamina and readiness through the performance of pushups, sit-ups, and a 1.5 mile run.

**OUTSTANDING:** Cadet scores 90.0 or above

**SATISFACTORY:** Cadet scores 75.0- 89.9

**UNSATISFACTORY:** Cadet fails to obtain a component minimum or fails to achieve a 75 or greater.

## PROFESSIONAL QUALITIES

**CUSTOMS AND COURTESIES:** Evaluated through daily interactions; correct use of reporting procedure, FT-specific greetings, and saluting; respectful when speaking to superiors and subordinates.

**OUTSTANDING:** Requires no corrections on verbiage or reporting procedures; constantly shows proper respect to superiors and subordinates.

**SATISFACTORY:** Requires occasional correction on verbiage or reporting procedures; shows respect to superiors and subordinates.

**UNSATISFACTORY:** Requires frequent correction on verbiage or reporting procedures; constantly requires correction on address of superiors and subordinates; questions superiors inappropriately

**DEVELOPMENT OF SELF:** Shows interest in feedback; shows dedication to improve actions, behavior, and attitude; makes efforts to prevent similar mistakes; continuously seeks information and improvement of skill particularly in support of enhanced military capability.

**OUTSTANDING:** Continuously learning and improving; seeks out feedback; performs self-assessment, and capitalizes on strengths while minimizing weaknesses; is humble and dedicated to life-long learning.

**SATISFACTORY:** Reacts objectively to criticism without getting emotional; accepts feedback; is knowledgeable of personal strengths and aware of possible areas of weaknesses; reinforces confidence through skills and knowledge

**UNSATISFACTORY:** Balks at, rejects, or refuses feedback; has no concern for personal growth; is content with level of knowledge; appears arrogant

**OWNERSHIP/PERSONAL RESPONSIBILITY:** Aftermath of leadership activities/position, suspenses; behavior after making personal mistakes and/or teammates make mistakes.

**OUTSTANDING:** Thinks and acts intelligently without waiting to be prompted; responsible for results of his/her own actions and those of subordinates.

**SATISFACTORY:** Occasionally requires prompting before he/she will take action; accepts person responsibility for own action

**UNSATISFACTORY:** Avoids taking action without instruction and/or until prompted; does not accept responsibility for own actions; makes excuses

**WARRIOR ETHOS:** Ability to adapt and embrace the military environment

**OUTSTANDING:** Exhibits grit and perseverance despite physical/mental hardships; poised under pressure; continually honing self-discipline and self-control; willing to sacrifice for the benefit/safety of others.

**SATISFACTORY:** Shows a willingness to take on difficult tasks; strives to improve; displays self-discipline and has a positive self-image; is optimistic and enthusiastic.

**UNSATISFACTORY:** distains difficult and uncomfortable tasks, is content with the status quo, barely maintains standards; lacks self-discipline and stamina.

## LEADERSHIP SKILLS

**COORDINATES, DELEGATES, and DIRECTS:** Ability to coordinate actions and delegate/direct activities such as assigning details, LRC, GLPs, classroom and dorm room prep.

**OUTSTANDING:** Secures cooperation from group, obtains unified effort; monitors deviations and takes corrective action; assigns tasks to group, gives authority to accomplish tasks without giving away responsibility.

**SATISFACTORY:** Is willing to takes charge when appointed as leader; looks for opportunities for others to participate/assist; seeks inputs and communicates needs with teammates.

**UNSATISFACTORY:** Attempts to lead with little/no input or assistance from others; does not share information or tasks with others; minimal communication with teammates.

**DIVERSITY AND MULTICULTURALISM:** Ability to relate and interact positively and appropriately in diverse groups of people and environments; fair and objective.

**OUTSTANDING:** Leverages and values differences in perspective, background, experience...etc. Fosters an environment of inclusion; shows respect for others

**SATISFACTORY:** Is aware of team members diverse backgrounds and welcomes inputs from all.

**UNSATISFACTORY:** Considers personal experience to be of greater value than others'; discounts others' experience/ideas, gives/shows preference to like-minded people; shows a disrespect/disregard for others.

**DEVELOPS/CARES FOR OTHERS:** Improves skill and performance of others by coaching, mentoring, delegating, and providing feedback.

**OUTSTANDING:** Inspires others to perform to their best ability and continually improve skill and performance; sets the example and holds others to high standards; selflessly strives in aiding others and attending to their wellbeing.

**SATISFACTORY:** Is aware of others' needs and offers to help; encourages setting of goals and upholding of standards; provides mentorship and share information/knowledge.

**UNSATISFACTORY:** little to no regard for others; fails to uphold standards and encourage others to do so; self-centered, places personal comfort and wellbeing over others.

**DYNAMIC LEADERSHIP:** Application of management functions; ability to change leadership styles to meet needs of the situation/personnel.

**OUTSTANDING:** Highly effective use of management functions; demonstrated use of several leadership styles; effectively changes leadership style to meet needs of the situation/personnel involved; always recognizes which leadership style is proper

**SATISFACTORY:** Logical application of management functions; able to employ a few leadership styles; usually able to change leadership styles; sometimes able to recognize when to change leadership style to meet need/personnel involved.

**UNSATISFACTORY:** Inflexible; unaware or unable to change leadership style

**ETHICS:** Adheres to, and performs within, the Air Force core values. Maintains and enforces standards.

**OUTSTANDING:** Exemplifies the Air Force core values; holds self and others to high standards and discipline; displays little to no regard for his/her own self gain above other's needs; is willing to sacrifice for the benefit of the team; has strong soundness of character, is honest, just, fair, responsible.

**SATISFACTORY:** Fully understands the core values and strives to adhere to them; generally trustworthy; is reliable when tasked, able to work well with others

**UNSATISFACTORY:** Cadet has a problem with authority; exhibits arrogance and takes unnecessary risks; takes unfair advantage of position/authority; does not maintain or enforce standards; shows a lack of self-discipline, acts in self-interest and displays an "ends justifies means" mentality.

**FOLLOWERSHIP/TEAM PLAYER:** observed during LRC, GLPs, Leadership Scenarios

**OUTSTANDING:** Very dedicated to group goals; supports the decisions of superiors; understands appropriate level of disagreement/dissent; contributes more than their share to achieve the mission; fosters teamwork.

**SATISFACTORY:** Dedicated to group goals; does not criticize superiors; provides timely inputs to aid in the accomplishment of group tasks; contributes their fair share.

**UNSATISFACTORY:** Usurps/disregards orders; acts in a passive-aggressive manner; fails to meet suspenses or minimum requirements; does not provide input, or only assists in group tasks when prompted.

**VERBAL/WRITTEN COMMUNICATION:** Use of appropriate language, volume, and enunciation to pass information and ideas to others.

**OUTSTANDING:** Presents a command presence through grammar, enunciation, and dynamic inflection of voice; articulates ideas and intent in a convincing manner; adjusts communication approach to time constraints and varying audiences.

**SATISFACTORY:** Communicates ideas/thoughts in a clear and concise manner; uses limited amount of slang/jargon.

**UNSATISFACTORY:** uses profanity/slang/jargon and non-standard terms; inconsistency messaging and/or indecisiveness generates confusion amongst teammates; withholds information from others.

## JUDGMENT AND DECISION-MAKING SKILLS

**ATTENTION-TO-DETAIL/SITUATIONAL AWARENESS:** Ability to identify, assess, and utilize data/information to accomplish tasks without waste of resource or exposure to excessive risk.

**OUTSTANDING:** Perceives opportunities and anticipates potential threats, barriers, risks, and costs; continuously assessing risk and resources to minimize waste.

**SATISFACTORY:** Few mistakes and/or discrepancies; generally cognizant of surroundings; applies elements of risk management.

**UNSATISFACTORY:** Acts hastily and with minimal input of surroundings or consequence; applies minimal effort to accomplish tasks, often at the expense of risk and resource.

**TIME MANAGEMENT:** Effectively executes a multitude of tasks.

**OUTSTANDING:** Continually sets priorities and displays no trouble making time to get all tasks done on-time or ahead of time; always “on top” of tasks/requirements.

**SATISFACTORY:** Has a sense of priorities; makes plans while allowing enough time to complete takes.

**UNSATISFACTORY:** No sense of priority; has difficulty getting things done in a timely manner; rarely or never has time for relaxation; routinely turns in materials late, unfinished, or below standard; other issues resulting from poor use of time or mis-prioritization.

**RESOURCE MANAGEMENT:** Ability to identify, acquire, conserve personnel and equipment to appropriately in situational environment.

**OUTSTANDING:** No wasted efforts of personnel/items; delegates tasks in highly efficient manner; coordinates with precision.

**SATISFACTORY:** Utilizes resources and personnel with little waste or confusion; effectively executes tasks and provides good coordination

**UNSATISFACTORY:** Tasks are chaotic, little or no coordination is apparent

**CHANGE MANAGEMENT:** Evaluates to what level cadets can remain effective when experiencing change in tasks and/or environment.

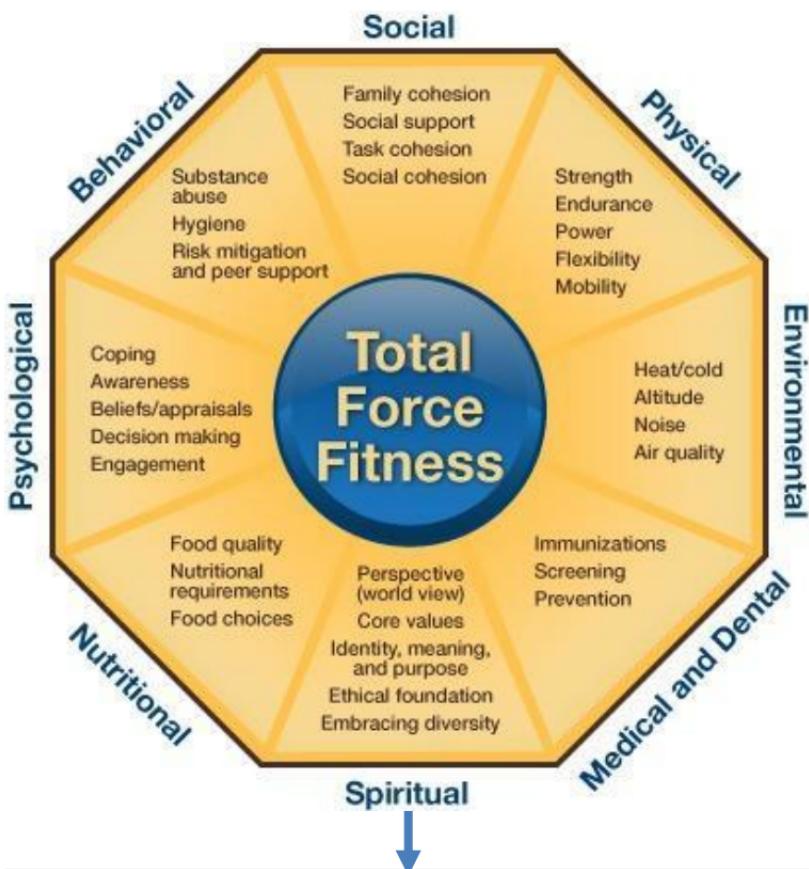
**OUTSTANDING:** Seeks ideas to improve ways to perform tasks and enhance performance; responds quickly and effectively to crisis; thrives in the training environment; welcomes and overcomes challenges; learns, adapts, and overcomes failure with minimal loss of composure or team buy-in.

**SATISFACTORY:** Accepts and performs changes to procedures and tasking without fear or significant disruption in team cohesion; adjusts to training environment with minimal questioning; can “bounces back” from failure.

**UNSATISFACTORY:** Attempts to remain status quo and/or within “comfort zone”; resistant to change or new ideas; adapts slowly or not at all to changing circumstances and training environment; inflexible; varies on performance or performance deteriorates under pressure; failures met by more failure.

#### Attachment 4

### COMPREHENSIVE AIRMAN FITNESS/CHAPLAIN SUPPORT



Chaplains and Religious Affairs Airmen form a Religious Support Team (RST) that can help YOU re-focus your spiritual fitness (a sense of purpose and meaning in your life as viewed through a set of values, principles, and ethics)! How:

- 100% confidential counseling
- Provides or coordinates for religious services;
- Advocate for your religious needs;
- Be that helping hand during Field Training!

## Attachment 5

### WORK REST CYCLES AND FLUID REPLACEMENT GUIDELINES

#### Heat Guidelines for Average Acclimatized Individuals

Flag Color	WBGT (°F)	Easy Work		Moderate Work		Hard Work	
		Work / Rest Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr
No Flag	78 - 81.9	No Limit	0.5	No Limit	0.75	40/20 min	0.75
Green	82 - 84.9	No Limit	0.5	50/10 min	0.75	30/30 min	1.0
Yellow	85 - 87.9	No Limit	0.75	40/20 min	0.75	30/30 min	1.0
Red	88 - 89.9	No Limit	0.75	30/30 min	0.75	20/40 min	1.0
Black	> 90	50/10 min	1.0	20/40 min	1.0	10/50 min	1.0

#### Heat Guidelines for Average Unacclimatized Individuals

Flag Color	WBGT (°F)	Easy Work		Moderate Work		Hard Work	
		Work / Rest Cycle	Water Intake Qt/hr <sup>a</sup>	Work <sup>b</sup> / Rest <sup>c</sup> Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr
No Flag	78 - 81.9	No Limit	0.5	50/10 min	0.75	30/30 min	0.75
Green	82 - 84.9	No Limit	0.5	40/20 min	0.75	30/30 min	1.0
Yellow	85 - 87.9	No Limit	0.75	30/30 min	0.75	20/40 min	1.0
Red	88 - 89.9	50/10 min	0.75	20/40 min	0.75	10/50 min	1.0
Black	> 90	40/20 min	1.0	10/50 min	1.0	Not allowed	N/A

#### Guide to Determining Workload

Easy Work	Moderate Work	Hard Work
<ul style="list-style-type: none"> <li>- Walking on hard surface at 2.5 miles per hour (mph) with &lt; 30 pound (lb) load.</li> <li>- Guard Duty.</li> <li>- Drill and Ceremony.</li> </ul>	<ul style="list-style-type: none"> <li>- Walking on hard surface at 3.5 mph with &lt; 40lb load.</li> <li>- Walking on loose sand at 2.5 mph with no load.</li> <li>- Light maintenance work.</li> <li>- Construction equipment operation.</li> </ul>	<ul style="list-style-type: none"> <li>- Walking on hard surface at 3.5 mph with &gt; 40lb load.</li> <li>- Walking on loose sand at 2.5 mph with load.</li> <li>- Loading and unloading pallets.</li> <li>- Dragging hoses or lines (or similar exertion level).</li> </ul>

**Attachment 6**  
**AFTTP 3.4 QUICK REFERENCE CARDS**

AFTTP 3-4

**COMMUNICATE**

11 January 2019

**QRC 6.1 PHONETIC ALPHABET**

Letter	Phonetic	Spoken As
A	ALFA	<u>AL</u> -FAH
B	BRAVO	<u>BRAH</u> -VOH
C	CHARLIE	<u>CHAR</u> -LEE
D	DELTA	<u>DELL</u> -TAH
E	ECHO	<u>ECK</u> -OH
F	FOXTROT	<u>FOKS</u> -TROT
G	GOLF	GOLF
H	HOTEL	<u>HOH</u> -TELL
I	INDIA	<u>IN</u> -DEE-AH
J	JULIETT	<u>JEW</u> -LEE-ETT
K	KILO	<u>KEY</u> -LOH
L	LIMA	<u>LEE</u> -MAH
M	MIKE	MIKE
N	NOVEMBER	<u>NO</u> -VEM-BER
O	OSCAR	<u>OSS</u> -CAH
P	PAPA	<u>PAH</u> -PAH
Q	QUEBEC	<u>KEH</u> -BECK
R	ROMEO	<u>ROW</u> -ME-OH
S	SIERRA	<u>SEE</u> -AIR-RAH
T	TANGO	<u>TANG</u> -GO
U	UNIFORM	<u>YOU</u> -NEE-FORM or <u>OO</u> -NEE-FORM
V	VICTOR	<u>VIK</u> -TAH
W	WHISKEY	<u>WISS</u> -KEY
X	X-RAY	<u>ECKS</u> -RAY
Y	YANKEE	<u>YANG</u> -KEY
Z	ZULU	<u>ZOO</u> -LOO

**NOTE:** The underlined portion of the spoken word is the emphasized letter or syllable.

**QRC 6.2 PHONETIC NUMBERS**

Number	Spoken As
0	<u>ZE-</u> ROH
1	WUN
2	TOO
3	TREE
4	FOW-ER
5	FIFE
6	SIX
7	<u>SEV-UN</u>
8	AIT
9	<u>NINE-ER</u>

Number Example	Spoken As
44	FOW-ER FOW-ER
500	FIFE <u>ZE-</u> ROH <u>ZE-</u> ROH
7,000	<u>SEV-UN</u> <u>ZE-</u> ROH <u>ZE-</u> ROH <u>ZE-</u> ROH
16,000	WUN SIX <u>ZE-</u> ROH <u>ZE-</u> ROH <u>ZE-</u> ROH
144,899	WUN FOW-ER FOW-ER AIT NINE-ER NINE-ER

**Procedure words:** The military created its own procedure words (PROWORDS) to make communication as clear as possible.

PROWORD	EXPLANATION
Acknowledge	Lets sender know message received and understood
Affirmative	Yes; permission granted, that is correct
Break	I now separate the text from the other parts of the message
Break-Break	Cease all communication, priority message about to follow
Cancel	Cancel transmission (identify specific transmission) This procedure word does not have the same meaning as "disregard"
Correction	There is an error in this transmission. Transmission will continue with the last word correctly transmitted.
Disregard	This transmission is in error – disregard it. Do not use this procedure word to completely cancel transmitted messages
Go Ahead	Proceed with message
I Read Back	To ensure a message is accurately received, the originating station may request that all or part of the message is read back
I say again	I am repeating the transmission or the part indicated
I Spell	To spell the word phonetically
Loud & Clear (Lima-Charlie)	After some asks "How Copy" you reply with Loud & Clear if you can hear the individual without any interference
Message Follows	A message that requires recording is about to follow; transmitted immediately after a call
Negative	No; permission is not granted; that is incorrect
More to follow	Transmitting station has additional traffic for the receiving station
Out	This is the end of my transmission to you and no answer is required or expected.
Over	This is the end of my transmission to you and a response is necessary. Go ahead: transmit.
Radio check/ How Copy	What is my signal strength and readability? How do you read (hear) me?
Read Back	Repeat all of the specified part of this message back exactly as received
Roger	I have received your last transmission satisfactorily, radio check is loud and clear ( <u>lima-charlie</u> ). Last transmission received
Say again	Repeat all of your last transmission. Followed by identification data means "repeat – (portion indicated)."
WILCO	I have received your transmission, understand it and will comply. To be used only by the addressee. Since the meaning of Roger is included in WILCO, the two PROWORDS are never used together.

## **QRC 19.1 GENERAL SELF-AID AND BUDDY CARE (CASUALTY EVALUATION)**

Determine if Care Under Fire, see QRC 19.2 or

Tactical Field Care, see QRC 19.4

Always Treat for Shock, see QRC 19.9

Use Personal Protective Equipment (Gloves)

1. Stop any life-threatening bleeds (Circulation, see QRC 19.3, 19.5, and 19.8)
2. Establish an airway (Airway, see QRC 19.6)
3. Ensure casualty is breathing (Sucking Chest Wound, see QRC 19.8)
4. Prevent further disability:
  - Immobilize head/neck/back injuries (see QRC 19.10)
  - Place dressings on any other open wounds (see QRC 19.4)
  - Splint limb injuries (see QRC 19.13)
  - Treat abdominal wounds (see QRC 19.11)
  - Treat eye injuries (see QRC 19.12)
  - Treat burns (see QRC 19.14)
5. Minimize further environmental exposure (see Chapter 23)
6. Document all treatment on DD Form 1380
7. Evacuate as needed (see Chapter 20)

## QRC 19.2 CARE UNDER FIRE

### Return Fire As Directed/Required Before Providing Any Medical Treatment

1. Direct casualty to remain engaged as a combatant (if possible)
2. Direct casualty to move to cover and apply self-aid, if able
3. If casualty cannot return fire, have casualty "play dead" until enemy fire is suppressed and rescue plan is developed and executed
4. If the casualty has life-threatening bleeding coming from a limb, apply a tourniquet on the limb that is bleeding
5. Evacuate

## QRC 19.3 COMBAT APPLICATION TOURNIQUET (C-A-T®) -CARE UNDER FIRE-

Always Treat for Shock, see QRC 19.9

Use Personal Protective Equipment (Gloves)

**WARNING:** *Do not* use wire, shoestring, or anything less than 1 inch wide.

**WARNING:** *Never loosen or remove* tourniquet once it is applied.

1. Expose wound, and place C-A-T® around extremity as high and tight as possible

2. Route strap through friction adapter buckle

3. Pull free end of band tight, and secure it onto itself using the velcro

4. Twist the windlass rod until bleeding stops

**NOTE:** If you can twist the windlass rod more than three times, start over and ensure that the band is pulled tight against the extremity before twisting the windlass rod.

5. Insert rod into windlass clip

6. Pull windlass strap tight over windlass clip and band to prevent the windlass rod from unwinding

7. Mark the patient's head with the letter "T" and time that the tourniquet was applied, also annotate the date/time/location of the C-A-T® on the casualty card

8. If needed, apply second tourniquet below initial tourniquet if bleeding has restarted or not stopped

**QRC 19.4 CONTROL BLEEDING -TACTICAL FIELD CARE-**

Always Treat for Shock, see QRC 19.9

**Use Personal Protective Equipment (Gloves)**

1. Apply direct pressure with hand and use dressing if available
2. If bleeding has not stopped with direct pressure, use pressure points with elevation to control the bleeding
3. If available, use combat gauze

**NOTE:** If the bleed is coming from groin or armpit, where tourniquet cannot reach, use combat gauze with direct pressure only after you move to tactical field care phase.

4. If bleeding has not stopped with direct pressure, pressure points, or elevation, apply a tourniquet to stop bleeding in the tactical field care/conventional phase.
5. Document all treatment on DD Form 1380.
6. Evacuate as needed

**QRC 19.5 COMBAT APPLICATION TOURNIQUET  
(C-A-T®) -TACTICAL FIELD CARE-**

**WARNING:** *Do not* use wire, shoestring, or anything less than 1 inch wide.

**WARNING:** *Never loosen or remove* tourniquet once it is applied.

**NOTE:** Leave tourniquet area exposed for quick visual reference.

- Expose wound, and place C-A-T® around extremity 2-4 inches if possible
- Route strap through friction adapter buckle
- Pull free end of band tight, and secure it onto itself using the Velcro®
- Twist the windlass rod until bleeding stops

**NOTE:** If you can twist the windlass rod more than three times, start over and ensure that the band is pulled tight against the extremity before twisting the windlass rod.

- Insert rod into windlass clip
- Pull windlass strap tight over windlass clip and band to prevent the windlass rod from unwinding
- Mark the patient's head with the letter "T" and time that the tourniquet was applied and annotate the date/time/location of the C-A-T® on the casualty card
- If needed, apply second tourniquet below initial tourniquet if bleeding has not stopped or restarted

## **QRC 19.6 AIRWAY**

Determine if Care Under Fire, see QRC 19.2 or

Tactical Field Care, see QRC 19.4

Always Treat for Shock, see QRC 19.9

Use Personal Protective Equipment (Gloves)

### **HEAD-TILT/CHIN-LIFT METHOD**

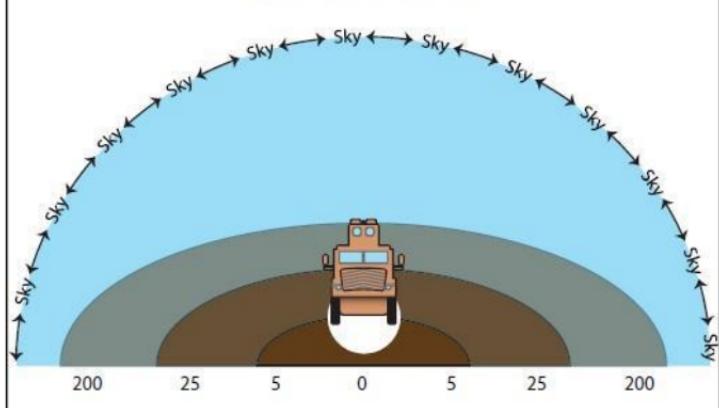
(*No head/neck/back injuries*)

1. Place one hand on the casualty's forehead
2. Place fingertips of other hand under bony aspect of casualty's chin  
**CAUTION:** *Do not* press on the soft area under the chin, doing so may block the casualty's airway.
3. Gently tilt casualty's head by applying downward pressure on forehead while lifting chin upward
4. The mouth should open; use your thumb to depress the casualty's lower lip slightly to keep the mouth open

### **JAW-THRUST METHOD**

(*Possible head/neck/back injuries*)

1. Take a position at the top of the casualty's head, resting your elbows on the ground on either side of the head
2. Reach forward and place one hand on each side of the casualty's lower jaw, at the angle (just below the hinge) of the jaw
3. Stabilize the casualty's head between your forearms
4. Using your fingers, gently push the lower jaw forward to open the airway
5. The thumbs can be used to depress the casualty's lower lip slightly to keep the mouth open  
**CAUTION:** *Do not* tilt or rotate the casualty's head, doing so may cause further injury to the spinal cord.
6. Immobilize the casualty using any means possible (e.g., cervical collar, rolled up towels, boots filled with sand) (QRC 19.10)

**QRC 10.2 5/25/SKY****Actions At The Halt**

**QRC 14.1 5-Cs UXO/IED BATTLE DRILL**

5-Cs	Reaction
Confirm	the unexploded explosive ordnance (UXO).
Clear	the area 300 meters (1,000 feet) around the UXO and utilize all frontal and overhead protection and report the UXO to the operations center (see paragraph 14.8).
Cordon	the perimeter around the UXO.
Check	the immediate area for other UXOs. Perform 5/25/Sky meter check.
Control	the site access, maintain security.

## QRC 17.1 ACTIVE SHOOTER

Option	When	Action
ESCAPE	Not directly confronted with a shooter, egress route is unobstructed, or egress route is not under the observation of a shooter.	Airman vacates the area using tactical movement. Understand the difference between cover and concealment. Cover—getting behind something that can and will stop small arms fire. Concealment—hiding from an enemy “sight”, but does not provide protection from small arms fire. There are two main objectives when the decision to ESCAPE is made: 1) Distance—get as far away from the threat as you can. 2) Barriers—create as many barriers between you and the attacker as possible until help arrives.
BARRICADE	Not directly confronted with a shooter and egress route is obstructed or under the observation of a shooter.	Airman locks-down in place in an active effort to hinder a shooter’s ability to enter a room or facility. Airmen should use all available options to barricade within a location. Move furniture to block doors, turn off lights, stay low and away from windows or openings where you can be seen. Do not leave your location until responding forces arrive. <b>NOTE:</b> If you are uncomfortable opening the door for law enforcement, they will clear all rooms and get you to safety.
FIGHT	Fighting is not a last option. Airmen may choose to fight if directly confronted with a shooter or a barricade is breached by a shooter. <b>NOTE:</b> Fighting does not mean actively pursuing an active shooter; however, it does mean the violent and fierce fight for survival when the tactical situation dictates.	Airman attacks with decisive and violent action. Once you begin to fight, it is imperative for you to continue to fight until the shooter/attacker is rendered incapable of continuing their actions.

**QRC 9.1 REACT TO ENEMY CONTACT**

- Seek nearest cover.
- Return fire (known or suspected enemy location).
- Team leaders control fire by using fire commands.
- Report enemy situation (number/positions).
- Maintain contact (visual/verbal) with team members.
- Squad leader moves to team in contact and makes an assessment of the situation.
  - Can squad move out to engagement area?
  - Can squad gain and maintain suppressive fire?
  - Location of enemy.
  - Size of enemy.
  - Vulnerable flanks.
  - Covered/concealed flanking routes.
- Squad leader determines course of action (COA), (e.g., break contact, attack).
- Report situation to flight leader.

**QRC 9.2 REACT TO INDIRECT FIRE**

- Any squad member detecting incoming (whistle/explosion) gives alert: "INCOMING".
- All squad members seek cover in the prone position.
- After indirect fire impacts, squad leader gives the direction and distance to move.
- Squad runs out of impact area in the direction and distance indicated.
- Consolidate and reorganize.

**QRC 9.3 REACT TO AMBUSH****Near:**

- Within hand grenade range—35 meters.
- Airmen in the kill zone (without orders):
  - Return fire immediately.
  - Seek nearest available cover.
  - Assume prone position.
  - Throw concussion, fragmentary, or smoke grenades.
  - After explosion of grenades, assault through ambush using fire and movement.
- Airmen not in the kill zone:
  - Identify enemy location.
  - Place accurate suppressive fire.
  - Shift fire as assault begins.
- Airmen in kill zone continue to assault to eliminate ambush or until contact is broken.
- Consolidate and reorganize.

**Far:**

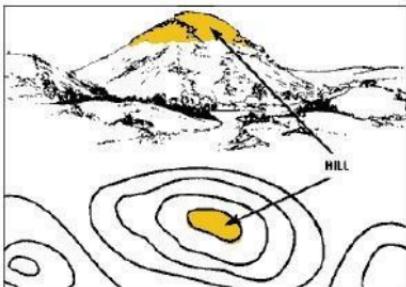
- More than 50 meters.
- Airmen in the kill zone (without orders):
  - Return fire immediately.
  - Seek cover and concealment.
  - Suppress enemy (overwatch).
- Squad leader assesses situation.
  - Determine COA (flank).
- Airmen not in contact:
  - Move along covered and concealed route.
  - Assault enemy on weak flank.
  - Suppress enemy (overwatch).
- Overwatch Airmen continue to suppress, shift/cease fire as bounding team enters sector.
- Bounding team continues to assault through enemy.
- Consolidate and reorganize once contact is broken.

**QRC 9.4 REACT TO SNIPER**

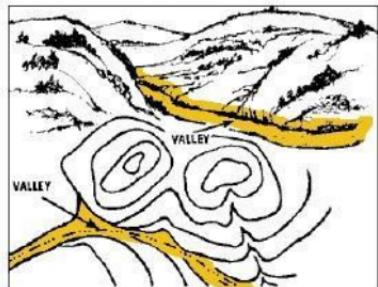
- Sniper fire is difficult to locate.
- Bound back to cover (team leader calls out direction and distance).
- Utilize smoke (if available) to mask teams location and movement.
- Once enemy's location becomes known either:
  - Place well aimed fire on enemy location.
  - Stay clear of enemy area.

**QRC 9.5 BREAK CONTACT**

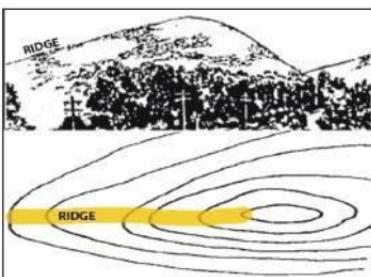
- Squad leader orders: "BREAK CONTACT".
- Squad leader designates a support element and a maneuver element.
- Squad leader issues distance and direction or a terrain feature for the maneuver element.
- Supporting element suppresses enemy position.
- Maneuver uses smoke to mask movement.
  - Takes up overwatch position.
  - Begins to suppress enemy.
- Squad leader directs support element to break contact.
- Support element uses smoke to screen movement.
  - Takes up overwatch position.
- Squad continues to bound away until contact is broken.
- Consolidate/reorganize.

**QRC 8.1 MAJOR TERRAIN FEATURES**

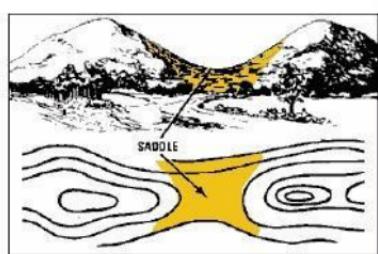
Hill



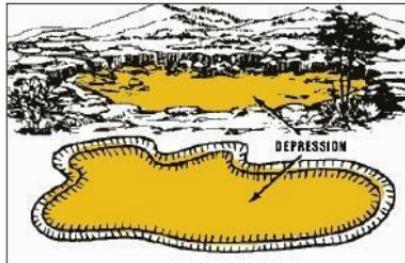
Valley



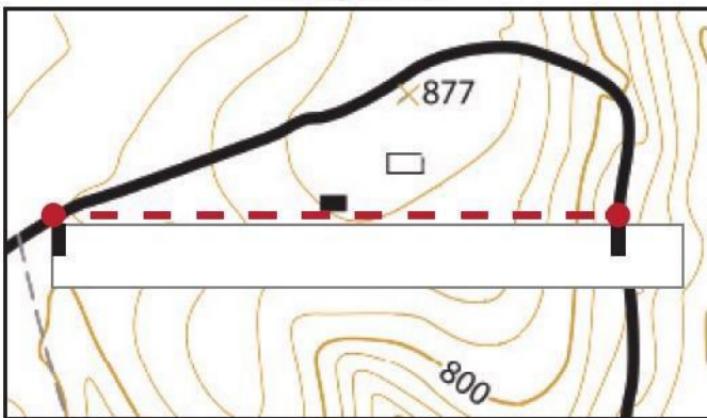
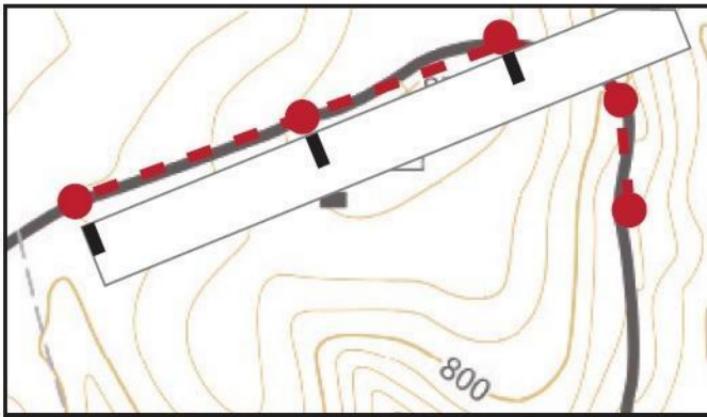
Ridge



Saddle

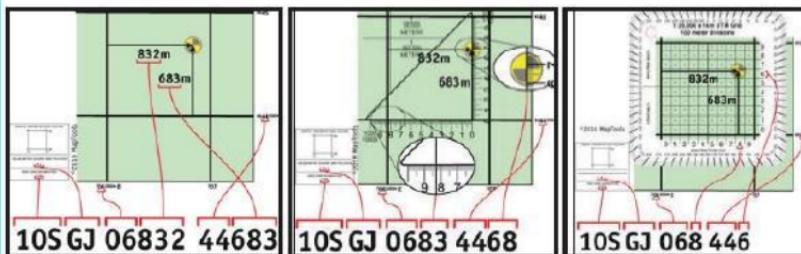


Depression

**QRC 8.3 DETERMINING DISTANCE****Straight Line****Curved Line**

### QRC 8.5 USING MGRS

- Military Grid Reference System (MGRS) is a system of 1,000 meter grids (both North and South of the equator) and is typically used as the installation grid map.
- When all of the coordinates you are working with are localized within the same 100,000 meter square identifier, it is permissible to drop the Grid Zone Designator and the 100,000 meter square id.



**10S**      The Grid Zone Designator  
**GJ**      The 100,000 meter ID (Grid Square)  
**06832**      The East/West position  
**44683**      The North/South position

MGRS Coordinate	Accuracy
10S <b>GJ 06832 44683</b>	1 meter square
10S GJ 0683 4468	10 meter square (Typical PAR team accuracy)
10S GJ 068 446	100 meter square
<b>10S GJ 06 44</b>	1,000 meter or 1 kilometer square*
10S GJ 0 4	10,000 meter or 10 kilometer square
10S GJ	100,000 meter or 100 kilometer square

\*1,000 Grid lines – typical of Installation Grid Map

**QRC 6.3 LACE REPORT**

**L**—Liquid (anything that keeps troops hydrated)

---

**A**—Ammo (any type of munitions)

---

**C**—Casualty (any deaths/injuries/missing)

---

**E**—Equipment (vehicles/weapons/gear)

---

Example of a LACE Report:

Liquid: Red (5 canteens left out of 10)

Ammo: Yellow (20 magazines left out of 30)

Casualty: Green (no casualties)

Equipment: Green (all operational)

**Critical—resupply needed**

**Can sustain—resupply needed soon**

**80% to 100% of original load—good to continue**

**QRC 6.4 SALUTE**

**S** = *Size*—# hostile forces \_\_\_\_\_

**A** = *Activity*—Report any activity \_\_\_\_\_

**L** = *Location*—Report grid/direction \_\_\_\_\_

**U** = *Unit/Uniform*—Report designators \_\_\_\_\_

**T** = *Time*—Time cited \_\_\_\_\_

**E** = *Equipment*—Weapons/vehicles \_\_\_\_\_

Example of a S-A-L-U-T-E Report: “Six enemy soldiers, running away from the command post, heading towards the flightline. Uniforms solid green fatigues—possibly Republic Guards. Time was 0230 Zulu. Equipment: AK-47 rifles, backpacks and gas mask being carried.”

**QRC 20.1 MEDICAL EVACUATION (MEDEVAC) 9-LINE**

**LINE 1**—Location, give grid coordinates \_\_\_\_\_

**LINE 2**—Radio frequency and call sign \_\_\_\_\_

**LINE 3**—Number of patients by precedence (if two or more categories must be reported, say "break" between) \_\_\_\_\_

- A—Urgent (Immediate, ASAP)
- B—Priority
- C—Routine
- D—Convenience

**LINE 4**—Special equipment required \_\_\_\_\_

- A—None
- B—Hoist
- C—Evacuation equipment (Stokes® litter, etc.)
- D—Ventilator

**LINE 5**—Number of patients by type \_\_\_\_\_

- A—Litter
- B—Ambulatory
- C—Escort

**LINE 6**—Security of pickup site (Wartime) \_\_\_\_\_

- N—No enemy troops in area
  - P—Possible enemy troops in area (approach with caution)
  - E—Enemy troops in area (approach with caution)
  - X—Enemy troops in area (armed escort required)
- \*Number and type of wound, injury, illness (Peacetime)—Specific info (gunshot, shrapnel, bleeding)

**LINE 7**—Method of marking pickup site \_\_\_\_\_

- A—Panels
- B—Pyrotechnic signal
- C—Smoke signal
- D—None
- E—Other (mirror, person, light, etc.)

**LINE 8**—Nationality and status of casualties \_\_\_\_\_

- A—US military
- B—US civilian
- C—Non-US military
- D—Non-US civilian
- E—Enemy prisoners of war (EPW)

**LINE 9**—Status of chemical, biological, radiological, and nuclear contamination (Wartime) \_\_\_\_\_

- C—Chemical
- B—Biological
- R—Radiological
- N—Nuclear

**QRC 14.2 EOD 9-LINE REPORT**

**LINE 1—Date-Time Group** (when the item was discovered): \_\_\_\_\_

**LINE 2—Report Activity and Location** (unit ID and grid location of the IED/UXO): \_\_\_\_\_

**LINE 3—Contact Method:**

Radio Frequency: \_\_\_\_\_

Call Sign: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

**LINE 4—TYPE of IED/Ordnance** (unknown, dropped, projected, placed, thrown, UAS rotary or fixed wing, or possible IED). Describe the IED/UXO: \_\_\_\_\_

**LINE 5—CBRN Contamination** (Negative or Positive)

If present, describe (be as specific as possible): \_\_\_\_\_

**LINE 6—Target/Resources Threatened:**

Personnel (coalition forces, host nation, civilian): \_\_\_\_\_

Facilities: \_\_\_\_\_

Equipment: \_\_\_\_\_

Other Assets: \_\_\_\_\_

**LINE 7—Impact of Mission** (short description of current tactical situation and how the IED/UXO affects the status of the mission): \_\_\_\_\_

**LINE 8—Protective Measures/Evacuation** (measures taken to protect or evacuate personnel and equipment): \_\_\_\_\_

**LINE 9—Recommended Priority:**

(Immediate)                   (Indirect)                   (Minor)                   (No Threat)

**QRC 4.1 TROOP LEADING PROCEDURES (TLP)**

- Step 1: Receive the Mission
- Step 2: Issue a Warning Order
- Step 3: Make a Tentative Plan
- Step 4: Start Necessary Movement
- Step 5: Conduct Reconnaissance
- Step 6: Complete the Plan
- Step 7: Issue the Complete Order
- Step 8: Supervise and Refine

**QRC 4.2 METT-TC**

- **Mission**—The task, together with the purpose, that clearly indicates the action to be taken
- **Enemy**—Strength, location, tactical mobility, capabilities, vulnerabilities, and probable courses of action (COA)
- **Troops**—Number, type, capabilities, and condition of available friendly troops and support
- **Time**—Time available (train/prepare, mission)
- **Terrain/Weather**—Consider the effects of manmade and natural terrain in conjunction with the weather on friendly and enemy operations
- **Civil Consideration**—Immediate impact of noncombatants, manmade infrastructure in areas, structures, capabilities, organizations, and people and events (ASCOPE)

**QRC 4.3 OPERATION ORDER (OPORD)**

- Paragraph 1: Situation
- Paragraph 2: Mission
- Paragraph 3: Execution
- Paragraph 4: Administration and Logistics
- Paragraph 5: Command and Control

**QRC 4.4 WARNING ORDER (WARNORD)**

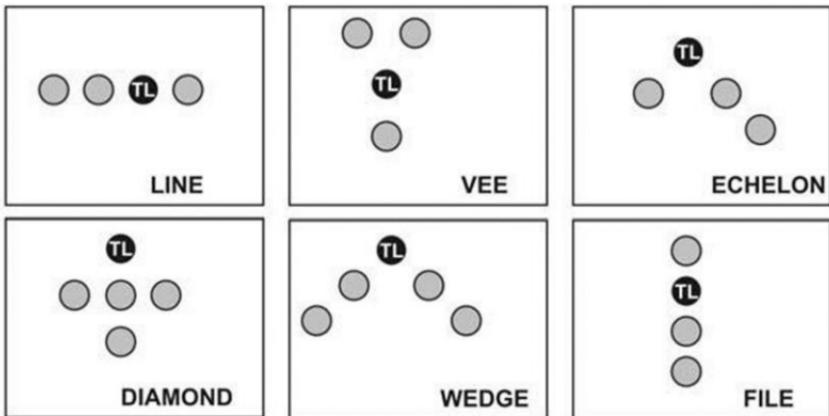
- |                     |  |
|---------------------|--|
| Conduct Roll Call   | Tentative Time Schedule                |
| Brief the Situation | Special Instructions/Tasks/Equipment   |
| Brief the Mission   | Weapons/Ammo/Equipment (common to all) |

**QRC 7.1 WEAPON SAFETY**

- Treat all weapons as loaded.
- Never point a weapon at anything you do not intend to shoot.
- Keep your weapon on SAFE until you are ready to fire (unless directed otherwise).
- Keep your finger off the trigger until sights are on target and you are ready to fire.
- Positively identify your target, be aware of what is around and behind the target.
- Never engage in horseplay while handling weapons.

**FOUR TYPES OF UXO**

DROPPED	PROJECTED	PLACED	THROWN
BOMBS	PROJECTILES	AP MINES	HAND GRENADES
DISPENSERS	MORTARS	AT MINES	SIMULATORS
SUB MUNITIONS	ROCKETS	BOOBY TRAPS	
	GUIDED MISSILES		
	RIFLE GRENADES		

**Small Unit Formations**

## Attachment 7

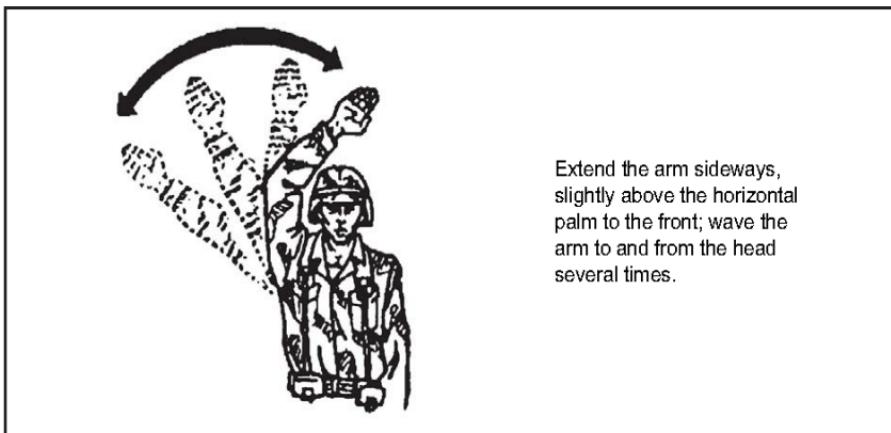
### HAND AND ARM SIGNALS

**Table 6.4 Hand and Arm Signal Matrix**

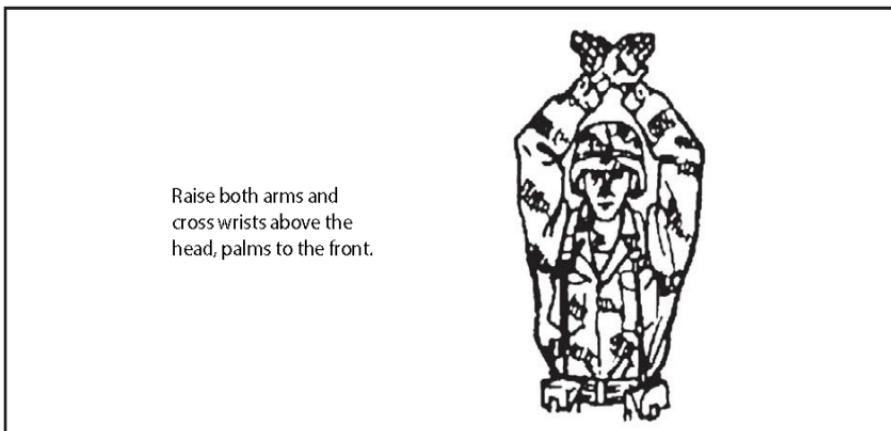
Skill	Expected Outcome	Common Errors
Given a mission, as a squad in formation, demonstrate proper use of hand and arm signals.	Perform proper use of hand and arm signals utilizing correct signal relevant for the situation.	Incorrect signal for command, multiple signals at once, failure of mimic losing communication with squad.

**6.10.1 Basic Hand and Arm Signals Used to Initiate Communication.** See [Figure 6.1](#) through [Figure 6.4](#) for the proper use of hand signals.

**Figure 6.1 Attention**



**Figure 6.2 Disregard Previous Command/As You Were**



**Figure 6.5 Map Check**



Point at the palm of one hand with the index finger of the other hand.

**Figure 6.6 Pace Count**



Tap the heel of boot repeatedly with an open hand.

**Figure 6.7 Radiotelephone Operator Forward**



Raise the hand to the ear with the thumb and little finger extended.

**Figure 6.8 Head Count**



Tap the back of the helmet repeatedly with an open hand.

**Figure 6.11 Danger Area**

Draw the right hand, palm down, across the neck in a throat-cutting motion from left to right.



**Figure 6.12 Freeze**

Raise the fist to head level.



**Figure 6.13 Take Cover**



Extend the arm at a 45-degree angle from the side, above the horizontal, palm down, and then lower the arm to the side.

**Figure 6.14 Halt/Stop (Day and Night)**

DAY



NIGHT

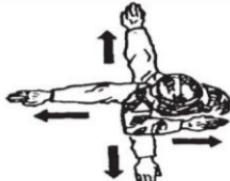


Raise the hand upward to the full extent of the arm, palm to the front. Hold that position until the signal is understood.

Move a light horizontally back and forth several times across the path of approaching traffic to stop vehicles. Use the same signal to stop engines.

**6.10.3 Security Signals.** While patrolling, there will come a time to halt and set up security. Expect a hand and arm signal used to distribute Airmen to positions for security. This is accomplished to ensure distance is kept amongst members and 360-degree security is maintained. See [Figure 6.15](#), Disperse and [Figure 6.16](#), Assemble/Rally.

**Figure 6.15 Disperse**



Extend either arm horizontally from the shoulder: wave the arm repeatedly to the front and to the side in a sweeping motion with the palm toward ground.

**Figure 6.16 Assemble/Rally**



Raise the arm vertically overhead, palm to the front, and wave in large horizontal circles.

NOTE: Signal is normally followed by the signaler pointing to the assembly or rally site.

**6.10.4 Dismounted Distances.** While traveling dismounted, the spacing between individuals, fire teams, and squads is determined by the fire team/squad leader. To adjust the distance through the ranks, two hand and arm signals are used. See [Figure 6.17, Open Up](#) and [Figure 6.18, Close Up](#).

**Figure 6.19 Move to Left**



Extend the arm to the left and raise it up and down.

**Figure 6.20 Move to Right**

Extend the arm to the right and raise it up and down.



**6.10.6 Squad/Fire Team Formations.** When dismounted, members need to know what formation is being used and how the squad is traveling. Use the following hand and arm signals to designate squad/fire team movements.

**6.10.6.1 The Wedge.** The wedge is used for traveling through open terrain. To signal wedge formation, extend the arms downward and to the sides at a 45-degree angle below the horizontal, palms to the front. All members should be spaced at least five meters apart. See [Figure 6.21, Wedge](#).

**Figure 6.21** Wedge



Extend the arms downward and to the sides at an angle of 45-degrees below the horizontal, palms to the front.

6.10.6.2 The Vee. The vee is used in the exact same manner as a wedge. See [Figure 6.22](#), Vee.

**Figure 6.22** Vee



Raise the arms and extend them 45-degrees above the horizontal.

6.10.6.3 The Line. The line formation is used when enemy contact is expected. This formation concentrates all firepower to the front. All members get on line, spacing again at least five meters, but staying in line with the shoulder of the Airman to the left and right. See [Figure 6.23](#), Line.

**Figure 6.23** Line



Extend the arms parallel to the ground.

6.10.6.4 Traveling. See [Figure 6.24](#), Traveling and Chapter 9, Dismounted Operations [paragraph 9.4](#).

**Figure 6.24** Traveling

Extend the arm overhead and swing it in a circle from the shoulder.



6.10.6.5 Traveling Overwatch. See [Figure 6.25](#), Traveling Overwatch and Chapter 9 Dismounted Operations, [paragraph 9.4.2](#).

**Figure 6.25 Traveling Overwatch**



Extend both arms and raise them up and down.

6.10.6.6 Bounding Overwatch. See **Figure 6.26**, Bounding Overwatch/Cover My Move and Chapter 9, Dismounted Operations, **paragraph 9.4.3**.

**Figure 6.26 Bounding Overwatch/Cover My Move**



Extend one arm to a 45-degree angle.  
Bend the arm and tap the helmet.  
Repeat.

6.10.6.7 Enemy Contact. In the event contact is made with the enemy and the need to engage the enemy presents itself, the following hand and arm signals are used. For a member to signal their squad of visual contact of an enemy, they will shoulder and point their weapon in the direction of the sighting. See **Figure 6.27**, Enemy in Sight.

**Figure 6.27 Enemy in Sight**



Hold the rifle in the ready position at  
shoulder level. Point the rifle in the  
direction of the enemy.

**6.10.7 Crew-Served Weapon (CSW) Signals.** While communicating with hand and arm signals, an important tool to one's squad/fire team is the weapon a member is carrying. In addition, communication during a firefight is challenging due to the intense noise and amount of adrenaline. The examples below allow visual communication with team members and those carrying crew-served weapons. See **Figure 6.28** through **Figure 6.32**.

**Figure 6.28 Fire**



Drop the arm sharply from the vertical  
position (usually from the ARE YOU  
READY signal position) to the side.  
When a single weapon (or a group)  
is to be fired, point, with the arm extended,  
to that particular weapon, and then drop  
the arm sharply to the side. The signal is  
usually used as a fire command for  
indirect fire weapons.

6.10.7.1 CSW Directional Signals. Traverse and elevate are terms used when communicating with crew-served weapons personnel. The gunner receives these messages to accurately prepare a weapon for engaging or to adjust a weapon during engagement. See **Figure 6.29**, Traverse Right (Left)/Elevate (Depress).

**Figure 6.29** Traverse Right (Left)/Elevate (Depress)



Extend one arm in the direction of the gunner concerned. Move the hand vigorously in the direction of desired correction (elevate, depress, right, or left). Flex the arm at the wrist and extend one finger for each mil (or for each 100 meters of range) of desired correction. For machine guns, an extended finger indicates 1 mil for tripod guns and 1 meter for bipod guns.

**6.10.7.2 Adjusting Fire.** During an engagement, the need can arise for the area of bullet impact to be adjusted. If an assault element is pushing through, expect to see a leader adjust the area of impact with these hand and arm signals. See **Figure 6.30**, Move Over/Shift Fire.

**Figure 6.30** Move Over/Shift Fire



Raise the hand (on the side toward the new direction) and move it across the body to the opposite shoulder; palm to the front; then moving the arm in a horizontal arc, extending the arm and hand to point in the new direction. For slight changes in direction, move the hand from the final position to the desired direction of movement.

**6.10.8 Transition Signals.** Hand and arm signals used to tell security personnel when to transition from being mounted in vehicles to dismounted, and from dismounted to mounted. See **Figure 6.31**, Mount and **Figure 6.32**, Dismount.

**Figure 6.31** Mount

Two or three movements upward with the open hand, palm uppermost.



**Figure 6.32** Dismount

Extend the arms, make two or three movements up and down, hands open toward ground.



**6.11 Sign/Countersign.** Establish a sign that personnel must give in response to another sign. Use these signs and countersigns to facilitate entry into restricted areas during security responses and emergencies, or to validate security status.

**EXAMPLE:** Five is the number for the day. The establishing communicator or entry controller would extend four fingers of one hand and the person requesting entry would respond by extending one finger of one hand (completing the total of five). Any combination that results in the correct total is acceptable. Flashes from a flashlight or infrared light can be used in the same method.

- Selecting an odd number, as the sign, is preferred since it will eliminate the potential of mirror image or incorrect responses.

**6.11.1 Chemical Code.** Chemical code, also known as chem code, is a pair of words or numbers used during security responses and emergencies, or to validate security status when

## **Notes Page 1**

## **Notes Page 2**

## **Notes Page 3**

## **Notes Page 4**

**Notes Page 5**



*Remember those who  
sacrificed for you...*