

DEPARTMENT OF THE AIR FORCE
Thomas N. Barnes Center for Enlisted Education (AETC)
Maxwell-Gunter AFB, AL 36118

1 Mar 17

AIRMAN LEADERSHIP SCHOOL
STUDENT GUIDE

PART I
COVER SHEET

LESSON TITLE: PA02, CUSTOMS AND COURTESIES

TIME: 16 hours

METHOD: Guided Discussion/Experiential

REFERENCES:

Air Force Doctrine Volume 2, *Leadership*, 8 November 2011

Air Force Instruction (AFI) 36-2618. *The Enlisted Force Structure*, 27 February 2009.

Air Force Instruction (AFI) 36-2903. *Dress and Personal Appearance of Air Force Personnel*, 28 May 2015.

Air Force Manual (AFM) 36-2203. *Drill and Ceremonies*, 29 February 2016.

Air Force Space Command. *'Til Wheels are Up: Air Force Space Command Protocol Handbook*, 31 May 2002.

The American Heritage Dictionary of the English Language, Fourth Edition. Houghton Mifflin Company, 2004.

STUDENT PREPARATION:

1. Read the student lesson guide prior to the lesson (approximately 2,884 words) (total time, approximately 24 minutes).
2. Read chapters 1 through 5 of AFM 36-2203.
3. Practice uniform inspection and flag ceremony procedures prior to evaluation.
4. Practice drill performance as a flight prior to evaluation.

GENERAL LEARNING OUTCOME: Students who graduate from Airman Leadership School will possess an improved knowledge and understanding of AF Customs and Courtesies.

SUPPORTED COMPETENCIES/DIRECTIVES:

The *Customs and Courtesies* lesson supports the following AF Institutional Competencies:

- Leading People – Develops and Inspires Others
- Embodies Airman Culture – Warrior Ethos
- Embodies Airman Culture – Develop Self

The *Customs and Courtesies* lesson supports the following Air Force Core Values:

- Excellence in All We Do

The *Customs and Courtesies* lesson supports the following Enlisted Force Structure Competencies:

- Exhibit professional behavior, military bearing, respect for authority, and high standards of dress and appearance, on-and off-duty
- Know and understand the Airman's Creed
- Know and understand the Air Force Symbol
- Exceed the standards and expectations levied upon airmen as it pertains to dress and appearance and adherence to customs and courtesies
- Epitomize excellence and lead by example through exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance
- Instill professional behaviors in subordinates

The *Customs and Courtesies* lesson supports the following Air Force Doctrine Vol 2, Leadership Competencies:

- Maintains military bearing or professional etiquette at all times

PART IA

TERMINAL COGNITIVE OBJECTIVE: Comprehend Customs and Courtesies concepts and their impact on NCO, unit, and mission effectiveness.

DRILL CRITERION OBJECTIVE:

CONDITIONS: Given instruction on drill procedures, outdoor and indoor evaluation sheets, an area suitable for conducting drill, a 5-minute evaluation time limit, off-duty time for practice, and both a formative and summative evaluation.

PERFORMANCE: Students perform drill and ceremony maneuvers (as both the leader and the follower).

STANDARDS: Successfully, as evidenced by earning a "GO" rating on the evaluation instrument.

DRESS AND APPEARANCE CRITERION OBJECTIVE:

CONDITIONS: Given instructions on uniform wear/uniform inspections and given an area conducive to performing uniform inspections.

PERFORMANCE: Students prepare for, participate in, and comply with local and Air Force uniform standards for inspections.

STANDARDS: In accordance with Air Force uniform standards per the most current versions of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, local and MAJCOM standards, and complete uniform inspections in accordance with local instructions and AFM 36-2203, *Drill and Ceremonies* while receiving less than a school-determined amount of discrepancies (may be determined per student or per inspection.)

FLAG CEREMONY (REVEILLE AND RETREAT) CRITERION OBJECTIVE:

CONDITIONS: Given proper reference materials and instruction as needed.

PERFORMANCE: Students will prepare for, and participate in, Air Force reveille and retreat flag ceremonies.

STANDARD: As outlined in AFMAN 36-3302, *Drill and Ceremonies*.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR:

1. Explain Customs and Courtesies concepts and their impact on NCO, unit, and mission effectiveness.
2. Give examples of Customs and Courtesies concepts and their impact NCO, unit, and mission effectiveness.
3. Summarize the impact of Customs and Courtesies concepts on NCO, unit, and mission effectiveness.

AFFECTIVE OBJECTIVE: Value Air Force Customs and Courtesies concepts and their impact on NCO, unit, and mission effectiveness.

PART IB

ORGANIZATIONAL PATTERN: Topical

ASSOCIATED LESSONS: NONE

PART IC

LESSON OUTLINE:

Content
INTRODUCTION: Attention, Motivation, and Overview
MP 1. Customs and Courtesies
<ul style="list-style-type: none">A. The Airman's CreedB. The AF SymbolC. Customs and CourtesiesD. Dress and AppearanceE. Impact on NCO, unit, and mission effectiveness
MP 2. Drill and Ceremony
<ul style="list-style-type: none">A. Uniform InspectionsB. Flag Ceremony ProcedureC. Drill Proficiency and Evaluation
MP 3. Graduation
CONCLUSION: Summary, Remotivation, and Closure

PART II STUDENT READING

*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*



Figure 1. Heritage to Horizons
(source: AF Link)

MP 1. CUSTOMS AND COURTESIES

The Airman's Creed

What does it mean to be an Airman? Why does that title make you different from civilians and our sister service counterparts? How does being an Airman affect your influence as a supervisor? What does the Airman's Creed demand from you? How does our heritage and history become part of the Airman's Creed? Your understanding of our heritage, traditions, customs and courtesies, and ceremonies opens up a world of information that will edify your daily performance.

Webster's II New Riverside University Dictionary defines heritage as "something that is passed down from preceding generations; a tradition." In short, the way the Air Force conducts business is based on the history and culture of the Airmen who came before you. The Airman's Creed is one of our pillars for today's Airmen.

Another expression of our heritage and culture is the AF Symbol.

The AF Symbol

Today's symbol retains the core elements of our Air Corps heritage-the Hap Arnold wings and star with circle-yet modernizes it to reflect the Air Force of today and tomorrow. The symbol has two main parts: the upper half, the stylized wings represent the stripes of our strength-the enlisted men and women of our force. They are drawn with great angularity to emphasize our swiftness and power; the lower half has a sphere, a star, and three diamonds.

The sphere within the star represents the globe. It reminds each of us of our obligation to secure our nation's freedom with global vigilance, global reach, and global power. The globe also reminds us of our challenge as an expeditionary force to respond rapidly to crises and to provide decisive airpower worldwide.

The area surrounding the sphere takes the shape of a star. The star has many meanings. Its five points represent our primary components of the Total Force and family-our regular, Guard, Reserve, civilians, and retirees. The star symbolizes space as the high ground of our nation's air and space force, and as a rallying symbol in all our wars; it represents the officer corps, which is central to our combat leadership. The star is framed with three diamonds that represent the Air Force core values. Combined, the Air Force symbol presents two powerful images-at once it is an eagle (the emblem of our nation) and a medal, representing valor in service to our nation.¹

Customs and Courtesies

AFI 36-2618, *The Enlisted Force Structure*, charges us to possess a thorough understanding of Air Force customs, courtesies, drill, ceremonies, and Air Force protocol procedures. According to Merriam-Webster dictionary, customs are defined as "a long-established practice considered as unwritten law; a repeated practice" while courtesies are defined as "a behavior marked by polished manners or respect for others". Military traditions include customs and courtesies, as well as drill and ceremonies. It is often difficult to separate customs from courtesies. Although defined separately, most courtesies are also customs. They have developed over time and have become traditional. Customs include the things you should or should not do. While customs develop over time, they also change.

Customs are practices that are the result of the need for order and discipline and are established by frequent use over a long period. This says the custom has worked, been accepted, is meaningful, and must be continued. Customs help support the military professional, because when you uphold the customs of your organization, you identify yourself as a member of the organization. While some customs become part of the traditions of the organization (coining someone), other customs are unacceptable, unprofessional, and unnecessary (hazing).

Courtesies are marks of respect, etiquette, or courteous behavior shown to persons or symbols. Military courtesy is based on the idea of mutual respect between military professionals. Courtesies are also known as acts of politeness. Again, when you practice courtesy, you show respect among members of a unique profession. Some examples of courtesy are using common phrases like "Please" and "Thank you" and having telephone etiquette by introducing yourself when you answer.

The primary benefits of customs and courtesies are self-discipline and pride. How many times have you seen someone walk in a different direction or run into a building just to avoid saluting? How many times have you seen someone not stop and show proper respect for our flag? How often do you use the proper titles of address or show proper respect for authority?

Observing customs and courtesies is an individual obligation. Following these rules takes self-discipline. It is not always easy to demonstrate customs and courtesies, but those who do understand their importance and demonstrate their professionalism. The main purpose of customs and courtesies is to allow people to show mutual respect. When you have to plan a ceremony or event, you want to make sure you use the correct protocol procedure. Protocol is a code of etiquette or rules for our behavior. It is what is expected of every member of the team. Some of our protocol procedures are a result of customs of the military; while others are courtesies paid to people, symbols, or nations.

Those you serve recognize your commitment by observing how you uphold the traditions and values of our Air Force culture. When you wear your uniform properly, participate in drill and ceremonies, and practice military customs and courtesies, you are showing respect to your fellow members as well as demonstrating your military professionalism. You owe it to yourself to uphold our traditions willingly and enthusiastically. Be professional and help your fellow Airmen understand that these aspects of Air Force culture are an important part of our profession. One area where you can lend assistance and help your fellow Airmen portray a professional image is dress and appearance.

Dress and Appearance

The Air Force has always had high dress and appearance standards, but the origin of those standards goes back farther than you may think. We can journey back to America's early years to study the roots of military dress and appearance. The first appearance of dress and appearance standards for military personnel was in November 1775, from General George Washington, Commander in Chief of the Continental Army. He initiated a continuing series of changes, supplements, and revisions destined to become today's regulations governing military appearance and uniform standards. His first directive was basic and simple, "...the Commander in Chief, General's aides, field officers, captains, and subaltern [subordinates] would wear ribbons and cockades of an appropriate color for each grade."²



Figure 2. Open Ranks Inspection
(Source: AF Link)

With this sketchy beginning of uniform standards, a Prussian named Fredrich von Steuben clarified this condition and thus became the true founder of American military uniform regulations. In his first directive on standards, he required officers to inspect the dress of their men, to see that the clothes are whole and put on properly, their hands and faces washed clean, their hair combed, their accouterments properly fixed, and every article about them in the greatest order.

Von Steuben incorporated the following belief into the army: "The indifferent quality of clothing instead of excusing slovenliness and unsoldierly conduct ought rather to excite each man to compensate for those deficiencies by redoubled attention to his personal

appearance.”³ As a result, military historians have credited von Steuben with bolstering the morale and fighting spirit of the Continental Army.

Although these two qualities were sorely tested in subsequent months, they carried the American Revolutionary Army to eventual victory. The year 1779 marked publication of the first standard uniform and appearance regulations for the United States under the authority of Congress. Written primarily by von Steuben, these regulations reflected his earlier directives and provided additional guidance.

His instructions established standards of appearance that became forerunners of present day regulations. This solidified the concept that the appearance of the force has a direct effect on their morale and fighting spirit. This relationship between morale, discipline, and appearance established by von Steuben and Washington has been referred to in military regulations for decades and is evident in our drill and ceremonies today.

MP 2. DRILL AND CEREMONIES

Uniform Inspections, Flag Ceremony Procedure, and Drill Proficiency and Evaluation

Participating in drill and ceremonies is prevalent in the military and helps develop several desirable qualities members of the Profession of Arms should possess. Teamwork and esprit de corps (pronounced es·pree' day core) are just two of these desirable traits.

The same principles of discipline, promptness, and appearance that are critical to building a sharp drill team also apply to daily job performance. Participating in parades, flag ceremonies, and other events reinforces the importance of cooperation and precision. As you move into positions of authority and greater responsibility, you will need to learn broader leadership skills. Commanding a flight helps you develop skills needed to influence and direct people. As your proficiency at drill and flight movements increases, so will your self-confidence and self-discipline. As you know, people are more willing to follow and trust those who exercise their authority with confidence and competence. If you demonstrate your skills at drill and ceremonies, your peers, subordinates, and leaders will trust your competence in other things as well.

Ceremonies are special, formal, or group performances conducted by the armed forces to honor distinguished persons or to observe national holidays. Ceremonies also demonstrate the proficiency and state of training of the force and are an extension of drill activities. The precision marching, promptness in responding to commands, and teamwork developed on the drill pad determines the appearance and performance of the group in ceremonies. This is an opportunity for you to inspire others around you to perform as a team.

The cooperative effort by all members to reach a common goal requires a great deal of discipline and practice. When successfully performed, unit morale and effectiveness increase. Therefore, your enthusiastic support for these ceremonies is essential.

Drill Evaluation Rules of Engagement

Given a 5-minute time limit, satisfactorily execute:

Outdoors

16 of 22 required drill commands

3 of 5 command voice characteristics

4 of 6 flight unity requirements

Conduct drill evaluations outdoors except during inclement weather.

Scoring is based on a GO/NO GO rating. An overall NO GO rating requires reevaluation and removal from awards consideration.

Preparing for the drill evaluation is an individual responsibility. Students who RECEIVE AN OVERALL “NO GO” RATING on their SUMMATIVE DRILL are INELIGIBLE FOR AWARDS, AND MAY BECOME INELIGIBLE FOR GRADUATION.

Design a drill routine using the required drill commands. Practice with peers early and often. Call all drill commands from the command position. Success is incumbent on how well students perform as the leader and how well they perform as members of the drill team. In other words, teamwork plays a major role in drill evaluations. Everyone must work together.

This is not a competition nor are points awarded for style, so refrain from designing overly stylistic routines. Use only drill commands outlined in AFMAN 36-2203, *Drill and Ceremonies*. Only maneuvers on the evaluation sheet are scored.

All information below is from AFMAN 36-2203:

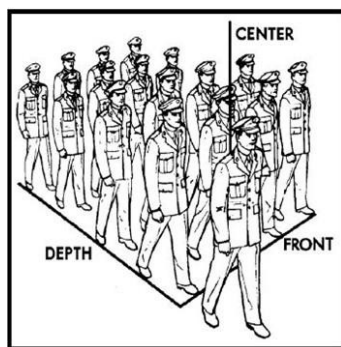


Figure 3. Formations

1.5.6. **Cover.** Individuals aligning themselves directly behind the person to their immediate front while maintaining proper distance.

1.5.7. **Depth.** The total space from front to rear of any formation. An individual's depth is considered to be 12 inches.

1.5.8. **Distance.** The space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of individuals directly in front of them. Flight commanders, guides, and others whose positions in formation are 40 inches from a rank are themselves considered a rank.

1.5.10. **Dress.** Alignment of elements side by side or in line maintaining proper interval.

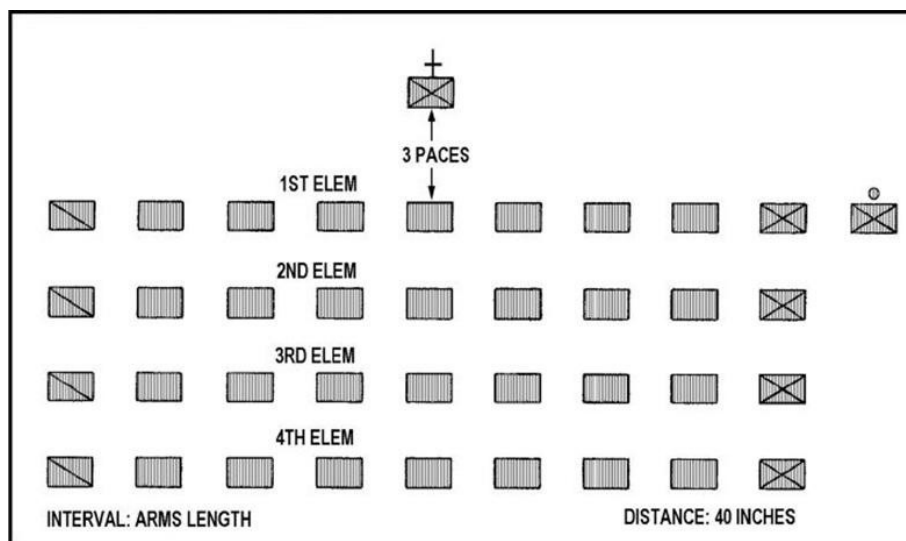


Figure 4. Flight In-Line Formation

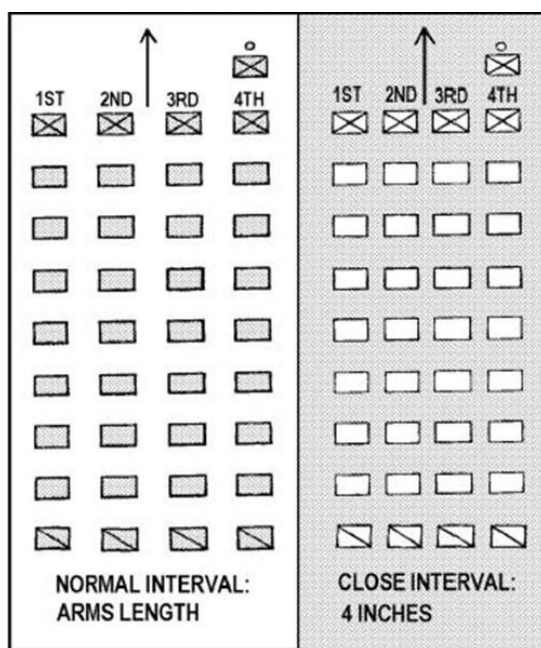


Figure 5. Flight In-Column Formation

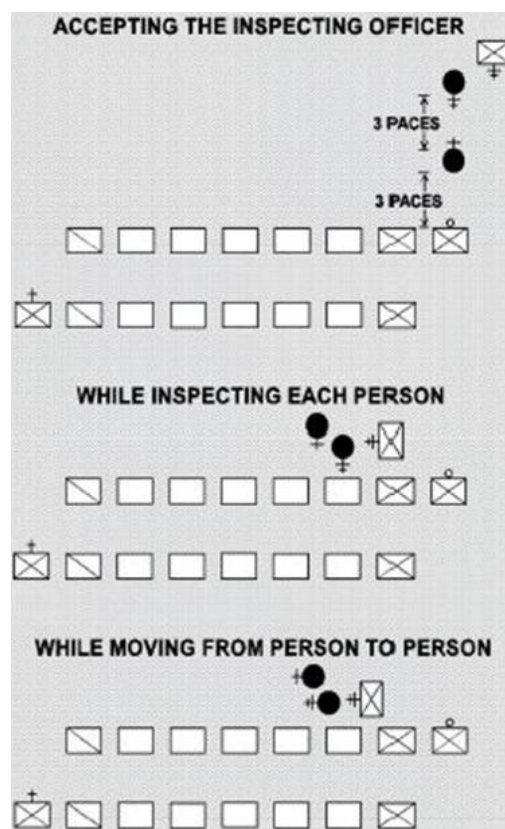


Figure 6. Inspection of the Squadron

5.5.4. The inspection is made from the right to left in front and from left to right in rear of each rank.

5.5.5. The flight commander may give parade rest to elements not being inspected. The element leader calls the element to attention before the inspecting officer completes the inspection of the preceding element. The element leader may give the element parade rest after being inspected.

5.5.6. On completion of the inspection of each flight, the flight commander moves three paces beyond the front rank, halts, faces down the line, and calls the flight to attention. The flight commander takes one pace forward, faces to the right, and receives comments from the inspecting officer. The flight commander salutes the inspecting officer upon departure and then faces down the line and commands **Close Ranks, MARCH**. He or she then commands **Parade, REST, AT EASE**, or **REST**, whichever is appropriate, takes a post in front of the flight, centers on the flight, and assumes the same position as the flight.

NOTES

¹ Air Force Doctrine Volume 2, Leadership, 8 November 2011

² Mark M. Boatner, *Military Customs and Traditions*, (NY: David McKay & Co., 1956), 68

³ Ibid., 37

OUTDOOR DRILL EVALUATION SHEET <input type="checkbox"/> Formative <input type="checkbox"/> Summative <input type="checkbox"/> Retest						Student's Last Name		Student No.			
AIRMANSHIP (FROM AFI 36-2618, CH 4): Clearly meet, and strive to exceed, the standards and expectations levied upon junior enlisted Airmen. Epitomize excellence and lead by example through exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance.											
COMMANDS (AFM 36-2203, Ch. 5)		GO	NO GO	VOICE (AFM 36-2203, Ch. 2)		GO	NO GO	FLIGHT UNITY (AFM 36-2203, Ch.1, 2)		GO	NO GO
1. FALL IN				23. LOUDNESS				28. Movements performed in unison			
2. Reporting Statement				a. Adjusted for Distance							
3. Dress Right, DRESS				b. Not strained							
4. Ready, FRONT								29. Proper leader position (was Flt CC within 6 paces of the flight)			
5. Parade, REST				24. PROJECTION							
6. Flight, ATTENTION				c. Focused voice							
7. Present, ARMS				d. Cadence				30. Proper execution of flight movements in stationary positions (Did flight show "snap" in its movements)			
8. Order, ARMS											
9. Right, FACE				25. DISTINCTION							
10. About, FACE				a. Effective				31. Proper execution of flight movements while marching (Did flight show "snap" in their movements)			
11. Left, FACE				b. Enunciated							
12. COVER											
13. Forward, MARCH				26. INFLECTION				32. Proper sequence of movements (i.e., sizing flight) and ("As you were," called when appropriate/necessary)			
14. Column Left, MARCH				a. Rising on Prep Cmd							
15. Column Right, MARCH				b. None on Cmd of Ex							
16. Right Flank, MARCH								33. Called Cadence			
17. Left Flank, MARCH				27. SNAP							
18. Change Step, MARCH				a. Confidence							
19. To the Rear, MARCH				b. Decisiveness							
20. Flight, HALT				c. Demands Immediate Response							
21. Upon the Command of Fallout, Airman X, Take Command of the Flight – Fall Out!											
Total "GO" Commands Rating (16 of 21 = GO)				Total "GO" Voice Rating (3 of 5 = GO)				Total "GO" Flight Unity Rating (4 of 6 = GO)			

Note: Student must earn a GO rating for Commands, Voice, and Flight Unity to earn a passing grade.

Overall Rating:
(Circle One)

PASS

FAIL

Evaluator:

[illegible]

INDOOR DRILL EVALUATION SHEET						Student's Last Name		Student No.	
AIRMANSHIP (FROM AFL 36-2618, CH 4): Clearly meet, and strive to exceed, the standards and expectations levied upon junior enlisted Airmen. Epitomize excellence and lead by example through exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance.									
COMMANDS (AFMAN 36-2203, Ch. 3, 4)	GO	NO GO	VOICE (AFMAN 36-2203, Ch. 2)	GO	NO GO	FLIGHT UNITY (AFMAN 36-2203, Ch.1, Para 1.2.2)	GO	NO GO	
1. FALL IN			15. LOUDNESS			20. Movements performed in unison			
2. Reporting Statement			e. Adjusted for Distance						
3. Dress Right, DRESS			f. Not strained						
4. Ready, FRONT						21. Proper leader position (was Flt CC within 6 paces of the flight)			
5. Parade, REST			16. PROJECTION						
6. Flight, ATTENTION			g. Focused voice						
7. Present, ARMS			h. Cadence			22. Proper execution of flight movements in stationary positions (Did flight show "snap" in its movements)			
8. Order, ARMS									
9. Right, FACE			17. DISTINCTION						
10. About, FACE			c. Effective			23. Proper sequence of movements (i.e., sizing flight) and ("As you were," called when appropriate/necessary)			
11. Left, FACE			d. Enunciated						
12. COVER									
13. Upon the Command of Fallout, Airman X, Take Command of the Flight			18. INFLECTION						
			c. Rising on Prep Cmd						
			d. None on Cmd of Ex						
14. FALL OUT									
		19. SNAP							
		d. Confidence							
		e. Decisiveness							
		f. Demands Immediate Response							
Total "GO" Commands Rating (10 of 14 = GO)			Total "GO" Voice Rating (3 of 5 = GO)			Total "GO" Flight Unity Rating (3 of 4 = GO)			

Note: Student must earn a GO rating for Commands, Voice, and Flight Unity to earn a passing grade.

Overall Rating: GO NO GO Evaluator:
(Circle One)

Evaluator Observations/Comments

NOTES

¹ AFDD 1-1, *Leadership and Force Development*, 27 October 2011

² Mark M. Boatner, *Military Customs and Traditions*, (NY: David McKay & Co., 1956), 68

³ Ibid., 37