

Air Force ROTC Detachment 432

Cadet Handbook

Spring 2026



The University of Southern Mississippi



is proud to offer the Air Force ROTC program to students attending the following institutions:



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**DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND
RESERVE OFFICER TRAINING CORPS DETACHMENT 432**

1 January 2026

Lieutenant Colonel Michael L. Palmore, USAF
Commander
Air Force ROTC Detachment 432
118 College Drive #5145
Hattiesburg MS 39406

Dear Cadet,

It is my pleasure to welcome you—whether for the first time or as a returning cadet—to the Air Force ROTC Detachment 432 team! From this moment forward, you are stepping into a defining chapter of your own hero’s journey. You are now an officer candidate for the world’s greatest Air Force or the world’s only Space Force—a calling that demands courage, humility, and an unwavering commitment to something greater than yourself.

Every hero’s journey begins with rising expectations, and AFROTC is no exception. As a member of Detachment 432, you are expected to set the example in all you do—from your personal appearance and professional conduct to your academic performance and physical readiness. Therefore, I ask each of you to embrace the following:

- (1) Be a good human
- (2) Strive for *constant* improvement
- (3) Meet all suspenses *and honor your commitments*
- (4) Communicate *early and often* with cadre
- (5) Adhere to local, state, and federal policies, rules, and regulations

The path ahead will challenge you, stretch you, and push you to grow—but every great hero faces trials before transformation. Over the next few years, you will encounter obstacles, opportunities, and moments that will test your resolve. The question is: **Are you willing to invest the effort, discipline, and heart required of those who choose to serve as officers?**

You will not walk this path alone. You will be equipped with the tools, training, and mentorship you need to succeed in AFROTC and far beyond it. But ultimately, only you can prove that this path is yours—that this is your mission, your purpose, your calling.

Treat this program as what it truly is: a multi-year interview for a life of service and leadership. Show yourself, your peers, your cadre, and your future Airmen or Guardians that you have what it takes.

Your journey has begun.
Your transformation is underway.
Now it's time to bring your "A" Game and rise to meet the challenge.

Sincerely,

Michael Palmore

MICHAEL L. PALMORE, Lt Col, USAF
Commander, Air Force ROTC Detachment 432
Director, Department of Aerospace Studies

1.2. MILITARY TIME

Military Time	Regular Time	Military Time	Regular Time
0100	1:00 AM	1300	1:00 PM
0200	2:00 AM	1400	2:00 PM
0300	3:00 AM	1500	3:00 PM
0400	4:00 AM	1600	4:00 PM
0500	5:00 AM	1700	5:00 PM
0600	6:00 AM	1800	6:00 PM
0700	7:00 AM	1900	7:00 PM
0800	8:00 AM	2000	8:00 PM
0900	9:00 AM	2100	9:00 PM
1000	10:00 AM	2200	10:00 PM
1100	11:00 AM	2300	11:00 PM

1.3. PHONETIC ALPHABET

A	Alpha	N	November
B	Bravo	O	Oscar
C	Charlie	P	Papa
D	Delta	Q	Quebec
E	Echo	R	Romeo
F	Foxtrot	S	Sierra
G	Golf	T	Tango
H	Hotel	U	Uniform
I	India	V	Victor
J	Juliet	W	Whiskey
K	Kilo	X	X-ray
L	Lima	Y	Yankee
M	Mike	Z	Zulu

2. DETACHMENT 432 OVERVIEW

(Source document(s) for this section include(s): AFROTCI 36-2011 V3, *Cadet Operations*; DoDI 1308.03; DET 432/CC's Memo, *AY25-26 Det Expectations, Standards, Policies, & Incentives*)

2.1. LEGACY.

ESTABLISHMENT. The University of Southern Mississippi incorporated the Air Force ROTC (AFROTC) program with the establishment of Detachment 432 in 1971. Two years later, AFROTC Detachment 432 commissioned its first cadets—four in total—in 1973.

NOTEWORTHY ALUM. (Living Section; to be updated frequently)

- Collins, Tom, Lt Col, Ret. Former Vietnam Prisoner of War. Returned to serve as AFROTC DET 432/CC.
- Townsend, S. Michael, Lt Col, Ret. Part of the detachment's first commissioning class.

DETACHMENT PATCH. In 2020, upon recognizing the need for a more meaningful patch, C/4C Nikolai Hill took it upon himself to design what we have today. The eagle is clearly in flight, soaring “to the top”. The eagle’s claws are outstretched, ready to latch onto the next challenge. The head and beak are low, indicating it’s willingness to serve others as it leads the way through the clouds.

NIKOLAI HILL SCHOLARSHIP. The Nikolai Hill Scholarship was established in 2021 by Hiram and Melissa Hill to honor their son, Nikolai, who tragically passed away from natural causes on 07 Jan 2021. Cadet Hill was an AS100 member of Detachment 432 in 2020, who wanted to join the Air Force because he was “hell-bent on helping his nation and countrymen,” according to his mother Melissa. Cadet Hill loved history, especially military (World War II) history. He was dedicated to his country and believed in serving, and dreamed of one day becoming an Air Force pilot. Sadly, in 2021, Cadet Hill suddenly and unexpectedly passed away, leaving behind a legacy of kindness in the tiny moments that touched the lives of those around him. We honor his legacy daily, in that the unit patch for Detachment 432 was designed in part by Cadet Hill. This scholarship is awarded to the cadet who, as selected by the cadet corps, creates positive ripples in others’ lives – these little moments of kindness and joy that Nikolai will always be remembered for.

2.2. MISSION. To forge leaders of character who inspire through courageous leadership and empower others through resolute followership in service to our nation.

2.3. VISION. To be the premier source of commissioned officers, grounded in integrity, service, and excellence, prepared to lead and follow with strength in a dynamic global environment.

2.4. CADET OATH. I, [state your full name], having been accepted into the Air Force

ROTC program at Detachment 432, do solemnly swear [or affirm] that I will: Commit to learning about the Department of the Air Force; attend a minimum of 80% of all academic, laboratory, and physical training sessions; and volunteer my time to improve the morale and welfare of the program.

2.5. CADRE POSITION DESCRIPTIONS. The term *cadre* is a small group of people specially trained for a particular purpose or profession. All personnel in the Detachment 432 front office are considered cadre. All cadre have the responsibility to lead, recruit, train, mentor, counsel, discipline, and evaluate highly qualified cadets as prospective Department of the Air Force (DAF) officers. Listed in decreasing order of authority:

COMMANDER. An active-duty Air Force or Space Force member who holds a rank of either Lieutenant Colonel (Lt Col) or Colonel (Col), depending on the size of the detachment. Commanders hold the authority and responsibility to lead their units to accomplish the mission and oversee all aspects of the detachment's administrative and operational tasks; they are the ultimate authority on determining if a cadet has met all commissioning requirements. Additionally, the commander chairs the Department of Aerospace Studies with university status of full professor, coordinates the program with faculty, and instructs college curriculum covering Foundations of the DAF, DAF History, Leadership, and National Security Studies.

OPERATIONS OFFICER. An active-duty Air Force or Space Force member who holds a rank of either Lieutenant Colonel (Lt Col) or Major (Maj), depending on the size of the detachment. Operations Officers serve as the liaison between the detachment commander and the cadet wing. Operations Officers direct and supervise Professional Military Training (PMT) events, Officer Development Training (ODT) events, and Leadership Laboratory (LLAB). Additionally, they instruct college curriculum covering Foundations of the DAF, DAF History, Leadership, and National Security Studies.

RECRUITING OFFICER (RO). An active-duty Air Force or Space Force member who holds a rank of either Major (Maj) or Captain (Capt), depending on the size of the detachment. Recruiting Officers are responsible for the development, management, and execution of all unit recruiting efforts and partnering with host university recruiting efforts. Additionally, they instruct college curriculum covering Foundations of the DAF, DAF History, Leadership, and National Security Studies.

EDUCATION OFFICER (EO). An active-duty Air Force or Space Force member who holds a rank of Lieutenant Colonel (Lt Col), Major (Maj), or Captain (Capt). Education Officers advise unit instructors on curricula, manage education materials, direct staff in-service training, and approve unit tests and course syllabi. Additionally, they administer semi-annual instructor evaluations to ensure an effective learning environment. Lastly, they instruct college curriculum covering Foundations of the DAF, DAF History, Leadership, and National Security Studies.

NCOIC OF CADET PERSONNEL RECORDS. The Non-commissioned Officer in Charge (NCOIC) of Cadet Personnel Records is an active-duty enlisted member of the

Air Force or Space Force. They are responsible for all administrative actions and record keeping for cadets' enrollment, enlistment, and commissioning. Additionally, they oversee cadets' medical and security clearance processing. Lastly, if they hold a special certification, they can also instruct college curriculum covering Foundations of the DAF, DAF History, Leadership, and National Security Studies.

UNIVERSITY ADMINISTRATIVE ASSISTANT. This person is a civilian employed by the university. They may, or may not, have military experience; however, they are responsible for all university administrative actions and record keeping.

2.6. FRONT OFFICE ENTRANCE PROCEDURES. Cadets will need to announce themselves before entering both the Front Office and the Cadet Records section of Detachment 432. To do this correctly, cadets will:

STEP 1. Knock once at the entrance, and loudly state: "Cadet entering the area".

STEP 2. Wait for acknowledgement and/or permission to enter.

STEP 3. If no one has acknowledged you after a few seconds, re-state—this time louder—"Cadet entering the area"

2.7. REPORTING-IN PROCEDURES. Reporting is an official way of announcing your presence when asking permission to speak to your commanding officer, usually in their office. Per AFI 34-1201, *Protocol*, when reporting to a senior officer:

- (1) Secure permission to enter by knocking once loudly
- (2) If permission is granted, walk to within two paces of the officer or desk, halt, salute and report-in by stating one of the below statements:
 - a. Sir/Ma'am, Cadet LastName reports as ordered
 - b. Sir/Ma'am, Cadet LastName reports to (ask a question / make a statement / etc.)
- (3) Hold the salute until it is returned and follow the instructions of the officer. (EX: Stand at parade rest; Stand at ease; Take a seat; etc.)
- (4) Once the meeting is over, usually the officer will signal the end of the meeting by stating "That will be all" or "Dismissed".
- (5) Prior to departing, take one step back, render a salute, execute an about face, and leave in a military manner.

2.8. EAGLE BOOSTER CLUB. The Eagle Booster Club is a university-sanctioned, special interest student organization under the Office of Leadership and Student Involvement. All members of Detachment 432 are automatic club members and are expected to participate in morale and fundraising events to pay for fun extracurriculars. Some examples are the Air Force Formal Dinners, Weapons Familiarization and Training, and Paintball. All club members will need to be familiar with the Student Organization Policies, Procedures, and Guidelines manual, which can be found by visiting: <https://www.usm.edu/leadership-student-involvement/studentorgpolicies.php>. Additionally, when planning events and need to reserve a space, do so under the Eagle Booster Club.

3. MEMBERSHIP STANDARDS

(Source document(s) for this section include(s): AFROTCI 36-2011 V3, *Cadet Operations*; DoDI 1308.03, *DoD Physical Fitness and Body Fat Programs Procedures*, and AFMAN 36-2905, *Fitness Program*.)

3.1. ACADEMIC. Cadets must meet and maintain GPA requirements to remain in the AFROTC program. Non-contracted cadets must maintain a minimum cumulative GPA of 2.0 or higher. Contracted cadets must maintain a minimum term and cumulative GPA of 2.5 or higher.

3.2. AIR FORCE OFFICER QUALIFICATION TEST (AFOQT). A standardized test similar to the ACT and SAT. All cadets may be given three attempts to pass the exam, of which the first attempt must be done prior to the end of a cadet's first term in the program. The minimum scores required to enlist (i.e., contract) and commission are Verbal-15 and Quantitative-10 in accordance with (IAW) Air Force Manual (AFMAN) 36-2664, *Personnel Assessment Program*. Refer to AFROTCI 36-2011 Vol 3, Table 4.2 for exceptions.

3.3. DRESS AND APPEARANCE. When in uniform, cadets will adhere to Department of the Air Force Instruction (DAFI) 36-2903 and DAFI 36-2903 AFROTC SUP, *Dress and Appearance*. These documents provide instructions on grooming standards, uniform wear, appropriate accessories, and other important factors.

3.4. MILITARY RETENTION. Military retention standards include, but are not limited to, moral character, bearing and behavior, physical fitness, professional conduct and relationships, dress and appearance, meeting contracted retention standards, and other standards as prescribed by Air Force directives. Failure to meet any military retention standards are grounds for dismissal from the program.

3.5. PHYSICAL FITNESS ASSESSMENT (PFA), BODY MASS INDEX (BMI), AND BODY FAT (BF) STANDARDS. PFA, BMI, and BF standards are used as contract criteria for enlistment and commissioning. Refer to **ATTACHMENT 1, PFA Score Charts**, for performance standards.

MALES. Male cadets must achieve a minimum of 75 out of 100 on their Physical Fitness Assessment (PFA) and have no more than 20% BF.

FEMALES. Female cadets must achieve a minimum of 75 out of 100 on their PFA and have no more than 28% BF.

4. POLICIES

(Source document(s) for this section include(s): AFROTCI 36-2011 V3, *Cadet Operations*; DET 432/CC's Memo, *AY24-25 Det Expectations, Standards, Policies, & Incentives*.)

4.1. ATTENDANCE. Attendance at Aerospace Studies (AOS) Class, Leadership Lab (LLAB), and Physical Training (PT) is mandatory. An attendance rate of 79% or less in any of the above will result in an automatic failure and removal from the program.

EXCUSED ABSENCES. Excused absences may be requested through your primary instructor (for AOS classes) or through the Operations Officer (for LLAB and PT). Refer to the appropriate point of contact for specific procedures. At a minimum, cadets will submit a memorandum for record in accordance with Department of the Air Force Handbook (DAFH) 33-337 explaining the reason for the absence and attaching substantiating documentation when applicable. If the cadet was sick, an ROTC Medical Excuse Form (ATTACHMENT 2), signed by a medical professional, is required.

Excused absences do not count against a cadet's attendance percentage. Instead, each approved excused absence is removed from the total number of scheduled attendance opportunities, reducing the overall denominator used to calculate the cadet's attendance rate.

Example. If there are 20 scheduled PT sessions in a term and a cadet receives 2 excused absences, the total number of counted opportunities becomes 18. To meet the 80% attendance requirement, the cadet must attend at least 14 of those 18 sessions (80% of 18 = 14.4, rounded down to 14).

Unexcused absences **do** count against attendance and are calculated out of the adjusted total.

EXEMPTION TO POLICY. To mitigate safety risks involved with requiring cadets to drive long distances in the early morning for PT, an exemption to policy exists for cross-town cadets and University of Southern Mississippi (USM) Gulf Park Campus cadets living outside of a 45-mile commute radius (one-way) from the Payne Center on USM's Hattiesburg campus. Refer to **ATTACHMENT 3, *Cadet PT Attendance Exemption to Policy*** for details.

4.2. CIVIL INVOLVEMENT (CI). Any offense, violation of law or ordinance, or any other incident causing adverse involvement or contact with civil, military, or school authorities as an adult or juvenile is considered a CI and must be reported to cadre.

INITIAL REPORTING. All cadets must report all on-going or previous incidents, regardless of final disposition, at time of application, typically during New Student Orientation.

NEW INVOLVEMENT. Cadets must report an incident within 72 hours of the incident, including periods away from campus (i.e., summer break or holidays). Report the incident via WINGS.

CHANGES TO PREVIOUS INVOLVEMENTS. Changes to ongoing involvements up to, and including, final disposition must also be reported within 72 hours. Report the incident via WINGS.

4.3. COMMUNICATIONS. Communication will be in-line with the chain of command and

will be respectful and professional at all times. The Detachment 432 core office hours are Monday-Thursday, 0730-1630 and Friday, 0730-1200. Communication done outside of this time frame may not be addressed until the next duty day. (NOTE: If you are dealing with an emergency or need assistance from a cadre member, please do not hesitate to call at any time, day or night.)

EMAIL. Email is AFROTC DET 432's primary means of communication for information that is not time sensitive. Cadets are expected to check their email daily and acknowledge receipt by replying to the email within two business days of receipt. All emails will have a greeting, a closure, and a signature block. Department of the Air Force Handbook (DAFH) 33-337 is an excellent reference for improving communications and writing skills. (NOTE: Any time-sensitive emails must be followed-up with a phone call to alert the recipient to check their email ASAP.) A sample signature block follows:

FIRST NAME MI. LAST NAME, Cadet Rank, AFROTC
Position, X Flight, Detachment 432
School Name
School Email
(XXX) XXX-XXXX

TEXT. Texting will be used when information needs to be passed up and/or down the chain of command in a timely manner. Cadets are expected to acknowledge and respond to text messages within 24 hours of receipt. All texts will have a greeting.

PHONE. Phone calls will be used when information needs to be passed up and/or down the chain of command in a timely manner. Cadets are expected to return missed calls within 12 hours of receipt.

4.4. COUNSELING. Counseling provides a documented account of a meeting in which the counselor can provide a means to: review performance; mentor cadets; document adverse actions; or address situations that could adversely affect a cadet's continuation in the program. The various counseling types are listed below.

CADET RECORD OF INDIVIDUAL COUNSELING (CRIC). Cadet leadership may council subordinate members in both the GMC and POC if the member has failed to correct an issue that was brought up in a previous verbal warning (first offense). To initiate the CRIC, the counselor will:

- (1) Fill out a DAF Form 174 (boxes 1, and 4-9)
- (2) Email it to the CWG/CC for their comments (Section 6)
- (3) CWG/CC emails it to the Operations Officer for review and approval
- (4) The Operations Officer will return it to the counselor for their action

- (5) During the counseling, the counselor will complete the remaining portions of the DAF Form 174 (Boxes 10-16) and get the member's signature
- (6) Once complete, the counselor will return the DAF Form 174 to the Operations Officer for final review and signature from the commander

A member who receives two CRICs (three total offenses) for the same issue will be formally counseled by a cadre member.

CADRE FORMAL COUNSELING. Cadets will be dressed in their Class A uniform and formally report-in. If a cadet does not have their full Class A uniform, they will report in their Class B uniform. Cadre formal counselings may be recorded on an AFROTC Form 16 but must be recorded in the appropriate WINGS module for posterity. Cadet signatures will be collected at the time of counseling as acknowledgment of the counseling session. The first formal counseling will be accomplished by a detachment NCO. Subsequent offenses of the same issue will result in a formal counseling from the Operations Flight Commander.

COMMANDER'S RETENTION REVIEW (CRR). Cadets will be dressed in their Class A uniform and formally report-in. If a cadet does not have their full Class A uniform, they will report in their Class B uniform. Cadets who fail to correct issues previously counseled on, or who have made egregious errors, will meet with the Detachment Commander. The CRR is an official evaluation on whether the cadet may continue in the program. This review must be recorded in the appropriate WINGS module and the cadet's signature will be collected at the time of counseling.

TERM COUNSELING. Cadets will be dressed in the UOD, as directed in the current week's operations orders (OPORD), and formally report-in. Cadets are required to meet with their primary instructor at least once each semester to: review AFROTC membership and scholarship requirements; receive performance feedback; and re-certify their academic plan. Cadets will need to bring an academic advisor-signed Form 48 to the term counseling session. This counseling must be recorded in the appropriate WINGS module, the Form 48 must be uploaded into the cadet's UPRG, and the cadet's signature will be collected as acknowledgment of the session.

4.5. EMERGENCIES. When not participating in AFROTC activities, look to official university instruction and guidance via Eagle Alert. Otherwise, adhere to all instructions provided by the senior ranking cadre member present.

4.6. HIGH-RISK ACTIVITIES (HRA) & MOTORCYCLE RIDERS. All cadets who intend to participate in a high-risk activity(ies) must receive a safety brief from the Detachment Safety Officer and read required safety documentation. The safety brief may be documented on an AF Form 4392 but must be recorded in the appropriate WINGS module for posterity. Motorcycle riders must accomplish the above and provide a copy of their driver's license with motorcycle endorsement.

4.7. MEDICAL. All cadets who have a DoDMERB physical on file are required to report any changes to their medical status within 72 hours of discovery, including during periods away from campus (i.e., summer break or holidays). Report the change via WINGS.

4.8. UNIFORM ISSUE & RETURN. In accordance with AFROTCI 23-1001, *Materiel Management*, and AFROTCI 36-2011 Vol 3, *Cadet Operations*, Detachment 432 will issue cadets various uniforms throughout their tenure in the Air Force ROTC program. Cadets who voluntarily or involuntarily leave the program will be required to return all applicable items by the prescribed suspense date. Uniforms will need to be cleaned and pressed before turn-in, in accordance with the care instructions on the garments' laundry tag. Failure to do so will result in an "ALL SERVICE HOLD" on the student's university records, which impacts a student's ability to register for classes, apply for and receive financial aid, and obtain transcripts.

4.9. UNIFORM WEAR. Cadets will wear the uniform and present themselves in accordance with DAFI 36-2903 and DAFI 36-2903 AFROTC SUP, *Dress and Appearance*. The UOD will be announced each week through the publication of the Operations Orders (OPORD). Cadets are required to wear the UOD to all of their academic classes on Thursdays. If the AOS class falls on a day other than Thursday, defer to your primary instructor for UOD guidance. Additionally, cadets are required to wear the UOD for all official appointments with Det 432 cadre, unless instructed otherwise.

AUTHORIZED WEAR OF THE UNIFORM:

AFROTC DUTIES. Except when authorized to wear civilian clothes, cadets will wear the appropriate Air Force uniform while performing AFROTC duties.

TRAVEL (Optional). When traveling in an official or unofficial capacity on commercial air, in the continental United States (to include Alaska and Hawaii), the service dress uniform (Class A), blues uniform (Class B), and OCP uniform may be worn, as appropriate. Wear of the flight duty uniform is not authorized.

SOCIAL FUNCTIONS. Airmen attending a military event must wear the appropriate uniform or civilian attire as requested by the host or hostess or directed by the commander. If the uniform is worn to civilian social functions, Airmen should wear a uniform commensurate with the attire worn by civilian attendees. This is typically the service dress uniform, mess dress uniform, or semiformal uniform.

PROHIBITIONS ON WEAR OF THE UNIFORM: Airmen will not wear any uniform combination or any uniform items in the following situations:

- (1) When attending a meeting of, or sponsored by, an organization, association, movement, or group that: the Attorney General of the United States has named as totalitarian, fascist, communist, or subversive; advocates or approves acts of force or violence to deny others their rights under the United

States Constitution; or seeks to change the United States government by unconstitutional means.

- (2) When participating in or attending public political speeches, interviews, picket lines, marches, or rallies, or in any public demonstration when participation might imply Air Force sanction of the cause or if the purpose may be to advocate, express, or approve opposition to the armed forces.
- (3) When it would discredit the armed forces.
- (4) When furthering political activities, private employment, or commercial interests.
- (5) When engaged in off-duty, civilian employment.
- (6) When participating as a defendant in civilian court proceedings if a conviction would bring discredit to the Air Force.
- (7) When using frequent flyer miles to upgrade to business or first class. Thus, even when an upgrade to business or first-class accommodations is legitimate, military personnel should not wear the uniform to avoid the public perception of misuse of government travel resources.
- (8) When distinctive uniform items are mixed with civilian clothes. Distinctive uniform items are those items that are unique to the uniform, such as grade insignia, ribbons, cap devices, badges, uniform jackets and other United States or Air Force insignia. Note: items of physical training gear are not considered distinctive uniform items.
- (9) When eating at off-base restaurants where most diners wear business attire, or at establishments that operate primarily to serve alcohol, members will not wear the operational camouflage pattern uniform, or flight duty uniform.
- (10) When working on behalf of another student organization, such as a fraternity, sorority, or Eagle Booster Club. This is to avoid public perception of Air Force endorsement of other clubs or organizations.

4.10. PIERCINGS. The Modified, Physical Training (PT), Blues, Service Dress, and OCP are all uniforms that cadets will wear throughout the year; therefore, all cadets are expected to be within hair and grooming standards when in uniform as outlined in DAFI 36-2903, *Dress and Personal Appearance of United States Air Force and United States Space Force Personnel*, with the following exceptions:

NON-CONTRACTED CADETS. By order of AFROTC DET 432/CC, non-contracted General Military Course (GMC) cadets are authorized wear of conservative clear spacers in their ear cartilage and/or nose when in Modified or PT uniforms only. Clear spacers for any other facial piercing and in any other uniform is not authorized.

PARTICIPANTS. Participants are students who do not seek a commission and are not authorized detachment issued uniforms, excluding the detachment polo. Participants are authorized wear of conservative clear spacers in their ear cartilage and/or nose when in Modified uniform only. Clear spacers for any other facial piercing is not authorized.

4.11. PROFESSIONAL RELATIONS.

IMPROPER USE OF RANK. Cadets are specifically forbidden from using their rank or position to take, or be perceived as taking, undue advantage of subordinates.

HAZING. Cadets are prohibited from hazing, maltraining, maltreatment, and any other unacceptable conduct towards others IAW AFMAN 36-2032.

PUBLIC DISPLAYS OF AFFECTION (PDA). When in uniform, cadets are not to show public displays of affection with their significant other. When in civilian attire and in Detachment 432 spaces, public displays of affection will be held to a minimum.

5. INCENTIVES

(Source document(s) for this section include(s): *Commander's Expectations, Standards, Policies, & Incentives for AY25-26 memo, 01 August 2025*)

5.1. AWARDS AND DECORATIONS. Awards and decorations are designed to recognize cadets who go above and beyond. Cadets have the opportunity to earn ribbons for their uniform for a multitude of awards. See **ATTACHMENT 5, *AFROTC Awards & Decorations***, to review award descriptions and eligibility requirements.

5.2. PT PASS. Cadets who attain a 90 or higher on the official PFA will be awarded a "PT Pass", which is good for one "Excused" absence from a PT session. The "PT Pass" is valid for the same academic year it was received and can be applied retroactively.

6. THE AIR FORCE ENVIRONMENT.

(Source document(s) for this section include(s): *AFDP 1, The Air Force; AFI 1-1, Air Force Culture*)

6.1. MISSION, VISION, AND CORE FUNCTIONS.

MISSION. The mission of the United States Air Force is to Fly, Fight, and Win...
Airpower anytime, anywhere.

VISION. The World's Greatest Air Force - Powered by Airmen, Fueled by Innovation.

CORE FUNCTIONS. The Core Functions are Air Superiority; Global Strike; Rapid Global Mobility; Intelligence; Surveillance, and Reconnaissance; and Command and Control.

6.2. AIR FORCE CORE VALUES. The Air Force Core Values are Integrity First, Service Before Self, and Excellence In All We Do.

INTEGRITY FIRST. Simply doing the right thing, all the time, whether everyone is watching, or no one is watching. This Air Force core value is the compass that keeps us

on the right path when confronted with ethical challenges and personal temptations, and it is the foundation upon which trust and respect are built.

SERVICE BEFORE SELF. The choice to serve is a decision to hold ourselves to a higher standard; it is a calling, a daily commitment that takes energy, dedication, and sacrifice. Selfless service places demands upon us which are not levied upon the American public or those who choose other professions. Selfless service begins when our Airmen take the Oath of Office or Enlistment, but it does not mean that we let go of all that we hold dear – our family, loved ones, and sincerely held beliefs. We embrace a disciplined approach to self-control, respect for authority, and respect for the beliefs and worth of others. Additionally, Airmen must practice self-care first to be able to serve others.

EXCELLENCE IN ALL WE DO. This Air Force core value does not mean that the Air Force demands perfection in everything from everyone. Instead, it directs Airmen to continuously advance their craft and increase their knowledge as Airmen. Airmen must have a passion for continuous improvement and innovation that propels America's Air Force in quantum leaps towards accomplishment and performance.

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

6.4. OATHS. An oath is a solemn promise, often invoking a divine witness, regarding one's future action or behavior.

OATH OF ENLISTMENT. "I, (State Your Full 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." (Note: Members may omit the words "So help me God," if desired.)

OATH OF OFFICE (COMMISSIONING). "I, (State Your Full Name), having been appointed a (grade in which appointed) 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." (Note: Members may omit the words "So help me God," if desired.)

6.5. AIRMAN'S CREED. The Airman's Creed reminds all Airmen that we are far more than a conglomeration of diverse specialties, skill sets, or jobs. Airmen are in the profession of arms made up entirely of volunteers sworn to defend the Constitution of the United States against all enemies. The Creed allows Airmen to think and act with one mind, and with a commitment to victory in any armed conflict. Airmen are warriors, and are dedicated to flying,

fighting, and winning in every domain of operations.

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.

6.6. CODE OF CONDUCT. The Code of Conduct, established by President Eisenhower through Executive Order 10631 17 Aug 1955, outlines basic responsibilities and obligations of members of the U.S. Armed Forces. The Air Force expects all Airmen to measure up to the standards described in the Code of Conduct. Although developed for Prisoners of War (POW), the spirit and intent are applicable to service members subject to other hostile detention. Such service members should consistently conduct themselves in a manner that brings credit to themselves and their country. The six articles of the Code of Conduct address situations and decision areas that any member could encounter to some degree. The Code of Conduct includes basic information useful to POWs to help them survive honorably while resisting captors' efforts to exploit them. Such survival and resistance requires knowledge, understanding, and a commitment to the articles.

ARTICLE 1. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

ARTICLE 2. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

ARTICLE 3. If I am captured, I will continue to resist by all means available. I will make every effort to escape and to aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE 4. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE 5. When questioned, should I become a prisoner of war, I am required to give name, rank, Service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE 6. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

6.7. AIR FORCE SONG.

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!

7. THE SPACE FORCE ENVIRONMENT.

(Source document(s) for this section include(s): <https://crsreports.congress.gov>; Space Force Handbook 1-1, *Guardian Spirit*; www.spaceforce.mil)

7.1. MISSION AND CORE FUNCTIONS.

MISSION. Secure our Nation's interests in, from, and to Space.

CORE FUNCTIONS. Space Superiority, "Control the Domain"; Global Mission Operations, "Exploit the Domain"; and Assured Space Access, "Access the Domain".

7.2. SPACE FORCE CORE VALUES.

CHARACTER...*ABOVE ALL*. We defend the Constitution and serve our nation. Consequently, high ethical standards are the foundation of our lives. We act with integrity, remain accountable for our decisions and honor our obligations to our mission, fellow Guardians and loved ones.

CONNECTION...*TOWARD UNITY*. We're connected by a common purpose, knowing that we're stronger together than we are individually. We treat everyone with empathy

and respect and harness different perspectives to fuel innovation. In doing so, we tap into the very best each of us has to offer.

COMMITMENT...TO MASTERY. We are committed to mastering ourselves, our profession and our domain. Where others see obstacles, we see opportunities to learn and grow as a team. And through making the best use of our teammates' diverse strengths, we will achieve feats considered impossible by our adversaries.

COURAGE...TO BE BOLD. We are steadfast and stand up for what is right, regardless of the circumstances. We are biased toward action and accept risk, when necessary, to secure and defend our nation. We act and speak fearlessly, knowing our teammates and leadership are unwavering.

7.3. OATHS. See section 6.4.

7.4. CODE OF CONDUCT. See Section 6.6.

7.5. SPACE FORCE SONG.

We're the mighty watchful eye,
Guardians beyond the blue,
The invisible front line,
Warfighters brave and true.
Boldly reaching into space,
There's no limit to our sky.
Standing guard both night and day,
We're the Space Force from on high.

8. RANK AND INSIGNIA

(Source document(s) for this section include(s): AFROTCI 36-2011 Vol 1, *Cadet's Guide to Leadership Laboratory Curriculum*; <https://www.defense.gov/Resources/Insignia/>)

8.1. AFROTC CADET RANK AND INSIGNIA.

	Epaulet Rank Boards/Marks	Utility Uniform Rank Pins	
Cadet Officer Rank Insignia			Cadet Colonel (C/Col)
			Cadet Lieutenant Colonel (C/Lt Col)
			Cadet Major (C/Maj)
			Cadet Captain (C/Capt)
			Cadet First Lieutenant (C/1Lt)
			Cadet Second Lieutenant (C/2Lt)
Cadet Enlisted Rank Insignia			Cadet Third Class (C/3C)
			Cadet Fourth Class (C/4C)

8.2. ALL SERVICES ENLISTED RANK AND INSIGNIA.

JUNIOR ENLISTED RANKS.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Space Force	 Coast Guard
	<p>Service members in paygrades E-1 through E-3 are usually either in some kind of training status or on their initial assignment. The training includes the basic training phase where recruits are immersed in military culture and values and are taught the core skills required by their service component.</p> <p>Basic training is followed by a specialized or advanced training phase that provides recruits with a specific area of expertise or concentration. In the Army and Marine Corps, this area is called a military occupational specialty; in the Navy it is known as a rate; and in the Air Force it is simply called an Air Force specialty.</p>					
E-1	Private	Private	Seaman Recruit (SR)	Airman Basic	Specialist 1 (Spc1)	Seaman Recruit (SR)
E-2	Private (PV2) 	Private First Class (PFC) 	Seaman Apprentice (SA) 	Airman (Amn) 	Specialist 2 (Spc2) 	Seaman Apprentice (SA) 
E-3	Private First Class (PFC) 	Lance Corporal (LCpl) 	Seaman (SN) 	Airman First Class (A1C) 	Specialist 3 (Spc3) 	Seaman (SN) 
E-4	Corporal (CPL)  Specialist (SPC) 	Corporal (Cpl) 	Petty Officer Third Class ** (PO3) 	Senior Airman (SrA) 	Specialist 4 (Spc4) 	Petty Officer Third Class ** (PO3) 

MID-LEVEL ENLISTED RANKS.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Space Force	 Coast Guard
	<p>Leadership responsibility significantly increases in the midlevel enlisted ranks. This responsibility is given formal recognition by use of the terms noncommissioned officer and petty officer. An Army sergeant, an Air Force staff sergeant and a Marine corporal are considered NCO ranks. The Navy NCO equivalent, petty officer, is achieved at the rank of petty officer third class.</p>					
E-5	Sergeant (SGT) 	Sergeant (Sgt) 	Petty Officer Second Class ** (PO2) 	Staff Sergeant (SSgt) 	Sergeant (Sgt) 	Petty Officer Second Class ** (PO2) 
E-6	Staff Sergeant (SSG) 	Staff Sergeant (SSgt) 	Petty Officer First Class ** (PO1) 	Technical Sergeant (TSgt) 	Technical Sergeant (TSgt) 	Petty Officer First Class ** (PO1) 
E-7	Sergeant First Class (SFC) 	Gunnery Sergeant (GySgt) 	Chief Petty Officer ** (CPO) 	Master Sergeant (MSgt)  First Sergeant 	Master Sergeant (MSgt) 	Chief Petty Officer ** (CPO) 

SENIOR ENLISTED RANKS.

Enlisted Paygrade	 Army	 Marine Corps	 Navy	 Air Force	 Space Force	 Coast Guard
E-8	Master Sergeant (MSG) 	Master Sergeant (MSgt) 	Senior Chief Petty Officer ** (SCPO) 	Senior Master Sergeant (SMSgt) 	Senior Master Sergeant (SMSgt) 	Senior Chief Petty Officer ** (SCPO)
	First Sergeant (1SG) 	First Sergeant 		First Sergeant 		
E-9	Sergeant Major (SGM) 	Master Gunnery Sergeant (MGySgt) 	Master Chief Petty Officer *** ** (MCPO) 	Chief Master Sergeant (CMSgt) 	Chief Master Sergeant (CMSgt) 	Master Chief Petty Officer *** ** (MCPO)
	Command Sergeant Major (CSM) 	Sergeant Major (SgtMaj) 		First Sergeant 		
	Fleet/Command Master Chief Petty Officer *** ** 	Command Chief Master Sergeant 		Fleet/Command Master Chief Petty Officer *** ** 		
E-9	Sergeant Major of the Army (SMA) 	Sergeant Major of the Marine Corps (SgtMaj)MC 	Master Chief Petty Officer of the Navy (MCPON) 	Chief Master Sergeant of the Air Force (CMSAF) 	Chief Master Sergeant of the Space Force (CMSSF) 	Master Chief Petty Officer of the Coast Guard (MCPCCG)

8.3. ALL SERVICES OFFICER RANK AND INSIGNIA.

COMPANY GRADE OFFICERS (CGOs)

Officer Paygrade	Army	Marine Corps	Navy	Air Force	Space Force	Coast Guard
O-1						
O-2	First Lieutenant 1LT 	First Lieutenant 1stLt 	Lieutenant Junior Grade LTJG 	First Lieutenant 1st Lt 	First Lieutenant 1st Lt 	Lieutenant Junior Grade LTJG 
O-3	Captain CPT 	Captain Capt 	Lieutenant LT 	Captain Capt 	Captain Capt 	Lieutenant LT 

FIELD GRADE OFFICERS (FGOs).

Officer Paygrade	Army	Marine Corps	Navy	Air Force	Space Force	Coast Guard
O-4	MAJ 	Maj 	LCDR 	Maj 	Maj 	LCDR 
O-5	Lieutenant Colonel LTC 	Lieutenant Colonel LtCol 	Commander CDR 	Lieutenant Colonel Lt Col 	Lieutenant Colonel Lt Col 	Commander CDR 
O-6	Colonel COL 	Colonel Col 	Captain CAPT 	Colonel Col 	Colonel Col 	Captain CAPT 

GENERAL OFFICERS (NOTE: The term ‘FLAG OFFICER’ is used in the Navy.)

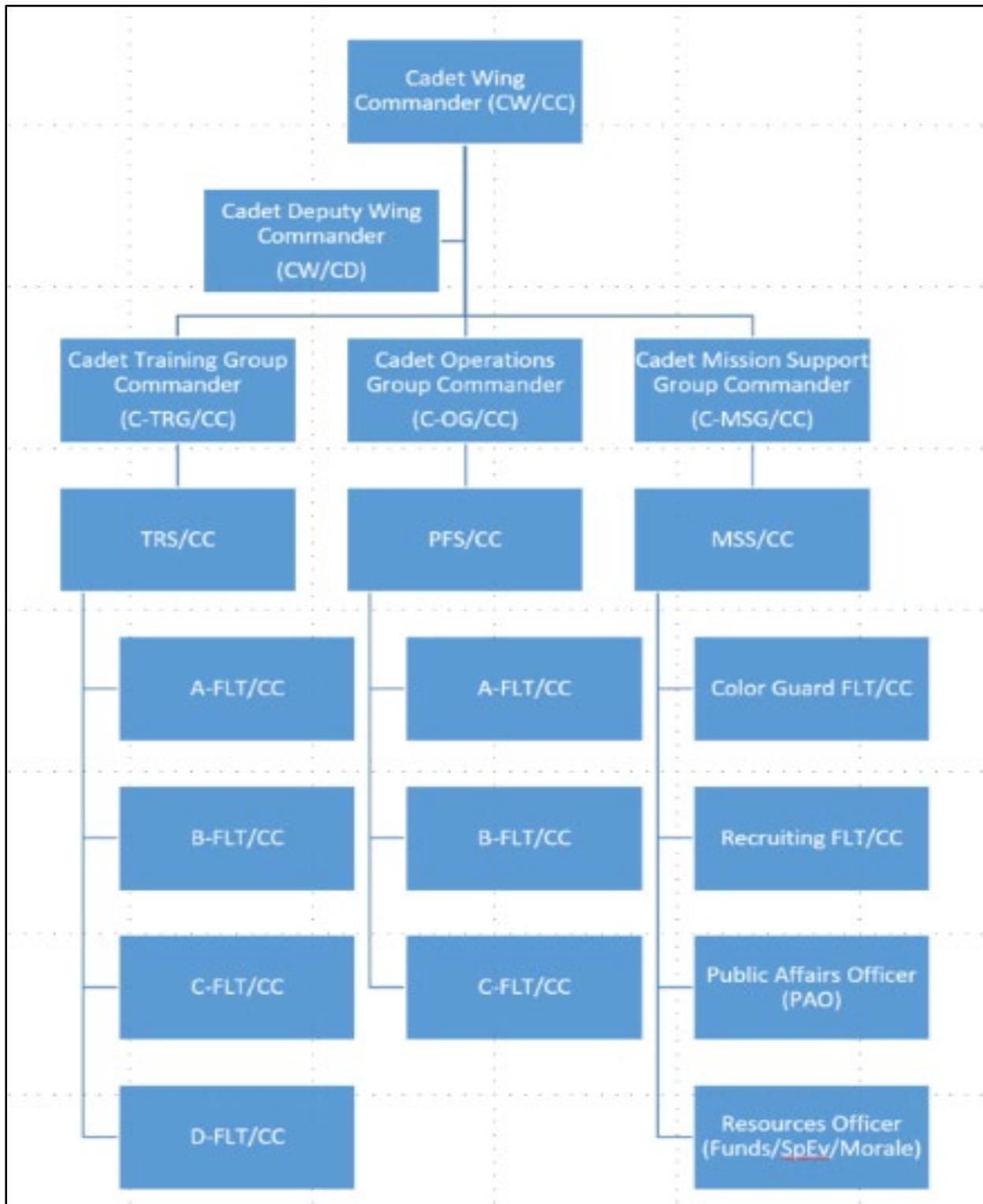
Officer Paygrade	Army	Marine Corps	Navy	Air Force	Space Force	Coast Guard
O-7	Brigadier General BG 	Brigadier General BGen 	Rear Admiral Lower Half RDML 	Brigadier General Brig Gen 	Brigadier General Brig Gen 	Rear Admiral Lower Half RDML 
O-8	Major General MG 	Major General MajGen 	Rear Admiral Upper Half RADM 	Major General Maj Gen 	Major General Maj Gen 	Rear Admiral Upper Half RADM 
O-9	Lieutenant General LTG 	Lieutenant General LtGen 	Vice Admiral VADM 	Lieutenant General Lt Gen 	Lieutenant General Lt Gen 	Vice Admiral VADM 
O-10	General GEN 	General Gen 	Admiral ADM 	General Gen 	General Gen 	Admiral ADM 
	General of the Army (Reserved for wartime only) 	N/A	Fleet Admiral (Reserved for wartime only) 	General of the Air Force (Reserved for wartime only) 	N/A	Fleet Admiral (Reserved for wartime only) 

9. CHAIN OF COMMAND AND SUPERVISION

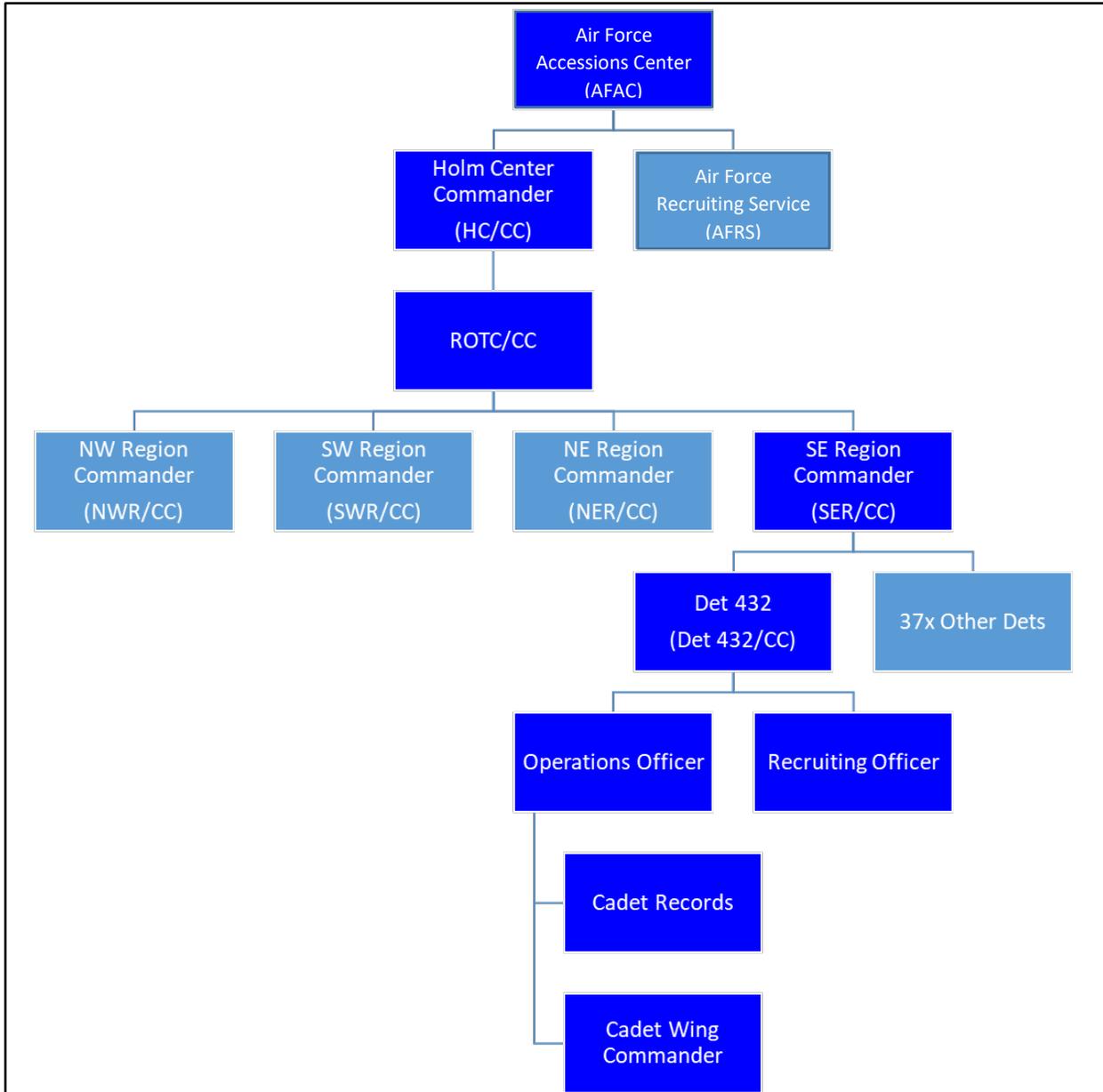
(Source document(s) for this section include(s): AFI 1-1, *Air Force Culture*; AFROTCI 36-2011 Vol1, *Cadet’s Guide to Leadership Laboratory*; www.airuniversity.af.edu)

9.1. OVERVIEW. The chain of command and supervision provides the command, control, and communications necessary to accomplish the mission. Each level in the chain is responsible for all lower levels and accountable to all higher levels. Loyalty up and down the chain makes a system efficient and effective. Everyone is a part of, and subject to, the chain of command and must use it properly. A key principle of leadership is empowering individuals at all levels to be proactive and take appropriate action when necessary. One example of this is to resolve problems and seek answers at the lowest possible level. If a problem is unresolved, you should continue up the chain, and if practical, request assistance at each level before going to the higher level and advise that you are doing so.

9.2. CADET WING CHAIN OF COMMAND AND SUPERVISION. Organizational structure may vary from detachment-to-detachment. The below visual is given as a notional example. Refer to the AFROTC Det 432 Operations Plan (OPLAN) for current structure.



9.3. AFROTC CHAIN OF COMMAND AND SUPERVISION. (NOTE: Bright blue signifies the specific chain of command from the Air Force Accessions Center (AFAC) to the DET 432 CW/CC.)



9.4. AIR FORCE CHAIN OF COMMAND AND SUPERVISION TO DET 432. The DAF is headed by a civilian Secretary and military Chief of Staff, who together are responsible for manning, training, and equipping the forces the service provides to Joint Combatant Commands around the globe. The Secretary of the Air Force (SecAF) reports to the Secretary of Defense (SecDef), and the SecDef reports to the Commander-in-Chief.

POSITION	INDIVIDUAL
President of the United States (POTUS)	Donald J. Trump
Secretary of Defense (SecDef)	Pete Hegseth
Chairman of the Joint Chiefs of Staff (CJCS)	Gen. Dan Caine
Secretary of the Air Force (SecAF)	Troy E. Meink
Air Force Chief of Staff (CSAF)	Gen. David W. Allvin
Air Education and Training Commander (AETC)	Lt Gen Brian S. Robinson
Air Force Accessions Center (AFAC/CC)	Brig Gen Jeffrey W. Nelson
Holm Center Commander (HC/CC)	Brig Gen Joseph L. Sheffield
Air Force ROTC Commander (AFROTC/CC)	Colonel Eugene A. Moore III
AFROTC Southeast Region Commander (AFROTC SER/CC)	Colonel Michael D. King
AFROTC Detachment 432 Commander (AFROTC DET 432/CC)	Lt Col Michael L. Palmore

10. DAF ORGANIZATIONAL STRUCTURE.

(Source document(s) for this section include(s):

<https://www.defense.gov/Multimedia/Experience/Military-Units/Air-Force/#air-force>; 2024 USAF Almanac; <https://www.spaceforce.mil/About-Us/About-Space-Force/>; AFI 38-101, *Manpower and Organization*)

10.1. OVERVIEW. The Department of the Air Force (DAF) also includes the Space Force, much like the Department of the Navy includes the Marine Corps. What follows are the basic organizational components the Air Force, followed by the Space Force. The lists begin with the smallest organizational component and proceeds through the headquarters level. Refer to **ATTACHMENT 6, DAF Organizational Structure**, for a visual depiction.

10.2. AIR FORCE.

SECTION / ELEMENT. When subdivisions of a flight are necessary, it may consist of sections, then elements. These are formed of two or more airmen and are often referred to as simply an “element” at field training.

FLIGHT. Broken into three types, flights can be numbered/named, alpha, or functional. A flight comprises individual airmen or sections. When in formation, a Flight consists of a Flight Commander, Element Leaders, and a Guidon Bearer.

SQUADRON. A squadron is commanded by a Field Grade Officer, either a Major or a Lieutenant Colonel. Squadrons consist of two or more flights. They are the lowest level of command with a headquarters element, usually identified by number and function. The 1st Reconnaissance Squadron is an example. There are 312 operational and ~3,000 support squadrons in the Air Force. (NOTE: AFROTC detachments are the equivalent of a squadron.)

GROUP. A group is commanded by a Colonel. A group consists of two or more squadrons whose functions are similar to what the group is named, such as two or more squadrons supporting medical functions being part of a medical group. Groups mostly take on the number of the wing to which they’re assigned. For instance, the 9th Medical Group is part of the 9th Reconnaissance Wing. There are ~700 groups in the Air Force.

WING. A Wing is commanded by a Colonel or a Brigadier General. Wings comprise two or more groups. There are two types of wings: composite and objective. Composite wings operate more than one kind of aircraft, and may be configured as self-contained units designated for quick air intervention anywhere in the world. Others are based on objective: operational, air base or specialized mission. Wings typically contain an operations group, a maintenance group, a support group and a medical group. The 165th Airlift Wing is an example. There are 144 wings in the Air Force.

NUMBERED AIR FORCE (NAF). A NAF is commanded by a Major General or a Lieutenant General. Wings, squadrons and groups can all be assigned to a numbered air force, which usually has a geographical assignment. First Air Force, for example, ensures the air sovereignty and air defense of the continental United States, U.S. Virgin Islands and Puerto Rico. There are 26 NAFs (and Centers) in the Air Force.

MAJOR COMMAND (MAJCOM). A MAJCOM is commanded by a General. MAJCOMs can be organized two ways: by mission (such as Global Strike Command or Mobility Command) or by region outside the continental United States (such as Pacific Air Forces). Major commands report directly to Department of the Air Force Headquarters. There are 11 MAJCOMs in the Air Force.

INSTITUTIONAL MAJOR COMMANDS. Institutional commands will organize, train and equip Airmen.

Air Combat Command (ACC)
Air Education and Training Command (AETC)

Air Force Materiel Command (AFMC)
Air Force Reserve Command (AFRC)
Air National Guard (ANG)

SERVICE COMPONENT MAJOR COMMANDS. Service Component Commands will prepare Airmen for warfighting in a combatant command's area of responsibility.

Air Forces Central (AFCENT)
Air Forces Cyber (AFCYBER)
Air Force Global Strike Command (AFGSC)
Air Forces Northern (AFNORTH)
Air Forces Southern (AFSOUTH)
Air Forces Space (AFSPACE)
Air Force Special Operations Command (AFSOC)
Air Mobility Command (AMC)
Pacific Air Forces (PACAF)
U.S. Air Forces Europe/Air Forces Africa (USAFE/AFAFRICA)

DEPARTMENT OF THE AIR FORCE (DAF) HEADQUARTERS (HQ). The DAF/HQ Military leadership led by the Air Force Chief of Staff, the Vice Chief of Staff of the Air Force, and the Chief Master Sergeant of the Air Force. DAF/HQ staff is organized by functional areas, of which the most basic structure is as follows:

A1 = Manpower, Personnel, & Services
A2/6 = Intelligence, Surveillance, Reconnaissance, & Cyber Effects
A3 = Operations
A4 = Logistics, Engineering, & Force Protection
A5/7 = Air Force Futures
A8 = Plans and Programs
A10 = Strategic Deterrence & Nuclear Integration

10.3. SPACE FORCE. The Space Force is organized into a headquarters staff that provides leadership and guidance for the force; field commands that are responsible for organizing, training, and equipping thousands of Guardians around the world; deltas that support field commands and are specialized by mission area; and squadrons, which specialize in acquisition, cyberspace operations, engineering, intelligence, and space operations.

SQUADRONS. Specialize in acquisition, cyberspace operations, engineering, intelligence, and space operations.

DELTAS. Support field commands and are specialized by mission area.

FIELD COMMANDS. The U.S. Space Force's three Field Commands (FLDCOMs) are purpose-built for specific activities, aligning to the various institutional responsibilities to organize, train, and equip Guardians. Field Commands are commanded by a Lieutenant

General.

SPACE OPERATIONS COMMAND (SpOC). Generates, presents, and sustains space warfighting capability for Combatant Commanders.

SPACE SYSTEMS COMMAND (SSC). Develops, acquires, equips, fields, and sustains lethal and resilient space capabilities.

SPACE TRAINING AND READINESS COMMAND (STARCOM). Increases Guardians' readiness to prevail in competition and conflict through education, training, doctrine, and test.

HEADQUARTERS. The Space Force is headquartered at the Pentagon. At the headquarters level, the Space Force is led by the Chief of Space Operations, a four-star general who reports to the Secretary of the Air Force and provides military advice to civilian leadership of the U.S. Department of Defense and White House. Alongside our sister service, the U.S. Air Force, the two services (Space Force and Air Force) combine to form the Department of the Air Force – much like the Marine Corps and Navy combine to form the Department of the Navy.

11. CUSTOMS & COURTESIES.

(Source document(s) for this section include(s): AFI 1-1, *Air Force Culture*; AFI 34-1201, *Protocol*; Air Force Pamphlet (AFPAM) 34-1202, *Guide to Protocol*, DAFPAM 34-1203, *Drill and Ceremonies*)

11.1. OVERVIEW. Our customs and courtesies reflect the unique nature of our profession and guide significant aspects of our behavior. They emphasize our strong bond with other military members as well as our mutual respect for one another and our civilian leadership. Ensure your actions and attitude always reflect upon your professionalism. Lack of military courtesies can bring disciplinary action. The following is not a complete list but is a good start to understanding this topic.

11.2. FORMS OF ADDRESS. All cadets will be addressed by *Cadet* and their *Last Name* (i.e. Cadet Eagle). All cadre will be addressed by their *Rank* and *Last Name*, or *Sir/Ma'am*.

11.3. SEVEN BASIC RESPONSES.

- (1) Yes, Sir/Ma'am
- (2) No, Sir/Ma'am
- (3) No excuse, Sir/Ma'am
- (4) Sir/Ma'am, May I make a statement?
- (5) Sir/Ma'am, May I ask a question?
- (6) Sir/Ma'am, I do not understand.
- (7) Sir/Ma'am, I do not know.

11.4. PLACE OF HONOR. The place of honor is always on the right. A junior walks, sits, or rides on a senior's left. When boarding a vehicle, the senior enters last, and when departing a vehicle, the senior leaves first. A senior always enters the door first.

11.5. WHEN TO STAND. When in or out of uniform, it is always appropriate to render respect by standing during the below scenarios:

WHEN BEING SPOKEN TO. If seated, all cadets will stand when addressed by an officer, non-commissioned officer, or senior cadet.

WHEN A CADRE MEMBER ENTERS / EXITS THE ROOM. A cadet will call the room to attention when a cadre member enters the room and render a verbal greeting unless a higher ranking officer is already in the room. When a cadre member leaves the room, the room will be called to attention.

11.6. SALUTING. The salute is a courteous exchange of greetings, with the junior member always initiating the exchange. When returning or rendering an individual salute, the head and eyes are turned toward the person saluted. See **ATTACHMENT 7, *Saluting in Uniform***, for a quick-reference chart on who to salute, when to salute them, and under what settings. A salute is also rendered to the flag as a sign of respect.

11.7. RESPECT FOR THE FLAG. The Flag of the United States is one of the most enduring and sacred symbols of our country. It represents the principles and ideals you have pledged to defend and for which many have made the ultimate sacrifice. Airmen shall treat it with the same respect due to the highest military and public officials. Airmen will never burn (except for reverent disposition of an unserviceable Flag), deface, mutilate, or treat with contempt or any other form of disrespect. (18 U.S.C. § 700; AFI 34-1201). Other things to be aware of include:

PARADES / PROCESSIONS. When in uniform, you salute the Flag as it passes in front of you in a procession or parade. Salute six paces before the Flag passes before you, and hold your salute until the Flag has passed six paces beyond your position.

NATIONAL ANTHEM. You must show respect for the National Anthem and Flag both indoors and outdoors, in uniform and in civilian clothing. (36 U.S.C. § 301). During the playing of the national anthems of friendly nations, render the same customs and courtesies as those given during the playing of the United States National Anthem.

INDOOR CEREMONIES. When in uniform, face the Flag (if visible) or music. Stand at attention at the first note and maintain that position until the last note without rendering a salute. If in civilian clothing, stand at attention and place your right hand over your heart.

OUTDOOR CEREMONIES. When in uniform, face the Flag (if visible) or music. Stand at attention and salute at the first note of the National Anthem and hold until completion of the last note. If in civilian clothing you should either

stand at attention and place your right hand over your heart or render a salute. Civilian hats will be removed.

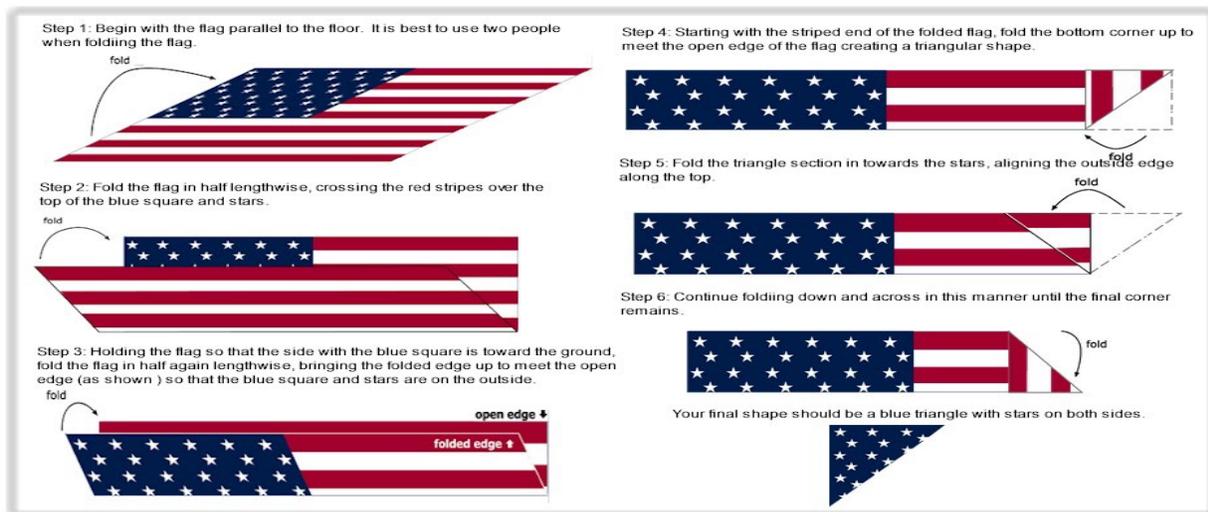
REVEILLE. Reveille is the signal for the start of the official duty day. Because the time for the start of the duty day varies between bases, the commander designates the specified time for reveille. If the commander desires, a reveille ceremony may accompany the raising of the flag. This ceremony takes place in the vicinity of the base flagstaff and is held after sunrise. Members will be at the position of Attention during Reveille and will Salute the flag (or music) once the National Anthem Plays.

RETREAT. The retreat ceremony serves a twofold purpose. It signals the end of the official duty day and serves as a ceremony for paying respect to the flag. Because the time for the end of the duty day varies, the commander designates the specific time for the retreat ceremony. Flags on stationary flag staffs are only saluted during reveille, retreat, or special ceremonies. In these cases, when outside and in uniform, consistent with safety and mission requirements, Airmen stop what they are doing, face the direction of the flag (if visible) or the music. Stand at parade rest during the sounding of retreat (which precedes the lowering of the flag), then come to attention and salute during the playing of the National Anthem or “To the Colors.” If driving a vehicle, stop if consistent with safety and mission requirements. Airmen and their passengers should sit quietly until the music ends.

TAPS. Many installations play “Taps” to signify lights out at the end of the day. For these purposes, there are no formal protocol procedures required. However, upon hearing “Taps” at a military ceremony (military funeral/memorial ceremony), proper protocol dictates Airmen in uniform render appropriate honors consistent with protocol for the National Anthem, indoor and outdoor, until the music is complete.

PLEDGE OF ALLEGIANCE. When in uniform and outdoors, stand at attention, face the flag, remain silent, and salute. If indoors, stand at attention, face the flag, and remain silent (where the participants are primarily civilians or in civilian attire, reciting the Pledge of Allegiance is optional for those in uniform). When not in uniform, Airmen stand at attention, face the flag, place their right hand over their heart, and recite the Pledge of Allegiance. Civilian hats will be removed.

FOLDING THE FLAG. A minimum of two people are needed to ceremoniously fold the flag.



12. MILITARY CEREMONIES & PROTOCOL

(Source document(s) for this section include(s): AFI 34-1201, *Protocol*; Air Force Pamphlet (AFPAM) 34-1202, *Guide to Protocol*, AFI 36-3203, *Service Retirements*; DAFPAM 34-1203, *Drill and Ceremonies*)

12.1. Dining-In / Dining-Out. Formal military dinners are a tradition in all branches of the United States Armed services. The dining in (unit members only) and dining out (unit members plus spouses or guests) represent the most formal aspects of Air Force social life and should be conducted in a tasteful, dignified manner. Refer to AFPAM 34-1202, *Guide to Protocol*, for details on history, key players, protocol, planning, and execution.

12.2. Awards. An award ceremony affords an opportunity to recognize a member's accomplishments. Refer to AFPAM 34-1202, *Guide to Protocol*, for details on sequence of events, key players, protocol, planning, and execution. When a member is called to receive an award, they should utilize the *Shake – Take – Salute* method:

- (1) *Shake* the presenter's hand with their right hand, and simultaneously,
- (2) *Take* the award from the presenter with their left hand; pause briefly for a photo, then,
- (3) *Salute* the presenter

12.3. Change of Command. The primary purpose of a change of command ceremony is to allow subordinates to witness the formality of command change from one officer to another. The ceremony should be official, formal, brief and conducted with great dignity. Refer to AFPAM 34-1202, *Guide to Protocol*, and DAFPAM 34-1203, *Drill and Ceremonies*, for details on sequence of events, key players, protocol, planning, and execution.

12.4. Commissioning / Promotion. Promotions are significant events in the lives of military and civilian personnel. Commanders and supervisors are responsible for ensuring their people

receive proper recognition. Enlisted members may not officiate a promotion ceremony. Refer to AFPAM 34-1202, *Guide to Protocol*, for details on sequence of events, key players, protocol, planning, and execution.

12.5. Retirement. Recognition upon retirement is a long-standing tradition of military service. Commanders ensure members leave with a tangible expression of appreciation for their contributions to the Air Force and its mission, and with the assurance they will continue to be a part of the Air Force family in retirement. Refer to AFPAM 34-1202, *Guide to Protocol*, and AFI 36-3203, *Service Retirements*, for details on sequence of events, key players, protocol, planning, and execution.

13. DRESS & APPEARANCE

(Source document(s) for this section include(s): AFI 1-1, *Air Force Culture*; DAFI 36-2903, *Dress and Personal Appearance of Department of the Air Force Personnel*; DAFI 36-2903_AFROTC SUPP; and DAFMAN 36-2905, *Air Force Physical Fitness Program*.)

13.1. OVERVIEW. First impressions are often drawn based upon appearance. Projecting a good military image reflects not only on the members personally, but also on the Air Force. Appearance matters both on and off duty and involves more than just the clothes Airmen wear. Projecting a professional image and maintaining a high standard is paramount. This standard consists of five elements: neatness, cleanliness, safety, uniformity, and military image. The Air Force philosophy is that the uniform will be plain, distinctive, and standardized.

13.2. UNIFORM. Refer to **DAFI 36-2903, *Dress and Personal Appearance of Air Force and Space Force Personnel*** and **DAFI 36-2903_AFROTC SUPP** for details on: how to wear the uniform; where to place rank, insignia, ribbons, and patches; and grooming standards, which includes regulations for hair, facial hair, makeup, nail polish, tattoos, accessories (bags and purses), and other such items.

13.3. PERSONAL GROOMING. The Air Force has defined what is and is not an acceptable professional military image in terms of personal grooming. All Air Force personnel must comply with the grooming standards found in DAFI 36-2903 while in uniform, or while in civilian clothing in an official capacity. Refer to **DAFI 36-2903, *Dress and Personal Appearance of Air Force and Space Force Personnel*** and **DAFI 36-2903_AFROTC SUPP** for details on: grooming standards, which includes regulations for hair, facial hair, makeup, nail polish, tattoos, accessories (bags and purses), and other such items.

13.4. PHYSICAL FITNESS. Maintaining a fit appearance projects a proper military image. Additionally, an active lifestyle increases productivity, optimizes health, and decreases absenteeism, which helps maintain a higher level of readiness. The Physical Fitness Assessment (PFA) and the Body Composition Assessment (BCA) provides commanders with a tool to assist them in determining the overall fitness of their military personnel. Age- and gender-specific fitness assessment score charts are provided in **DAFMAN 36-2905, *Air Force Physical Fitness Program***.

14. DRILL POSITIONS & MOVEMENTS

(Source document(s) for this section include(s): DAFFAM 34-1203, *Drill and Ceremonies*)

14.1. OVERVIEW. Drill consists of certain movements by which the flight or squadron is moved in an orderly manner from one formation to another, or from one place to another, through a series of commands. For drill instruction, movement of troops, and other formations, the senior member present will assume the leadership position. When possible, do not place persons of higher grade in positions subordinate to the instructor or person in charge of the drill or formation.

14.2. DRILL COMMAND. A drill command is a verbal order. Most drill commands have two parts, the *Preparatory Command* and the *Command of Execution*. In this manual, the first letter of preparatory command is capitalized and printed in red boldface (**Flight**), and the command of execution is printed in all caps and boldface (**ATTENTION**).

PREPARATORY COMMAND. The preparatory command explains what the movement will be. When calling a unit to attention or halting a unit's march, the preparatory command includes the unit's designation. In the command **Flight, HALT**, the word Flight is the preparatory command. At the same time, it designates the unit.

COMMAND OF EXECUTION. The command of execution follows the preparatory command. The command of execution explains when the movement will be carried out. In **Forward, MARCH**, the command of execution is **MARCH**.

COMBINATION. In certain commands, the preparatory command and the command of execution are combined, for example: **FALL IN, AT EASE**, and **REST**. These commands are given at a uniformly high pitch and a louder volume than that of a normal command of execution.

14.3. GENERAL RULES FOR COMMANDS.

- (1) When giving commands, the leader is at the position of attention.
- (2) The leader faces the formation when giving commands except when the element is part of a larger drill element or when the leader is relaying or echoing commands in a ceremony.
- (3) When a command requires a unit to execute a movement different from other units (or the same movement at a different time), the subordinate leader gives a supplementary command over the right shoulder. Supplementary commands are given between the element leader's preparatory command and command of execution. For example: When the squadron commander's preparatory command is **Squadron**, the flight commander's preparatory command is **Flight**.
- (4) When flights of a squadron are to execute a movement in order, such as a column movement, the flight commander of A Flight repeats the squadron commander's preparatory command. The commanders of the other flights give a supplementary command, such as **CONTINUE THE MARCH**. When the squadron commander gives the command of execution, A Flight executes the movement; and, at the

command of the appropriate flight commander, each of the following flights executes the movement at approximately the same location and in the same manner as A Flight.

- (5) Use the command **AS YOU WERE** to revoke a preparatory command. After the command of execution has been given and the movement has begun, give other appropriate commands to bring the element to the desired position. If a command is improperly given, the individuals execute the movement to the best of their ability.
- (6) When giving commands, flight commanders may add the letter of their flight to the command, such as **A Flight, HALT** or **B Flight, Forward, MARCH**. When commands are given to a squadron in which one flight stands fast or continues to march, the flight commander commands **STAND FAST** or **CONTINUE THE MARCH**, as appropriate.
- (7) The preparatory command and the command of execution are given as the heel of the foot corresponding to the direction of the movement strikes the ground.

14.4. INDIVIDUAL INSTRUCTION. The first phase of drill involves teaching the Airman or Guardian basic movements, facings, and positions, either as an individual or as a member of an element. Below are basic positions and movements.

ATTENTION. The command is **Flight, ATTENTION**. To come to attention, stand straight without locking the knees, bring the heels together with toes turned out forming a 45-degree angle. Arms hang by your side with hands cupped and thumbs resting along the first joint of the forefinger. The head is kept erect and held straight to the front with the chin drawn in slightly so the axis of the head and neck is vertical; eyes are to the front, with the line of sight parallel to the ground. The weight of the body rests equally on the heels and balls of both feet, and silence and immobility are required.



PARADE REST. The command is **Parade, REST**. On the command **REST**, raise the left foot from the hip just enough to clear the ground and move it smartly to the left so the heels are 12 inches apart, as measured from the inside of the heels. Keep the legs straight, but not stiff, and the heels on line. As the left foot moves, bring the arms, fully extended, to the back of the body, uncupping the hands in the process; and extend and join the fingers, pointing them toward the ground. The palms will face outwards. Place the right hand in the palm of the left, right thumb over the left to form an "X". Keep head and eyes straight ahead, and remain silent and immobile.



RIGHT FACE / LEFT FACE. Execute facing movements from a halt, at the position of attention, and in the cadence of quick time. Perform facing movements in two counts. The command is **Right, FACE** (or **Left FACE**). The movement is done in two counts. On the command **FACE**, simultaneously raise the right (left) toe and left heel slightly and pivot 90 degrees to the right (left) on the ball of the left (right) foot and the heel of the right (left) foot, assisted by slight pressure on the ball of the left (right) foot. Keep legs straight, but not stiff. The upper portion of the body remains at attention. This completes count one of the movement. Next, bring the left (right) foot smartly forward, ensuring heels are together and on line. Feet should now be forming a 45-degree angle, which means the position of attention has been resumed. This completes count two of the movement.



ABOUT FACE. Execute facing movements from a halt, at the position of attention, and in the cadence of quick time. The command is **About, FACE**. The movement is done in two counts. On the command, **FACE**, lift the right foot from the hip just enough to clear the ground. Without bending the knees or excessive leg swing, place the ball of the right foot approximately half a shoe length behind and slightly to the left of the left heel. Distribute the weight of the body on the ball of the right foot and the heel of the left foot. Keep both legs straight, but not stiff. The position of the foot has not changed. This completes count one of the movement. Keeping the upper portion of the body at the position of attention, pivot 180 degrees to the right on the ball of the right foot and heel of the left foot, with a twisting motion from the hips. Suspend arm swing during the movement, and remain as though at attention. On completion of the pivot, heels should be together and on line and feet should form a 45-degree angle. The entire body is now at the position of attention. This completes count two of the movement.



HAND SALUTE. This movement is done in two counts. On the first count, the



individual raises the right hand sharply and in the most direct manner while at the same time extending and joining the fingers. Keep the palm flat and facing the body. Place the thumb along the forefingers, keeping the palm flat and forming a straight line between the fingertips and elbows. Tilt the palm slightly toward the face. Hold the upper arm horizontal, slightly forward of the body and parallel to the ground. Ensure the tip of

the middle finger touches the right front corner of the headdress. If wearing a non-billed hat, ensure the middle finger touches the outside corner of the right eyebrow or the front corner of glasses. The rest of the body will remain at the position of attention. On the second count, the individual will bring the arm smoothly and smartly downward, retracing the path used to raise the arm. Cup the hand as it passes the waist, and return to the position of attention.

PRESENT / ORDER ARMS. On the command **Present, ARMS**, execute the first count of hand salute. Count two of hand salute is performed when given the command **Order, ARMS**.

EYES RIGHT (LEFT) AND READY FRONT. The commands are **Eyes, RIGHT (LEFT)** and **Ready, FRONT**. These commands may be given at a halt or while marching. The preparatory command and command of execution are given on the right (left) foot while marching. On the command **RIGHT (LEFT)**, all persons, except those on the right (left) flank, turn their heads and eyes smartly 45 degrees to the right (left) (Figure 3.6). To return their heads and eyes to the front, the command **Ready, FRONT** is given as the left (right) foot strikes the ground. On the command **FRONT**, heads and eyes are turned smartly to the front.

FORWARD MARCH AND HALT. To march forward in quick time from a halt, the command is **Forward, MARCH**. On the command **MARCH**, step off straight ahead with the left foot, taking a 24-inch step (measured from heel to heel), and places the heel on the ground first. When stepping off and while marching, use coordinated arm swing; that is, right arm forward with the left leg and left arm forward with the right leg. Cup the hands with the thumbs pointed down, hang arms straight but not stiff and swing the arms naturally. Measure the swing 6 inches to the front (measured from the rear of the hand to the front of the thigh) and 3 inches to the rear (measured from the front of the hand to the back of the thigh). If applicable, maintain proper dress, cover, interval, and distance and adhere to cadence. Count cadence as follows: counts one and three are given as the heel of the left foot strikes the ground and counts two and four are given as the heel of the right foot strikes the ground. To stop the flight from marching, the command is **Flight, HALT**.

DOUBLE TIME. To have the flight march in a jog-like manner, the command is **Double Time, MARCH.**

MARK TIME. To have the flight march in place, the command is **Mark Time, MARCH.**

RIGHT (LEFT) STEP. To have the flight move simultaneous a few steps to the right or left, the command is **Right (Left) Step, MARCH.** This command is given only from a halt and for moving short distances.

CHANGE STEP. The purpose of this movement is to change the cadence count without changing the rhythm of the cadence. The command is **Change Step, MARCH.** On the command MARCH, given as the right foot strikes the ground, the Airman or Guardian takes one more 24-inch step with the left foot. Then in one count, place the ball of the right foot alongside the heel of the left foot, suspend arm swing, and shift the weight of the body to the right foot. Step off with the left foot in a 24-inch step, resuming coordinated arm swing. The upper portion of the body remains at the position of attention throughout.

TO THE REAR. The command is **To the Rear, MARCH,** given as the heel of the right foot strikes the ground. On the command **MARCH,** the Airman or Guardian takes a 12-inch step with the left foot, placing it in front of and in line with the right foot and distributes the weight of the body on the balls of both feet. Then pivots on the balls of both feet, turning 180 degrees to the right, and takes a 12-inch step with the left foot in the new direction, with coordinated arm swing, before taking a full 24-inch step with the right foot. While pivoting, do not force the body up or lean forward. The pivot takes a full count and the arm swing is suspended to the sides as the weight of the body comes forward while executing the pivot, as if at the position of attention.

FLANKING. The command is **Right (Left) Flank, MARCH,** given as the heel of the right (left) foot strikes the ground. On the command MARCH, the Airman or Guardian takes one more 24-inch step, pivots 90 degrees to the right (left) on the ball of the left (right) foot, keeping the upper portion of the body at the position of attention. Then steps off with the right (left) foot in the new direction of march with a full 24-inch step and coordinated arm swing. Arm swing is suspended to the sides as the weight of the body comes forward on the pivot foot. The pivot and step off are executed in one count. This movement is used for a quick movement to the right or left for short distances only. Throughout the movement, maintain proper dress, cover, interval, and distance.

ROUTE STEP. To have the flight move in a forward direction where silence or cadence is not required, the command is **Route Step, MARCH.** On the command **MARCH,** the Airman or Guardian takes one more 24-inch step and assumes route step. The flight will still need to maintain dress, cover, interval, and distance.

14.5. FLIGHT INSTRUCTION. The second phase of drill merges the individual with others to form a flight in which base formations and marching are learned. The flight is composed of at

least two, but not more than four, elements. This formation is the most practical drill group. In flight drill, the positions of the flight commander, flight sergeant, and guide (i.e., Guidon Bearer) assume importance.

TYPES OF FORMATIONS.

LINE FORMATION. To get your flight members in to Line Formation, the command is **FALL IN**. See **ATTACHMENT 8, *Line Formation***, for a visual depiction.

- (1) On this command, the guide takes a position facing the flight sergeant and to the flight sergeant's left so the first element will fall in centered on and three paces from the flight sergeant. Once halted at the position of attention, the guide performs an automatic dress right dress. When the guide feels the presence of the first element leader on his or her fingertips, the guide executes an automatic ready front. Once positioned, the guide does not move.
- (2) The first element leader falls in directly to the left of the guide and, once halted, executes an automatic dress right dress. The second, third, and fourth element leaders fall in behind the first element leader, execute an automatic dress right dress, visually establish a 40-inch distance, and align themselves directly behind the individual in front of them. The remaining service members fall into any open position to the left of the element leaders and execute an automatic dress right dress to establish dress and cover.

INVERTED LINE FORMATION. This is the same formation as Line Formation, except the Flight is facing away from the Flight Commander.

COLUMN FORMATION. Column Formation is the same as Line Formation, with two exceptions: The Flight is facing towards the Element Leaders and the Guidon Bearer moves to position directly in front of the last Element Leader. See **ATTACHMENT 9, *Column Formation***, for a visual depiction.

INVERTED COLUMN FORMATION. This formation is the same as Column Formation, except the Flight is facing away from the Element Leaders.

ESTABLISH INTERVAL. To establish interval, the leading individual in each file obtains exact shoulder-to-fingertip contact with the individual to his or her immediate right.

SIZE THE FLIGHT. To size the flight, the flight commander faces the flight to the right (from line to column formation) and has taller personnel (except the guide, element leaders, and flight sergeant) move to the front of the flight according to height. The flight commander then faces the flight to the right (from column to inverted line formation) and again has taller personnel (except the flight sergeant) move to the front of the flight

according to height. The flight commander faces the flight back to the left (column formation) and continues this procedure until all members are properly sized.

ALIGN THE FLIGHT. The commands are **Dress Right, DRESS** and **Ready, FRONT**. On the command **DRESS**, everyone except the last Airman or Guardian in each element raises and extends the left arm laterally from the shoulder with snap so the arm is parallel with the ground. As the arm is raised, un-cup the hand at approximately waist level, keeping the palm down. Extend and join the fingers and place the thumb along the forefinger. At the same time as the left arm is raised, each individual (except the guide and second, third, and fourth element leaders) turns head and eyes 45 degrees to the right with snap. The leading individual of each file establishes normal interval (by taking small choppy steps and aligning with the base file) and establishes exact shoulder-to-fingertip contact with the individual to the immediate right. The second, third, and fourth element leaders align themselves directly behind the person in front of them (using small choppy steps) and visually establish a 40-inch distance. As the remaining members align themselves behind the individual in front of or to the right of them, their shoulders may or may not touch the fingertips of the individual to their right. If the arm is too long, place the extended hand behind the shoulder of the individual to the left. If the arm is too short, leave it extended toward the individual to the left and parallel to the ground. Once dress, cover, interval, and distance have been established, the command **Ready, FRONT** will be given. On this command, Airmen or Guardians whose arms are up will lower their arms with snap to their sides (without slapping their sides) and re-cup their hands when their arm is at approximately waist level. As the arm is lowered, service members whose heads are turned will return their heads to the front with snap. The body is now back to the position of attention.

OPEN RANKS.

- (1) The command is **Open Ranks, MARCH**. It is only given to a formation when in line at normal interval. On the command **MARCH**, the fourth rank stands fast and automatically executes dress right dress at normal interval. Each succeeding rank in front of the fourth rank takes the required number of paces, stepping off with the left foot and a coordinated arm swing, halts, and automatically executes dress right dress. The third rank takes one pace forward, the second rank takes two paces forward, and the first rank takes three paces forward. Once halted, the distance between ranks will be 64 inches.
- (2) The flight commander proceeds and aligns the flight. Once the flight is aligned, the flight commander commands **Ready, FRONT**. If the flight is to be inspected, the flight commander takes one step forward and faces to the right in a position in front of the guide.
- (3) The flight commander salutes and reports to the inspector **Sir (Ma'am), _____ Flight is prepared for inspection**. As soon as the flight commander has been inspected, he or she accompanies the inspector. The flight

commander then executes a left face (down line) and commands **Second, Third, and Fourth Elements, Parade, REST**. The flight commander 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 flight commander to precede the inspector. This position is maintained throughout the inspection of the front of each respective rank. When moving from individual to individual during the inspection, the inspector and flight commander simultaneously execute a face to the right in marching and an in-place halt.

- (4) After inspecting the entire flight, the inspector marches off to the right flank (element leaders) of the flight. The flight commander proceeds directly to a position three paces beyond the front rank, halts, faces to the left (down line), and commands **Flight, ATTENTION**. The flight commander then takes one step forward with arm swing and faces to the right. The inspector marches to a position directly in front of the flight commander and gives comments. After receiving comments, the flight commander salutes the inspector upon departure. The inspector executes the appropriate facing movement to depart. Before giving further commands, the flight commander faces left (down line) and commands **Close Ranks, MARCH**, gives parade rest, at ease, or rest (whichever is appropriate), and posts in front of and centered on the flight.

CLOSE RANKS. To close ranks when at open ranks, the command is **Close Ranks, MARCH**. On the command **MARCH**, the first rank stands fast. The second rank takes one pace forward with coordinated arm swing and halts at the position of attention. The third and fourth ranks take two and three paces forward, respectively, and halt at attention.

14.6. BASIC MARCHING PRINCIPLES. The normal formation for marching is a column of at least two, but not more than four, elements abreast. The element leaders march at the head of their elements. To initiate marching, the command is, **Forward, MARCH**. When executed from a halt, all steps and marching begin with the left foot, except right step and close march. Both the preparatory command and the command of execution are given as the foot in the direction of the turn strikes the ground. To stop the flight from marching, the command is **Flight, HALT**.

14.7. COLUMN RIGHT (LEFT). See ATTACHMENT 10, *Column Right March at Normal Interval*, for a depiction of the description below. Use this command to have the flight turn right or left while in Column Formation.

- (1) On the command **Column Right (Left), MARCH**, the fourth (first) element leader takes one more 24-inch step, pivots 90 degrees to the right (left) on the ball of the left (right) foot, and suspends arm swing during the pivot. Following the pivot, step off in a 24-inch step and resume coordinated arm swing. Beginning with the second step after the pivot, take up the half step. Each succeeding member of the fourth (first)

- element marches to the approximate pivot point established by the person in front of him or her and performs the same procedures as the element leader.
- (2) The third (second) element leader takes one 24-inch step, (maintaining coordinated arm swing throughout) pivots 45 degrees to the right (left) on the ball of the left (right) foot, and takes two 24-inch steps prior to pivoting 45 degrees to the right (left) on the ball of the left (right) foot. Continue marching in 24-inch steps until even with the person who marches on the right (left). Then begin half stepping and establish interval and dress. Each succeeding member of the third (second) element marches to the approximate pivot point established by the person in front of him or her and performs the same procedures as the element leader.
 - (3) The second (third) element leader takes one more 24-inch step, (maintaining coordinated arm swing throughout) pivots 45 degrees to the right (left) on the ball of the left (right) foot, and takes four 24-inch steps prior to pivoting 45 degrees to the right (left) on the ball of the left (right) foot. Continue marching in 24-inch steps until even with the person who marches on the right (left). Then begin half stepping, and establish interval and dress. Each succeeding member of the second (third) element marches to the approximate pivot point established by the person in front of him or her and performs the same procedures as the element leader.
 - (4) The first (fourth) element leader takes one more 24-inch step, (maintaining coordinated arm swing throughout) pivots 45 degrees to the right (left) on the ball of the left (right) foot, and takes six 24-inch steps prior to pivoting 45 degrees to the right (left) on the ball of the left (right) foot. Continue marching in 24-inch steps until even with the person who marches on the right (left). Then begin half stepping, and establish interval and dress. Each succeeding member of the first (fourth) element marches to the approximate point established by the person in front of him or her and performs the same procedures as the element leader.
 - (5) The guide performs the pivots and steps exactly as the fourth element leader. Following completion of the pivots, the guide continues in a 24-inch step until he or she is ahead of the fourth element leader. The guide pivots 45 degrees to a position in front of the fourth element leader; then he or she pivots 45 degrees again toward the front and begins half stepping.

14.8. COLUMN OF FILES. To form a single file when in a column of two or more elements, the command is **Column of Files From the Right (Left), Forward, MARCH**. If the movement is from the left, the guide takes a position in front of the file that will move first upon hearing the informational command, and remains at carry guidon. On the preparatory command, the element leader of the right (left) element turns his or her head 45 degrees to the right (left) and commands **Forward**. At the same time, the remaining element leaders turn their heads 45 degrees to the right (left) and command **STAND FAST**. Their heads are kept to the right (left) until they step off. On the command **MARCH**, the extreme right (left) element steps off. The element leader of each remaining element commands **Forward, MARCH** as the last Airman or Guardian in each element passes, ensuring the leader's element is in step with the preceding element. All elements then incline to the right (left), following the leading elements in successive order.

14.9. THE GUIDON

OVERVIEW. A Guidon is a small flag attached to a wooden staff that signifies a unit's designation and branch affiliation. The Guidon can be adorned with streamers to signify awards and recognition received by the unit. Refer to **ATTACHMENT 11, *The Guidon***, for visual depictions of the below descriptions.

ORDER GUIDON. Order guidon is the position of attention. The guidon bearer holds the guidon in a vertical position and keeps the ferrule on the ground beside the right shoe. The guidon bearer holds the staff in the right hand in the "V" formed by the thumb and by the fingers extended and joined. The right hand and arm are kept behind the staff with the arm bent naturally and the staff resting against the hollow of the shoulder.

CARRY GUIDON. Carry guidon is the position in which the ferrule—the silver tip at the bottom of the wooden staff—is approximately 6 inches from the ground

- (1) Facings, alignments, and formal marchings require carry guidon. The guidon bearer keeps the staff in a vertical position throughout the movements and brings it to carry guidon on the preparatory command for the movement
- (2) When marching at route step or at ease, the guidon bearer may hold the guidon in either hand at the carry position.

DOUBLE TIME. At double time, the guidon bearer holds the guidon diagonally across the body. The guidon bearer grasps the staff with the right hand at the position used at the carry, with the right forearm horizontal and the elbow near the body. The staff is grasped with the left hand opposite the left shoulder.

PARADE REST. Parade rest is executed by sliding the hand up the staff and inclining the staff of the guidon forward at arm's length with the hand at waist level.

EXECUTING PRESENT GUIDON / ORDER GUIDON. To execute present guidon when at carry, or order guidon while marching or at a halt, on the preparatory command **Present** or **Eyes**, the guidon bearer raises the guidon vertically until the right arm is fully extended. At the same time, the left hand is brought smartly across the chest to guide the staff. On the command of execution **ARMS** or **RIGHT**, the guidon bearer lowers the guidon straight to the front with the right arm extended and the staff resting in the pit of the arm, cutting the left hand away smartly to the left side. On the command **RIGHT** of **Eyes, RIGHT**, the guidon bearer turns the head and eyes in the same manner prescribed for other individuals in the formation. On the preparatory command **Ready**, the guidon bearer raises the guidon vertically until the right arm is fully extended. At the same time, the left hand is brought smartly across the chest to guide the staff. On the command of execution **FRONT**, the guidon is returned to the position of carry, and the head and eyes are turned to the front.

14.10. ROAD GUARD. A Road Guard is the person(s) designated to stop traffic when a formation(s) cross(es) a road or parking lot. These persons are identified by wearing a reflective vest and often carry a flashlight. The FLT/CC will command **Road Guards, OUT**. On the

command, the left road guard will go to the closest lane and the right road guard will go to the farthest lane; they both will face oncoming traffic at parade rest with the right arm up, palm flat with fingers pointed upward. If carrying a flashlight, road guards will hold the flashlight in the extended arm with the beam pointed down. Once traffic is stopped, the FLT/CC will move the flight across the street. Once the flight has crossed the roadway and is out of danger, the FLT/CC will command **Road Guards, IN**. The road guards will then return to their flight.

15. OFFICERSHIP.

(Source document(s) for this section include(s): AU-24, *Concepts for Air Force Leadership*; DAFI 36-2406, *Officer and Enlisted Evaluations Systems*)

15.1. OVERVIEW. Armed Forces officers are the appointed leaders of the uniformed component of an executive department of government. They are viewed as professionals, contingent upon their demonstrated abilities to deliver competent, reliable, discretionary service of a unique and necessary kind. Because they serve in a hierarchy of rank and authority, all Armed Forces officers are simultaneously leaders and followers, bound by their oath and commission to loyal subordination as well as effective direction of others.

15.2. LEADERSHIP.

OVERVIEW. Leadership is the art and science of motivating, influencing, and directing Airmen to understand and accomplish the Air Force mission in joint warfare. This highlights two fundamental elements of leadership: (1) the mission, objective, or task to be accomplished, and (2) the Airmen who accomplish it. All facets of Air Force leadership should support these two fundamental elements. Effective leadership transforms human potential into effective performance in the present and prepares capable leaders for the future.

AIRMEN LEADERSHIP QUALITIES (ALQs). Ten qualities grouped into four major performance areas (MPAs) that are valued in our Airmen, which are used to develop and evaluate Airmen and which are indicative of potential for greater responsibility. In the MPA, Executing the Mission, the ALQs are: Job Proficiency; Initiative; and Adaptability. In the MPA, Leading People, the ALQs are: Inclusion & Teamwork; Emotional Intelligence; and Communication. In the MPA, Managing Resources, the ALQs are: Stewardship; and Accountability. In the MPA, Improving the Unit, the ALQs are: Decision Making; and Innovation.

15.3. FOLLOWERSHIP. Following is an often-unrealized part of leading. Ensuring you know how to be an effective follower will aid you on your path to becoming a better leader. The below list, developed by Air University's Colonel Philip Meilinger, has served as a foundational staple of the Department of the Air Force "good followership" guidance for almost three decades. The Ten Rules of Good Followership are:

- (1) Don't blame your boss for an unpopular decision or policy; your job is to support, not undermine.

- (2) Fight with your boss if necessary; but do it in private, avoid embarrassing situations, and never reveal to others what was discussed.
- (3) Make the decision, then run it past the boss; use your initiative.
- (4) Accept responsibility whenever it is offered.
- (5) Tell the truth and don't quibble; your boss will be giving advice up the chain of command based on what you said.
- (6) Do your homework; give your boss all the information needed to make a decision; anticipate possible questions.
- (7) When making a recommendation, remember who will probably have to implement it. This means you must know your own limitations and weaknesses as well as your strengths.
- (8) Keep your boss informed of what's going on in the unit; people will be reluctant to tell him or her their problems and successes. You should do it for them, and assume someone else will tell the boss about yours.
- (9) If you see a problem, fix it. Don't worry about who would have gotten the blame or who now gets the praise.
- (10) Put in more than an honest day's work, but don't ever forget the needs of your family. If they are unhappy, you will be too, and your job performance will suffer accordingly

16. JOINT AND AIR FORCE OPERATIONS.

(Source document(s) for this section include(s): AFDP-1, *The Air Force*)

16.1. PRINCIPLES OF JOINT OPERATIONS. These provide general guidance on the application of military force and are shared among all the services. However, the Air Force has added a 13th principle unique to its service, as listed below.

UNITY OF COMMAND – purpose is to ensure unity of effort under one responsible commander for every objective.

OBJECTIVE - purpose is to direct every military operation toward a clearly defined, decisive, and achievable goal.

OFFENSIVE – purpose of action is to seize, retain, and exploit the initiative.

Mass - purpose is to concentrate the effects of combat power at the most advantageous place and time to produce decisive results.

MANEUVER - purpose is to place the enemy in a position of disadvantage through the flexible application of combat power.

ECONOMY OF FORCE - purpose is to expend minimum essential combat power on secondary efforts to allocate maximum combat power on primary efforts.

SECURITY - purpose is to prevent the enemy from acquiring unexpected advantage.

SURPRISE - purpose is to strike at a time or place or in a manner for which the enemy is not prepared.

SIMPLICITY - purpose is to increase the probability that plans and operations will be executed as intended by preparing clear, uncomplicated plans, and concise orders.

RESTRAINT - purpose is to prevent the unnecessary use of force.

PERSEVERANCE - purpose is to ensure the commitment necessary to achieve national objectives.

LEGITIMACY - purpose is to maintain legal and moral authority in the conduct of operations.

UNITY OF EFFORT (additional Air Force principle) - purpose is to ensure that a wide range of agencies operating during a contingency coordinate their resources and focus on the same goal.

16.2. AIR FORCE CONTRIBUTIONS TO THE JOINT FIGHT.

OVERVIEW. Airpower is defined as the ability to project military power through control and exploitation in, from, and through the air. The air domain allows Airmen to exploit airpower's attributes of speed, range, precision, tempo, lethality, and adaptability to create effects in all domains—air, land, sea, space, and cyberspace. Airmen integrate capabilities across multiple domains to create effects in support of Joint Force Commander objectives through joint all-domain operations. While all Services rely heavily on such integration, joint all-domain integration is fundamental to how Airmen employ airpower as part of the joint force.

TENETS OF AIRPOWER. These provide specific considerations for the employment of airpower. They require informed judgement in application.

MISSION COMMAND. an approach to C2 that empowers subordinate decision-making for flexibility, initiative, and responsiveness in the accomplishment of commander's intent.

FLEXIBILITY AND VERSATILITY. Although often used interchangeably, flexibility and versatility are different. Flexibility is the ability for airpower to seamlessly transition between mission sets while simultaneously exploit the principles of mass and maneuver. Flexibility allows airpower to shift from one JFC objective to another, quickly and decisively; to re-role assets quickly from a preplanned mission to support an unanticipated need. Versatility is the ability to employ airpower effectively at the strategic, operational, and tactical levels of warfare and provide a wide variety of tasks in concert with other joint force elements. Airpower has the potential to achieve synergy through asymmetric and parallel operations.

SYNERGISTIC EFFECTS. The proper application of a coordinated force across multiple domains can produce effects that exceed the contributions of forces employed individually. An objective of modern warfare is the precise, coordinated application of the various elements of military power to bring

disproportionate pressure on adversaries. This synergistic effect forces adversaries to comply with our national will (affecting their intent) or to cause functional defeat of their forces (affecting their capability). Airpower allows commanders 14 Air Force Doctrine Publication 1, The Air Force to observe adversaries which enables JFCs to counter enemy movements with unprecedented speed and agility.

PERSISTENCE. Airpower operations are often conducted continuously against a broad spectrum of objectives. Its attributes allow forces to visit and revisit multiple targets without occupying terrain or remaining in proximity to areas of operation to bring force upon targets. Persistence denies an adversary an opportunity to seize the initiative or to directly accomplish assigned tasks.

CONCENTRATION. Focusing overwhelming power at a decisive time and place is a warfighting imperative, supported by the principles of mass and economy of force. The flexibility and versatility of airpower with its attributes and persistence makes it an attractive option for concentration. The demand for airpower often exceeds the available forces and Airmen should guard against the inadvertent dilution of airpower effects resulting from this high demand.

PRIORITY. Commanders should prioritize the use of airpower. Limited resources require that airpower be applied where it can make the greatest contribution to the most critical JFC objectives. The air component commander should assess the possible use of forces, analyze their strengths and capabilities to support the overall joint campaign, and have an informed dialogue with the JFC regarding effective prioritization of airpower. The application of airpower is balanced against its ability to conduct simultaneous operations at all levels of warfare.

BALANCE. Much of the skill of the air component commander is reflected in the dynamic and correct balancing of the principles of joint operations and the tenets of airpower to bring Air Force capabilities together to produce synergistic effects. An air component commander should weigh combat opportunity, necessity, effectiveness, efficiency, and the impact on accomplishing assigned objectives against the associated risk to friendly forces. An Airman is uniquely suited to determine the proper theater-wide balance between offensive and defensive air operations, and among strategic, operational, and tactical applications to best accomplish the JFC's objectives.

AIR FORCE WARFIGHTING ASSETS. Refer to <https://www.af.mil/About-Us/Fact-Sheets/> to view all Air Force warfighting assets.

ATTACHMENT 1
PFA Score Charts

Males, 25 years of age or younger

Cardiorespiratory Endurance			Muscular Fitness			
Run Time (mins:secs)	Health Risk Category	Points	Push-ups (reps/min)	Points	Sit-ups (reps/min)	Points
≤ 9:12	Low-Risk	60.0	≥ 67	20.0	≥ 58	20.0
9:13 - 9:34	Low-Risk	59.5	66	19.8	57	19.7
9:35 - 9:45	Low-Risk	59.0	65	19.6	56	19.4
9:46 - 9:58	Low-Risk	58.5	64	19.4	55	19.0
9:59 - 10:10	Low-Risk	58.0	63	19.2	54	18.8
10:11 - 10:23	Low-Risk	57.5	62	19.0	53	18.4
10:24 - 10:37	Low-Risk	57.0	61	18.8	52	18.0
10:38 - 10:51	Low-Risk	56.5	60	18.6	51	17.6
10:52 - 11:06	Low-Risk	56.0	59	18.4	50	17.4
11:07 - 11:22	Low-Risk	55.5	58	18.2	49	17.0
11:23 - 11:38	Low-Risk	55.0	57	18.0	48	16.6
11:39 - 11:56	Low-Risk	54.5	56	17.8	47	16.0
11:57 - 12:14	Low-Risk	54.0	55	17.6	46	15.0
12:15 - 12:33	Low-Risk	53.5	54	17.5	45	14.0
12:34 - 12:53	Moderate Risk	52.0	53	17.4	44	13.0
12:54 - 13:14	Moderate Risk	50.5	52	17.2	43	12.8
13:15 - 13:36	Moderate Risk	49.0	51	17.0	42	12.0
13:37 - 14:00	High Risk	46.5	50	16.8	41	9.0
14:01 - 14:25	High Risk	44.0	49	16.6	40	6.0
14:26 - 14:52	High Risk	41.0	48	16.2	39*	3.0
14:53 - 15:20	High Risk	38.0	47	16.0		
15:21 - 15:50*	High Risk	35.0	46	15.6		
			45	15.4		
			44	15.0		
			43	14.6		
			42	14.4		
NOTES:			41	14.0		
Health Risk Category = low, moderate or high risk for			40	13.6		
current and future cardiovascular disease, diabetes,			39	13.0		
certain cancers, and other health problems.			38	12.6		
Passing Requirements - member <i>must</i> : 1) achieve			37	12.0		
a composite point total ≥ 75 points <i>and</i> 2) meet minimum			36	11.6		
point values for all components.			35	11.0		
			34	10.6		
* Minimum Component Values			33	10.0		
Run time ≤ 15:50			32	7.0		
Push-ups ≥ 30 repetitions/one minute			31	4.0		
Sit-ups ≥ 39 repetitions/one minute			30*	1.0		
Composite Score Categories						
Excellent ≥ 90.0 pts						
Satisfactory = 75.0 - 89.9						
Unsatisfactory < 75.0						

Females, 25 years of age or younger

Cardiorespiratory Endurance			Muscular Fitness			
Run Time (mins:secs)	Health Risk Category	Points	Push-ups (reps/min)	Points	Sit-ups (reps/min)	Points
< 10:23	Low-Risk	60.0	≥ 47	20.0	≥ 54	20.0
10:24 - 10:51	Low-Risk	59.5	46	19.8	53	19.7
10:52 - 11:06	Low-Risk	59.0	45	19.6	52	19.4
11:07 - 11:22	Low-Risk	58.5	44	19.4	51	19.0
11:23 - 11:38	Low-Risk	58.0	43	19.2	50	18.8
11:39 - 11:56	Low-Risk	57.5	42	19.0	49	18.0
11:57 - 12:14	Low-Risk	57.0	41	18.8	48	17.8
12:15 - 12:33	Low-Risk	56.5	40	18.6	47	17.6
12:34 - 12:53	Low-Risk	56.0	39	18.4	46	17.2
12:54 - 13:14	Low-Risk	55.5	38	18.2	45	17.0
13:15 - 13:36	Low-Risk	55.0	37	18.0	44	16.0
13:37 - 14:00	Low-Risk	54.5	36	17.8	43	15.6
14:01 - 14:25	Low-Risk	54.0	35	17.6	42	15.0
14:26 - 14:52	Low-Risk	53.5	34	17.2	41	14.0
14:53 - 15:20	Moderate Risk	52.0	33	17.0	40	13.6
15:21 - 15:50	Moderate Risk	50.5	32	16.8	39	13.0
15:51 - 16:22	Moderate Risk	49.0	31	16.6	38	12.0
16:23 - 16:57	High Risk	46.0	30	16.4	37	9.0
16:58 - 17:34	High Risk	42.5	29	16.2	36	6.0
17:35 - 18:14	High Risk	39.0	28	16.0	35*	3.0
18:15 - 18:56*	High Risk	35.0	27	15.0		
			26	14.6		
			25	14.4		
			24	14.0		
			23	13.0		
			22	12.6		
NOTES:			21	12.0		
Health Risk Category = low, moderate or high risk for			20	11.6		
current and future cardiovascular disease, diabetes,			19	11.0		
certain cancers, and other health problems.			18	10.0		
Passing Requirements - member <i>must</i> : 1) achieve			17	7.0		
a composite point total ≥ 75 points <i>and</i> 2) meet minimum			16	4.0		
point values for all components.			15*	1.0		
* Minimum Component Values						
Run time < 18:56						
Push-ups ≥ 15 repetitions/one minute						
Sit-ups ≥ 35 repetitions/one minute						
Composite Score Categories						
Excellent ≥ 90.0 pts						
Satisfactory = 75.0 - 89.9						
Unsatisfactory < 75.0						

ATTACHMENT 2
ROTC Medical Excuse Form



**THE UNIVERSITY OF
SOUTHERN MISSISSIPPI**

DEPARTMENT OF AEROSPACE STUDIES
DEPARTMENT OF MILITARY SCIENCE AND LEADERSHIP

118 College Drive #5145 | Hattiesburg, MS 39406-0001
Phone: 601.266.4468 | Fax: 601.266.4481 | afrotc@groups.usm.edu | www.usm.edu

ROTC Medical Excuse

Student Name: _____ ID: _____

The above patient has been treated at the following medical facility:

_____. The above patient is excused from the following:

- Upper body exercise
- Lower body exercise
- All physical activity
- Attendance at academic class

This medical excusal is valid from _____ to _____.
(DD Mmm YY) (DD Mmm YY)

Health Care Employee Information:

Name Date Time

Signature Office Phone or Email



ATTACHMENT 3
Cadet PT Attendance Exemption to Policy

DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND
RESERVE OFFICER TRAINING CORPS DETACHMENT 432

19 Sep 2025

MEMORANDUM FOR RECORD

FROM: AFROTC DET 432/CC

SUBJECT: Cadet PT Attendance Exemption to Policy

1. **PURPOSE:** Exempt physical training (PT) attendance for cross-town cadets and University of Southern Mississippi (USM) Gulf Park Campus cadets living outside of a 45-mile commute radius (one-way) from the Payne Center on USM's Hattiesburg campus.

2. **BACKGROUND:** In accordance with (IAW) AFROTCI 36-2011 Vol 3 para. 10.6, Physical Training, I have implemented three PT sessions to be held each week. While it is preferable and highly encouraged for all enrolled cadets to attend PT with the detachment, there are some cadets who commute a significant distance that makes this requirement difficult and unrealistic to meet.

3. **EXEMPTION:** To mitigate safety risks involved with requiring cadets to drive long distances in the early morning, I am instituting the following policy to continue to meet the intent of AFROTCI 36-2011 Vol 3. Cross-town cadets and USM-Gulf Park Campus cadets will attend:

- a. Three Weekly Sessions if they live 45 miles or less from the Payne Center.
- b. Two Weekly Sessions if they live between 46-65 miles from the Payne Center.
- c. One weekly session if they live more than 66 miles away from the Payne Center.

4. **LIMITATIONS:**

a. The exemption does not apply during weeks when a mock or official PFA is being administered; therefore, all cadets are expected to be in attendance at all three sessions.

b. Cadets will make-up "missed" sessions on their own time and in accordance with the week's scheduled workout NLT 2359hrs CST/CDT each Sunday.

c. Cadets will remit proof of their workout sessions to their capability crew commander. Work acceptable forms of proof through your chain of command; I have delegated decision authority to the detachment Operations Officer.

d. This exemption may be revoked at any time.

5. This memo supersedes all previous memos, same subject. Direct questions or concerns to Major Stephen Fogle, the detachment Operations Officer. He can be reached by phone at (601) 266-4468 or by email at Stephen.Fogle@usm.edu.

MICHAEL L. PALMORE, Lt Col, USAF
Commander

ATTACHMENT 4
Detachment 432 Point System

AFROTC DETACHMENT 432 POINT SYSTEM	
FALL SEMESTER: Flight points will be tallied to determine Warrior Flight for the semester and the privilege of having the Guidon Streamer.	
SPRING SEMESTER: Points will continue to accrue and will go towards eligibility for Detachment-level awards, decorations, and ribbons. Additionally, flight points will be tallied to determine Warrior Flight for the semester and the privilege of having the Guidon Streamer.	
NOTE: Points will be awarded for each occurrence. For example: A cadet that participates in two Home Football Game Carting Events will be awarded 8 points.	
Points will be reported on a weekly basis during Wing Stand Up. XP is responsible for tracking/reporting to cadre	
Points	Event / Item
EDUCATION / TRAINING	
4	Achieve Perfect Attendance at AS Class (4 pts), LLAB (4 pts), and/or PT (4 pts)
4	Hold and Successfully Complete a GMC Leadership Position
4	Hold and Successfully Complete a POC Leadership Position
2	Attend Optional Lecture or Informational Briefing
2	Awarded IMT- or FTP-level Cadet of the Month
1	Attend a Professional Development Training (PDT) Event
1	Attend a Cadet FLT/CC Meeting and/or Drill Practice
1	Awarded Flight-level Cadet of the Month
1	Other (Cadre approved)
EXTRA CURRICULARS	
4	Perform at a Color Guard Event
4	Participate in a cadre-approved Recruiting Event
4	Participate in a Home Football Game Carting Event
1	Attend a Morale Event
1	Complete a Fundraising Event
1	Volunteer with a charity or local organization
1	Other (Cadre approved)
PHYSICAL FITNESS / HEALTH	
4	Attain a 100 on a mock or official PFA
3	Attain a 90-99 on a mock or official PFA
2	Attain a 80-89 on a mock or official PFA
1	Attain a 75-79 on a mock or official PFA

ATTACHMENT 5

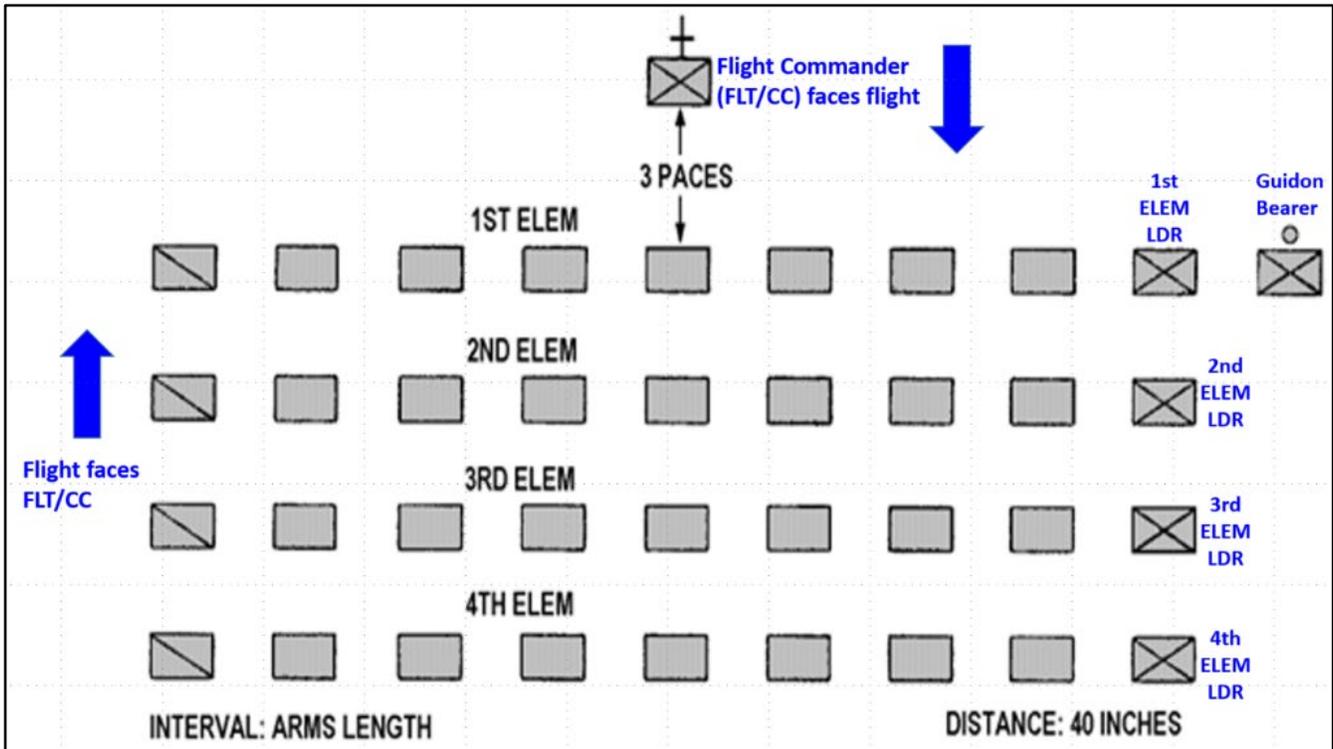
Awards and Decorations

AWARD NAME	TYPE	LEVEL	FREQUENCY	ELIGIBILITY
Gold Valor Award	Ribbon	AFROTC	N/A	Awarded for acts of heroism involving personal risk of life
Silver Valor Award	Ribbon	AFROTC	N/A	Awarded for acts of heroism that do not meet the risk of life standard of the Gold Valor Award.
Outstanding Cadet Training Assistant Award	Ribbon	Field Training	Once	This award recognizes the single most outstanding CTA from each FT encampment as determined by the FTU leadership.
Field Training Distinguished Graduate Award	Ribbon	Field Training	Once	Cadets graduating FT with an overall cadet ranking within the top 10 percent will be designated as a distinguished graduate and will be awarded
Field Training "Ironman" Award	Ribbon	Field Training	Once	The FT Ironman Award recognizes one male and one female cadet in each encampment with the top PFA score at FT.
Warrior Spirit Award	Ribbon	Field Training	N/A	Peer-nominated recognizing a single cadet in each FT flight.
Honor Flight Award	Ribbon	Field Training	N/A	Honor Flight Award is given to a single FT flight for exceptional performance
Warrior Flight Award	Ribbon	Field Training	N/A	Warrior Flight Award is given to a single FT flight for exceptional performance
Physical Fitness Award	Ribbon	Field Training	N/A	Cadets who score a 90 percent or above on the Physical Fitness Assessment
George Robert Hall	Scholarship	USM	Annual	POC, need-based
Thomas C. Lennep	Scholarship	USM	Annual	POC, non-need-based
Meritorious Service Award	Ribbon	Detachment	Term	Award to cadets each academic term to no more than 5 percent of the corps.
Commendation Award.	Ribbon	Detachment	Term	Award to cadets each academic term to no more than 10 percent of the corps.
Achievement Award.	Ribbon	Detachment	Term	Award to cadets each academic term to no more than 15 percent of the corps.
Academic Honors Award.	Ribbon	Detachment	Term	Award to cadets with a TGPA of 3.0 or above (on a scale of 4.0) for one full academic term; must have an average of 4.0 in AS courses for the duration
Warrior Spirit Award.	Ribbon	Detachment	Annual	Award to one cadet in each AS class. Extended cadets cannot be considered.
Honor Flight Ribbon.	Ribbon	Detachment	Term	Flight with the highest WK average
Warrior Flight Ribbon.	Ribbon	Detachment	Term	Flight with the highest PFA average and most Det Points
Fitness Award.	Ribbon	Detachment	Term	Cadets who score a 90 or above in the Physical Fitness Assessment.
Fitness Award Silver Star Device.	Device	Detachment	Term	Cadets who score a 100 on the Physical Fitness Assessment for the first time.
College Scholarship Recipient Ribbon.	Ribbon	Detachment	Annual	Contracted cadet with an active scholarship.
Recruiting Award.	Ribbon	Detachment	Term	Award to cadets each academic term based on recommendation of the RO.
Drill Team Membership Ribbon.	Ribbon	Detachment	Annual	Award to cadets who have participated for one calendar year with at least one drill team performance.
Color/Honor Guard Membership Ribbon.	Ribbon	Detachment	Annual	CG member for one calendar year.
Detachment Excellence Award	Certificate	Detachment	Annual	GMC; demonstrates all-around excellence and improvement over the academic year.
Daughters of the American Revolution ROTC Gold Medal	Medal	Outside Org	Annual	AS400; demonstrated loyalty, patriotism, dependability, and good character.
USAA Spirit Award	Certificate	Outside Org	Annual	Any; exemplifies the concept of service to Detachment and community
AFA Outstanding ROTC Cadet of the Year (Randolph Lovelace Memorial)	Ribbon; Medal	Outside Org	Annual	AS300
Military Order of the World Wars - Gold	Medal	Outside Org	Annual	AS300; displaying abilities and attitudes leading to individual and team success; for exemplary leadership
Military Order of the World Wars - Silver	Medal	Outside Org	Annual	AS200; displaying abilities and attitudes leading to individual and team success; for exemplary leadership
Military Order of the World Wars - Bronze	Medal	Outside Org	Annual	AS100; displaying abilities and attitudes leading to individual and team success; for exemplary leadership
Nikolai Hill	Scholarship	Private Donor	Annual	AS100; cadet who creates positive ripples in others' lives

ATTACHMENT 7
Saluting in Uniform

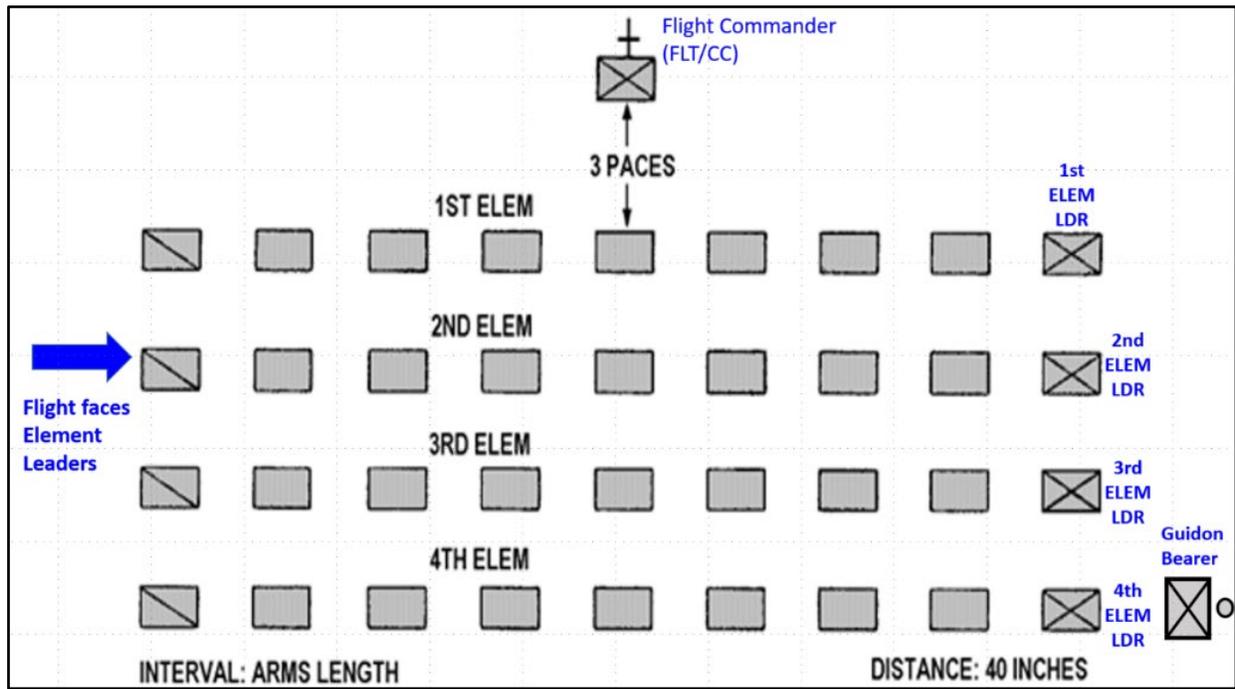
Salute Whom	Where	When
The President, Vice President, Secretary of Defense and Service Secretaries	Outdoors	Always*
	DV is in a vehicle	When Government Vehicle (GOV) is distinguished by vehicle plates and/or flags
Senior Ranking Officer of the U.S. Armed Forces (commissioned and warrant) and Senior Ranking Officer of the U.S. Uniformed Services	Outdoors	Always by junior ranking service member(s)*
	Indoors	When reporting in/out, when receiving a military award or decoration, and as prescribed for official military ceremonies
	Senior Officer is in a GOV	When distinguished by vehicle plates and/or flags
	Senior Officer is in a POV	Optional
Officers of Friendly Foreign Nations	Outdoors	When recognized by the junior ranking service member(s)
<p>*Note: Rendering a salute is not required when arms are encumbered. However, one should always extend a verbal greeting or respond to one in such a circumstance (always salute a senior officer if they are encumbered and you are not, even though the salute cannot be returned.)</p>		

ATTACHMENT 8
Line Formation



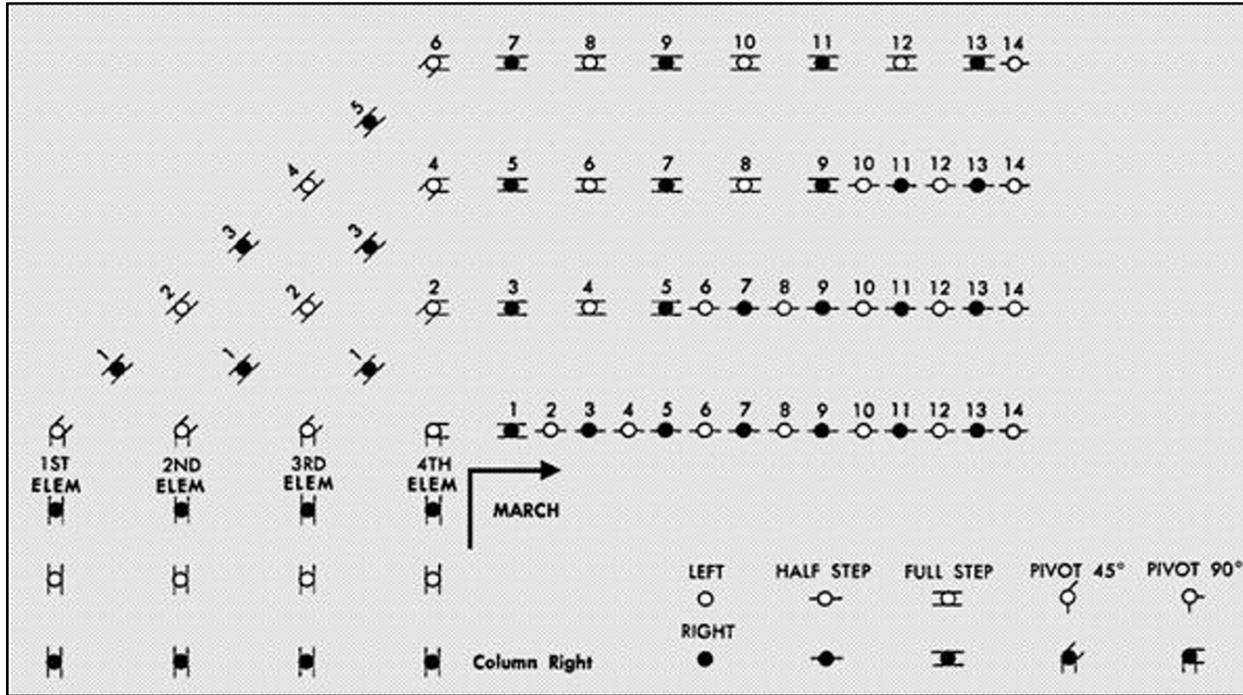
ATTACHMENT 9

Column Formation



ATTACHMENT 10

Column Right March at Normal Interval



ATTACHMENT 11
The Guidon



ATTACHMENT 12

Common Acronyms and Abbreviations

AFI – Air Force Instruction
AFPAM – Air Force Pamphlet
AFSC – Air Force Specialty Code
AFTTP – Air Force Tactics, Techniques, and Procedures
AOR – Area of Responsibility
ASAP – As Soon As Possible
BLUF – Bottom Line Up Front
CBT – Computer Based Training
CC – Commander
COA – Course of Action
CSAF – Chief of Staff of the Air Force
CJCS – Chairman of the Joint Chiefs of Staff
DAF – Department of the Air Force
DAFH – Department of the Air Force Handbook
DAFI – Department of the Air Force Instruction
Det – Detachment
DFAC – Dining Facility
DG – Distinguished Graduate
DoD – Department of Defense
DoDI – Department of Defense Instruction
DoDMERB – Department of Defense Medical Evaluation Review Board
DV – Distinguished Visitor
EO – Education Officer
GMC – General Military Course
GOV – Government Owned Vehicle
IAW – In Accordance With
MRE – Meal Ready to Eat
ODT – Officer Development Training
OPLAN – Operational Plan
CONPLAN – Contingency Plan
OPORD – Operational Orders
OPSEC – Operational Security
PCS – Permanent Change of Station
PDT – Professional Development Training
PFA – Physical Fitness Assessment
POC – Professional Officer Course | Point of Contact
POV – Privately Owned Vehicle
PT – Physical Training
RMO – Round Metal Object
RO – Recruiting Officer
SA – Situational Awareness
SECAF or SecAF – Secretary of the Air Force
SECDEF – Secretary of Defense
TDY – Temporary Duty
UOD – Uniform of the Day
USAF – United States Air Force
USSF – United States Space Force