

**BY ORDER OF THE  
COMMANDANT OF CADETS**

**AIR FORCE CADET WING INSTRUCTION 36-3501**

**12 AUGUST 2020**



**Personnel**

**CADET STANDARDS AND DUTIES**

**COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY**

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The importance of the Air Force's mission and inherent responsibility to the Nation requires its members to follow higher standards than those expected in civilian life. As Airmen, we are proud of our high standards. Through self-discipline, we adhere to them, and we hold our fellow Airmen accountable to follow our standards. This is part of who we are and what we do as members of the Profession of Arms. Prior to entering the Cadet Wing, each cadet takes two solemn oaths; the Oath of Office and the Honor Oath. Both of these include a commitment to perform one's duty; "... I will well and faithfully discharge the duties of the office on which I am about to enter," and "Furthermore, I resolve to do my duty and to live honorably, (so help me God)." The Cadet Standards Instruction codifies the duties of a cadet at the Air Force Academy.

This instruction implements AFD 36-35, *United States Air Force Academy* and AFD 36-29, *Military Standards*. It applies to cadets assigned to the Air Force Cadet Wing (AFCW), and Cadet Wing (CW) personnel identified within this instruction. It is written to foster an environment in which each cadet's duty concept is developed and strengthened through the Officer Development System (ODS). It provides expectations and guidance, and outlines **minimum** acceptable performance standards. The omission of subject matter does not constitute authorization to participate in an activity or conduct oneself in a manner that discredits the Profession of Arms. In the absence of written or oral instructions, or when unable to determine proper course of action, cadets should seek guidance from the chain of command. Violations of this instruction may be punishable under the Uniform Code of Military Justice (UCMJ) (including, but not limited to, Article 92) and the Cadet Disciplinary System (CDS). Requests for waivers must be processed through command channels to the publication OPR for consideration. Refer recommended changes about this publication to the office of primary responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. This instruction may not be supplemented.

**SUMMARY OF CHANGES**

This edition incorporates significant changes to the wing's organizational structure and various rules of engagement. A summary of changes presentation is available on the CWVV sharepoint.

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## Chapter 1 – DIRECTIVE GUIDANCE

1.1. **Intent.** Military standards serve as the foundation for sustaining good order and discipline. They provide a common operating picture and baseline for how we operate as members in the Profession of Arms, as Airman, across units, and within our functional communities. Deviations from a standard should be rare, usually reserved for extraordinary circumstances, and always be balanced with the exercising of sound judgement.

1.2. **Waivers and Authorities.** Directive guidance (will, shall, must, etc.) are used throughout this regulation IAW AFI 33-360, *Publications and Forms Management*. ***Unless specifically noted, the Commandant of Cadets is the approval authority for all requirements that do not have a specified waiver authority, unspecified exceptions to policy, and waiver requests for this instruction.*** Commanders at all levels may only deviate and approve exceptions to these standards where specifically given the authority. (Note: AFI 33-360, commanders' approval of non-tiered requirements do not apply to this AFCWI.)

1.2.1. **Waiver Process.** Unit commanders desiring to initiate a waiver package must use AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval* or as directed in AFI 33-360. Coordination through CWVV is required for all waivers. Once a waiver is approved, CWVV will send an informational copy to all permanent party and cadet leadership within 5 duty days. Verbal concurrence of waivers is only permitted in support of time-critical missions or circumstances; written documentation following verbal concurrence IAW AFI 33-360 will occur within 24 hours (T-1).

1.3. **Compliance.** Cadet Wing permanent party and cadets will ensure compliance with this AFCWI and the following:

1.3.1. Air Force, USAFAI, Commandant of Cadets, and applicable AFCW Instructions

1.3.2. Notices to Airmen (NOTAMs), Exercise Plans (EXPLANs), and OPORDs

**1.4. Baseline and Essential Information.** Areas of information regarded as baseline and essential information in this instruction is identified via bold and italicized font. ***Baseline and essential information is expected to be memorized and will be assessed via the Cadet Master Question File.***

## Chapter 2 - PROFESSIONAL STANDARDS

**2.1. Basic Air Force Standards.** All Air Force military members (to include officers, enlisted, and USAFA cadets) are expected to abide by a common set of standards pertaining to the professional environment, individual conduct, and personal appearance. These standards provide the foundation to maintain good order and discipline. Reference AFI 1-1, *Air Force Standards*.

**2.1.1. Self-Discipline.** Self-discipline is a critical behavioral competency for members of the Profession of Arms. It is often the key factor that determines mission success or failure. It is characterized by control over one's behaviors and provides an individual with the ability to place the needs of the service above personal desires.

**2.1.2. The Air Force Core Values.** *Our Core Values define our standards of conduct. Our standards of conduct define how Airmen should behave when interacting with others and when confronting challenges in the environment in which we live and work. Every Airman should understand the Air Force's basic rules of moral and ethical conduct.*

**2.1.3. Moral and Ethical Conduct.** *All Airmen, including military members and AF civilians, are expected to live by the Air Force Core Values, comply with the substance, spirit and intent of all directives, and avoid conduct that could discredit themselves or the Air Force.* In the absence of clear guidance, all Airmen must exercise good judgment in accordance with the Air Force Core Values, safety and effective risk management, commander's intent and good wingmanship.

**2.1.4. The Cadet Honor Code.** *"We will not lie, steal, or cheat, nor tolerate among us anyone who does."* This code serves as the bedrock of moral and ethical conduct at the United States Air Force Academy. It is a high standard to which we are all held. It is the basis for trust that allows us to operate more effectively as members of the Profession of Arms. To meet this standard, each of us must internalize the Code, and attend to it every day. We are all encouraged to live honorably. Reference the CW Honor Code Handbook for more information.

**2.2. Cadet Disciplinary System (CDS).** When individuals fail to comply with established standards due to a lack of self-discipline, the CDS provides commanders and supervisors with a means of maintaining good order and discipline. It also promotes positive behavior changes before non-judicial punishment or court-martial becomes necessary. Reference AFCWI 51-201, *Administration of Cadet Discipline*.

**2.2.1. Presumptive Disenrollment.** Presumptive disenrollment offenses are found in AFCWI 51-201. Cadets found in violation will be met with consistent disciplinary actions and presumptive disenrollment unless there are significant mitigating circumstances. Disenrollment will be processed in accordance with USAFAI 36-3504, *Disenrollment of United States Air Force Academy Cadets*.

**2.2.2. Indefinite Suspension from Cadet Duties/Cadet Area.** In accordance with USAFAI 36-3504, the Superintendent may indefinitely suspend a cadet from all cadet duties and/or the cadet area. The authority includes the ability to relocate the cadet to the 10th Air Base Wing or another Air Force base in the Colorado Springs area. The Superintendent may also request that the Director, Air Force Review Boards Agency place a suspended cadet on involuntary excess leave (per USAFAI 36-3504), which would remove the cadet from USAFA without pay or allowances. AOCs have the inherent authority to suspend or remove cadets from individual activities (e.g. cadet clubs, intercollegiate athletics, and specific events).

**2.3. Respect for Human Dignity.** Respect for Human Dignity is a multifaceted concept that encompasses our thoughts, our feelings, and our actions. Our relationships with others, from our most intimate friendships to the command of military units, are affected by both the overt and subtle ways we convey our respect for others. Members of the military must move beyond personal biases and see everyone as deserving of respect and fair treatment. Respect can be defined in many ways, but the essence of respect is the action and way of thought that all people have worth and should be treated as such. *Ultimately, all service members, regardless of race, gender, sexual orientation, or any other characteristic, are entitled to an environment free from personal, social, or institutional barriers that prevent service members from rising to the highest level of responsibility possible. Harassment, discrimination, or abuse based on a personal characteristic is unacceptable and will be dealt with through command or inspector general channels.*

**2.3.1. Disparaging Terms.** Disparaging terms are communication used to degrade or imply a negative distinction or perception, stereotype, attitude, or overtone about a person's color, national origin, race, religion, sex, or sexual orientation. These are also subtle comments that intentionally or unintentionally offend the dignity of another. These include comments related to gender, sexual orientation, ability, status, and group membership. Such communication may take the form of insults, printed material, visual material, signs, symbols, posters, banners, or insignias. Many commonly-used terms can be offensive. Use of these terms can undermine good order and discipline, constitutes unlawful discrimination, contributes to a hostile work environment, and will not be tolerated. Commanders and supervisors must ensure all types of harassment are corrected immediately. Spirit missions, banners, squadron newsletters, e-mails and any other form of communication must not include disparaging terms.

**2.3.2. Sexual Harassment.** Sexual harassment includes unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature particularly when submission to such conduct is made directly or indirectly as a term or condition of employment, and/or when submission to or rejection of such conduct is used as a basis for an employment decision affecting the person. Unlawful harassment also includes creating an intimidating, hostile or offensive working environment. Work environment is an expansive term for military members and may include conduct on or off duty, 24 hours a day, and seven days a week. Any person in a command or supervisory position who uses or condones any form of sexual behavior to control, influence, or affect the job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, (such as slurs or jokes), written communications (such as emails or cartoons), gestures, or physical contact (such as unwanted touching) of a sexual nature in the workplace is also engaging in sexual harassment. Reference AFI 36-2706, Equal Opportunity Program Military and Civilian.

**2.3.3. Sexual Assault.** Per AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*, Attachment 1: "Intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority, or when the victim does not or cannot consent. The term includes a broad category of sexual offenses consisting of the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), or attempts to commit any of these acts."

**2.3.3.1.** Victims of sexual assault can only maintain confidentiality through restricted reporting via a Sexual Assault Response Coordinator (SARC) or through medical providers. Cadets who become aware of an incident of sexual assault are strongly encouraged to direct victims to call SARC immediately at 333-SARC (7272) in order to discuss restricted (non-investigative) and unrestricted (investigative) reporting options. Victim Advocates (VA) are available on-call 24/7



for victim care. Reference AFI 90-6001, Sexual Assault Prevention and Response Program. Cadets are NOT mandated reporters. However, third-party cadets made aware of an incident may initiate an independent report through SARC.

**2.3.3.2. Safe to Report Policy.** In furtherance of DoD and Air Force policy, commanders will consider each instance collateral misconduct by a victim of sexual assault on a case-by-case basis. The gravity of any collateral misconduct by a victim and its impact on good order and discipline, will be carefully considered in deciding whether it is appropriate to take administrative or disciplinary action against a victim and when such action should occur. In exercising this discretion, commanders will also consider whether the collateral misconduct was known prior to the report of sexual assault, and if not, the likelihood that the collateral misconduct would have otherwise been discovered but for the report of the sexual assault. Commanders should also consider how future reports of sexual assault may be impacted by the decision to impose discipline. If a commander believes that it would be appropriate to document collateral misconduct in the interest of rehabilitation, commanders should consider actions that minimize or eliminate impacts on the victims' career. Absent aggravating circumstances that increase the gravity of the violation or its impact on good order and discipline, victims of sexual assault will not be disciplined for collateral misconduct violations of Cadet Standards, involving: 1.) alcohol use or possession (e.g. underage drinking, possession of alcohol in dorms; 2.) consensual intimate behavior in the cadet area; 3.) unprofessional relationships/fraternization among cadets; or 4.) cadet area limits restrictions (e.g., over the fence violations, failure to sign-out, departing probation sanctioned approved areas, etc.)

**2.3.3.3 Mandated Reporters.** *Mandated reporters include AOC/AMT directly in respective cadets' chain of command, flight-line instructors belonging to AETC, and law enforcement.* Failure to immediately report a sexual assault incident about a subordinate in the individual's supervisory chain to AFOSI is in violation of Article 92, UCMJ, for military members. Mandated civilian AF employees may also be subject to administrative disciplinary action. If the victim has not yet disclosed any information, but a sexual assault is suspected, the victim may still be referred to the SAPR office. This will not compromise the duty of a mandated reporter.

**2.3.3.4. Non-mandated Reporters.** *Non-mandated reporters include cadets, AOC/AMT not directly in respective cadets' chain of command, faculty, coaches, athletic trainers, medical providers and chaplains.* Non-mandated reporters may provide the victim with guidance and information. All non-mandated reporters are strongly encouraged to direct victims to SARC for reporting options and medical assistance. If an unrestricted report is made, any non-mandated reporters who know information about the sexual assault may be issued a subpoena to testify in court proceedings.

**2.3.3.5. Reporting Types:** (as defined in AFI 90-6001, Attachment 1)

**2.3.3.5.1. Restricted Reporting.** *"A process used by a Service member to report or disclose that he or she is the victim of a sexual assault to specified officials on a requested confidential basis. Under these circumstances, the victim's report and any details provided to the SARC, Healthcare Personnel, or a VA will not be reported to law enforcement to initiate an official investigation unless the victim consents or an established exception is exercised under DoDD 6495.01. (SAPR restricted reports require a signed DD Form 2910)"*

**2.3.3.5.2. Unrestricted Reporting.** *"A process that an individual covered by this policy*

*uses to disclose, without requesting confidentiality or restricted reporting, that he or she is the victim of a sexual assault. Under these circumstances, the victim's report and any details provided to the SARC, Healthcare Personnel, a VA, command authorities, or other persons are reported to law enforcement and may be used to initiate the official investigation process. (SAPR unrestricted reports also require a signed DD Form 2910)"*

2.3.4. **Hazing.** Acts of hazing are prohibited and violations of this paragraph will result in punishment under Article 92, UCMJ. Hazing is any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Hazing shall not occur among faculty and staff members, between faculty and staff and trainees, cadets, and students; and among trainees, cadets, and students. Any confirmed act of hazing is an offense that warrants presumptive disenrollment.

2.3.4.1. Hazing includes, but is not limited to, the following when performed without a proper military or other governmental purpose: any form of initiation or congratulatory act that involves physically striking another in any manner or threatening to do the same with intent of harm or malice; pressing any object into another person's skin, regardless of whether it pierces the skin, such as "pinning" or "tacking on" of rank insignia, aviator wings, jump wings, diver insignia, badges, medals, or any other object; oral or written berating of another for the purpose of belittling or humiliating; encouraging another to engage in illegal, harmful, demeaning or dangerous acts; playing abusive or malicious tricks; branding, handcuffing, duct taping, tattooing, shaving, greasing, or painting; subjecting to excessive or abusive use of water, and the forced consumption of food, alcohol, drugs, or any other substance. Hazing can be conducted through the use of electronic devices or communications, and by other means, as well as in person. A military member may still be responsible for an act of hazing, even if there was actual or implied consent from the victim regardless of the grade, rank, status, or branch of service of the victim.

2.3.5. **Bullying.** Acts of bullying are prohibited and violations of this paragraph will result in punishment under Article 92, UCMJ. *Bullying is an act of aggression by a military member or members or department of Defense civilian employee or employees, with a nexus to military service or Department of Defense civilian employment, with the intent of harming a military member, Department of Defense civilian, or any other persons, either physically or psychologically, without a proper military or other governmental purpose.* Bullying may involve the singling out of an individual from his or her co-workers, or unit, for ridicule because he or she is considered different or weak. It often involves an imbalance of power between the aggressor and the victim. A military member may still be responsible for an act of bullying, even if there was actual or implied consent from the victim regardless of the grade/rank, status, or branch of service of the victim.

2.3.5.1. Bullying includes, but is not limited to, the following when performed without a proper military or other governmental purpose: physically striking another in any manner or threatening to do the same; intimidating; teasing; taunting; oral or written berating of another for the purpose of belittling or humiliating; encouraging another to engage in illegal or harmful acts, duct taping, tattooing, shaving, greasing, or painting; subjecting to excessive or abusive use of water; the forced consumption of food, alcohol, drugs, or any other

substance; and degrading or damaging the person or his or her property or reputation. Bullying can be conducted through the use of electronic devices or communications, as well as in person. Anonymity through social media apps does not excuse bullying behaviors.

**2.3.6. Abuse of Authority.** *Abuse of authority is defined as the improper use of authority (e.g., cruelty, coercion, maltreatment, assault, improper punishment, and/or sexual harassment) upon someone subject to the orders of the abuser, to include cadet cadre.* Military authority must only be used to accomplish mission requirements and must never be used to degrade, hurt, or subject subordinates to inhumane or unprofessional treatment. Abuse of authority is prohibited and punishable under Article 92 and Article 134, UCMJ. Examples include subordinates being monetarily fined for predetermined offenses.

**2.3.7. Unlawful Discrimination.** *Unlawful discrimination is any unlawful action that denies equal opportunity to persons or groups, based on race, color, sex, sexual orientation, national origin, or religion.* When the target is a civilian, unlawful discrimination also includes denying equal opportunity to persons or groups based on age, reprisal, physical or mental disability. DoD policy does not condone or tolerate unlawful discrimination of any kind. Any cadet who engages in unlawful discrimination may be subject to court-martial and/or disenrollment. Unlawful discrimination is prohibited and punishable under Article 92 and Article 134, UCMJ.

**2.3.8. USAFA Traditions.** Traditions are valuable to the extent that they connect us to those who have come before, challenge us to better ourselves, and provide a sense of inspiration and commitment to USAFA and our Air Force. Traditions that jeopardize safety, degrade or demean others, or are destructive in nature undermine our ability to accomplish our mission and our reputation as members of the Profession of Arms; such traditions will not be tolerated.

**2.3.9. Religious Accommodation.** Airmen are granted the right of religious expression. Diverse religious expression is a hallmark of American liberty, and when we take an oath to protect and defend the Constitution, that vow includes the Constitutional right to free exercise of religion; therefore, USAFA will support the free exercise of religion through religious programs coordinated by chaplains and by positive and proactive application of DoD/USAF religious accommodation policies in ways that include the following:

**2.3.9.1. Worship.** Cadets are provided the opportunity to attend worship or other similar meetings once per week according to the tenets of their faith or of a widely recognized personal belief system through a Spiritual Accommodation Pass (SAP). All reasonable efforts will be made to accommodate religious expression of all faith groups represented within the AFCW. The Group Air Officer Commanding (GAOC) is the approval authority for exceptions to policy. Cadets may explore religious traditions beyond self-identified faith as listed in the Cadet Administrative Management Information System (CAMIS). However, cadets will utilize the pass system as referenced in Chapter 4 of this publication.

**2.3.9.2. Holy Days.** The USAFA Chaplain (HQ USAFA/HC) will identify major faith holy days observed by the diverse population of the AFCW. HQ USAFA/HC will provide recurring guidance regarding acceptable accommodation practices for holy days. AOCs and AMTs will accommodate the observance of holy days consistent with mission requirements.

**2.3.9.4. Immunizations.** Cadets whose religious beliefs do not allow immunizations must coordinate immunization waiver requests through the chain of command. Reference AFI 48-110, *Immunizations and Chemoprophylaxis*, for additional information.

**2.3.9.5. Dietary Needs.** Mitchell Hall may provide special meals for cadets based on personal or religious preferences. Cadets must initiate requests with the Mitchell Hall

Nutritionist (10 FSS/FSLFN) to accommodate dietary needs and restrictions. The nutritionist will validate special meal requirements with USAFA/HC. Requests for dietary accommodations will be evaluated on a case-by-case basis.

**2.3.9.6. Dress and Apparel.** Cadets may request waivers to permit the wear of neat and conservative (defined as, discreet, tidy, and not dissonant or showy in style, size, design, brightness, or color) religious apparel. Items may not be affixed (temporarily or permanently) or appended to any authorized article of the uniform. Reference AFI 36-2903, *Dress and Appearance of Air Force Personnel*, and Chapter 6 of this publication for additional information.

**2.3.9.7. Religious or Spiritual Ceremonies.** Religious or spiritual ceremonies, along with associated items and materials used during the ceremony, must be coordinated through USAFA/HC and approved by the AOC prior to conducting them in dormitory rooms or squadron areas.

## 2.4. Relationships.

**2.4.1. Professional Relationships.** *Professional relationships are those that contribute to the effective operation of the Air Force.* The Air Force encourages personnel to communicate freely with their superiors and subordinates regarding their careers, performance, duties, and missions. This type of communication enhances morale and discipline and improves the operational environment while preserving proper respect for authority and focus on the mission. Participation by members of all grades in organizational activities, unit events, intramural sports, and community service projects, can enhance morale and contribute to unit cohesion.

**2.4.2. Unprofessional Relationships.** *Relationships are unprofessional, whether pursued on or off-duty, when they detract from the authority of superiors or result in, or reasonably create the appearance of, favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests.* Unprofessional relationships can exist between officers, enlisted members, cadets, and civilian employees or contractor personnel, in any sort of combination. Reference AFI 36-2909, USAFA Sup\_1, *Professional and Unprofessional Relationships*. Unprofessional relationships are prohibited and punishable under Article 92 and Article 134, UCMJ.

**2.4.2.1. Guidelines for Avoiding Unprofessional Relationships.** Certain kinds of personal relationships present a high risk of becoming unprofessional. Personal relationships that are not initially unprofessional may become unprofessional when circumstances change. For example, a close personal relationship between officers or between enlisted members can easily become unprofessional if one member becomes the commander, supervisor, or rater of the other. Air Force members must be sensitive to the formation of these personal relationships, as well as the possibility that relationships that are not initially unprofessional may become so due to changed circumstances. While the rules must be somewhat elastic to accommodate differing conditions, the underlying standard is that Air Force members are expected to avoid those relationships that negatively affect morale, discipline, and respect for authority and unit cohesion. When operational requirements place senior and junior members in close proximity with one another, military members are expected to maintain professional relationships. The mere fact that maintaining professional relationships may be more difficult under certain circumstances does not relieve a member from the responsibility to maintain Air Force standards.

**2.4.3. Relationships within an Organization.** Familiar relationships between members in which

one member exercises supervisory or command authority over the other can easily become unprofessional. Similarly, differences in grade increase the risk that a relationship will be, or will be perceived to be, unprofessional because senior members in military organizations normally exercise authority or organizational influence, either directly or indirectly, over the duties and careers of more junior members. The danger for abuse of authority is always present. The ability of the senior member to influence, directly or indirectly, assignments, promotion recommendations, duties, awards, and other privileges and benefits, places both the senior member and the junior member in vulnerable positions. Once established, such relationships do not go unnoticed by other members of a unit.

**2.4.4. Interaction with Fourth Class Cadets.** *At no time will the upper three classes participate in an unprofessional relationship with four-degrees—even if there is a prior relationship.* The four-degree year is defined as entry into Basic Cadet Training (BCT) through the graduation day of the first class. Upper-class cadets will not develop unprofessional relationships with Fourth Class Cadets (C4Cs) cadets via social media. The upper-classes are primary trainers for all C4Cs and represent positions of power and authority.

**2.4.5. AOC/AMT Relationships.** Cadets are specifically prohibited from developing and maintaining unprofessional relationships with any AOC or AMT, including relationships involving social media.

**2.4.6. Dating and Close Friendships.** Dating, courtship, and close friendships are subject to the same policy considerations as are other relationships. Like any personal relationship, they become matters of official concern when they adversely affect morale, discipline, unit cohesion, respect for authority, or mission accomplishment. Members must recognize that these relationships can adversely affect morale and discipline, even when the members are not in the same chain of command or unit. The formation of such relationships between superiors and subordinates within the same chain of command or supervision is prohibited because such relationships invariably raise the perception of favoritism or misuse of position and erode morale, discipline, and unit cohesion.

2.4.6.1. Policy regarding dating between commissioned officers and cadets can be found in AFI 36-2909, paragraphs 3.5.3.1 and 3.5.3.2, USAFA Sup\_1, *Professional and Unprofessional Relationships*.

2.4.6.2. Policy regarding protection against inappropriate relations during recruiting and entry level training (BCT) can be found in DoDI 1304.33.

2.4.6.3. Cadets will avoid personal relationships that interfere with proper exercise of duties within the chain of command or good order and discipline. Specifically, a cadet will not date a member of his/her direct chain of command or supervision. Should a prior personal relationship exist or evolve within the chain of command, the cadets involved will seek resolution through the cadet and permanent party chains of command (e.g., a cadet group commander may not date a cadet squadron commander within the same group or a member of the same group's staff).

2.4.6.4. USAFA Officer Candidates will not maintain unprofessional relationships with USAFA Prep School Cadet Candidates.

2.4.6.5. USAFA Officer Candidates will not maintain unprofessional relationships, to include a prior relationship, with enlisted members.

**2.5. Military Customs and Courtesies.** Military customs and courtesies are proven traditions that explain what should and should not be done in many situations. They are an extension of cultural norms

that form the foundation for our society. In addition, military customs and courtesies are attributes of a noble military profession that do not end upon graduation. Many customs and courtesies can be found in AFMAN 36-2203, Drill and Ceremonies. All members of the Profession of Arms must apply customs and courtesies in their everyday lives.

**2.5.1. Introductions.** *Cadets will introduce themselves using class year (e.g., Cadet First-class (C1C) Smith, Cadet Second-class (C2C) Anderson or Cadet Third-class (C3C) Jones). Any cadet subordinate to another cadet will address the superior cadet by “Cadet” and their last name.*

**2.5.2. Terms of Address.** *Cadets will not use first names and will use “sir” or “ma’am” or rank when addressing superior officers (to include cadet officers) or civilian faculty and staff. It is also appropriate to use “doctor” or “professor” when addressing a civilian professor with a doctoral degree.*

2.5.2.1. Use the following terms to address members of the enlisted force IAW AFH 36-2618, *Enlisted Force Structure*. Note: Rank is lower-case unless used with a surname; if it is used with a surname, then the rank is always capitalized (e.g., there are 40 majors serving as AOCs; Major Smith is my AOC):

2.5.2.1.1. Chief Master Sergeant: Chief Master Sergeant or Chief.

2.5.2.1.2. Senior Master Sergeant: use full rank, Sergeant, or Senior.

2.5.2.1.3. Staff Sergeant through Master Sergeant: use full rank or Sergeant.

2.5.2.1.4. Airman Basic through Senior Airman: use full rank or Airman.

**2.5.3. Rising to Address Superiors.** *It is always courteous to rise from a seated position when addressed by anyone who is standing. Service members will rise from their seats when addressed by a superior who is standing unless directed to remain seated.* Superiors are defined as those possessing a higher rank, grade, or position (military or civilian), as well as C1Cs.

**2.5.4. Saluting and Greeting.** Saluting distinguishes our professional military culture. Salute and verbally greet the President, Vice President, Secretary of Defense, service secretaries, all superior commissioned and warrant officers, all Medal of Honor recipients, and superior officers of friendly foreign nations. Salute at the end of a conversation. If your hands are full, do not salute but render a verbal greeting. Salute vehicles of superiors when distinguished by vehicle plates and/or flags.

2.5.4.1. Extend a professional greeting to anyone with whom you come into contact, both indoors and outdoors, as a common courtesy and sign of respect.

**2.5.5. Personal Appearance.** *Abide by the standards outlined in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, and Chapter 6 of this instruction.*

**2.5.6. Public Display of Affection.** *When in uniform or civilian clothes (in an official capacity), Airmen must not engage in public displays of affection including, but not limited to, holding hands (except when holding a young child’s hand), walking arm-in-arm (unless escorting), embracing, caressing, and kissing.* Public displays of affection are inappropriate as they violate a long-standing custom of the service and may be service discrediting since indiscriminate displays of affection detract from the professional image the Air Force intends to project to the public. Reference AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

2.5.6.1. *Brief displays of affection, such as a modest kiss or hug, are allowed in situations*

*where physical contact is commonly accepted etiquette such as weddings, graduation, promotion, or retirement ceremonies; and upon departure for or return from deployments.*

**2.5.7. Room Entry.** *If an officer enters or exits a room, call the room to attention unless an officer of equal or higher rank is already present.* For scheduled meetings, it is appropriate to wait until the senior ranking member scheduled to attend the meeting enters to call the room to attention. If an NCO, civilian, or C1C enters a room, stand out of respect.

**2.5.7.1. C4Cs are at rest within their rooms.** *Upper-class Cadets will not physically train C4Cs within C4C dormitory rooms.*

**2.5.7.2. Indoor Reporting.** Knock once and enter when directed to do so. If more than one person is reporting, the highest ranking person reports for the group. Take the most direct path to and halt two paces from the desk and give the reporting statement; “Sir/ma’am, (rank, e.g., Cadet Fourth-class (C4C)) (surname) reports as ordered.” When reporting to an officer, salute while giving the reporting statement. If you are not ordered to report but need to make a statement or ask a question, the reporting statement is, “Sir or ma’am, (rank) (surname) reports.” Once business is concluded, come to the position of attention, render a customary greeting such as “good morning, sir/ma’am,” salute, then take the most direct path to the door and depart. For NCOs or civilians, follow the same procedures but do not salute and use appropriate greetings in place of reporting statements.

**2.5.7.3. Outdoor Reporting.** Follow the same basic procedures as reporting indoors. Salute after concluding the conversation and before walking away from officers.

**2.5.7.4. Presentations, Briefings, Lectures and Classroom Speakers.** *Cadets will be in the general area at least 15 minutes, prior to any speaker or lecture not occurring in a classroom or lectinar of Fairchild Hall. For all speakers or lectures occurring in classrooms or lectinars, cadets will be in seats at least 5 minutes prior.* If seating is not assigned, fill rows from front to rear as a courtesy to the speaker. Show respect to the speaker by listening intently, not partaking in side-bar conversations, staying awake, cease all use of electronic devices, and not working on unrelated material. Be prepared to engage the speaker in a question and answer session after the presentation. Calls to nature should be addressed prior to the start of any briefing or lecture. Do not bring or consume food and/or beverages in any lecture hall. EXECPTION: Water is allowed, provided it is kept in a sealable container (i.e. water bottles with securable lid.)

## **2.6. Mitchell Hall Conduct and Decorum.**

**2.6.1.** From Mitchell Hall entry to assigned tables, C4Cs will remain at attention to expedite getting to the tables.

**2.6.1.1.** For non-mandatory meals (i.e. most breakfasts, dinners, weekend meals), C4Cs will enter Mitchell Hall at attention and remain at attention until they take their seat, at which point they may sit at ease. Upon standing to depart, C4Cs will return to attention.

**2.6.1.1.1.** C4Cs may ask an upper-class cadet at their table to for permission to sit at rest until they stand to depart.

**2.6.2.** At assigned tables, C4Cs will stand at the position of attention behind their chairs until directed by the Staff Tower “Wing Take Seats.” At that time, C4Cs will sit at the position of attention.

**2.6.3.** Sitting at ease. C4Cs will sit “at ease” after “Wing take seats” is announced. Table

commandants may place C4Cs “at attention” if their professionalism and conduct warrants it. If placed at the seated position of attention C4Cs will sit at the edge of their seat with heels on line and feet at a 45-degree angle. Back will be straight and not resting on the back of the chair. Hands will be placed on individual’s thighs with palms down and fingers joined.

2.6.4. During Basic Cadet Training, Basic Cadets will engage using their seven (7) basic responses when initiating dialogue or responding to upper-class cadets. Example – when a Basic Cadet has a specific question to ask, he/she uses ‘Sir/Ma’am, may I ask a question?’ to further the professional discussions. This allows C4Cs to use other responses based on one of the 7 basic responses.

2.6.5. **General Decorum.** Proper table etiquette must be displayed by all cadets. Tapping on dinnerware is unacceptable.

2.6.5.1. Promptly find seats, place caps on holders under chairs, remove outer garments and neatly place over back of chairs (do not remove OCP blouses).

2.6.5.2. Book Bags will not be left unattended outside nor will they block entrances. Cadets may carry them to tables and neatly place them adjacent to, or over back of seats.

2.6.5.3. Use of cell phones will be limited to official use only.

2.6.5.4. Place plates and silverware in front of all chairs. To the max extent possible, plates will be upright with insignia at 12 o’clock position, glasses at 12 o’clock position with juice glass to right and salad bowl adjacent to upper left of plate at 10 o’clock position.

2.6.5.5. Fill glasses 1/2 inch from the top. Do not touch the upper 1/3 of the glass for health reasons.

2.6.5.6. ***No food will be consumed and all cadets will stand until “Wing Take Seats.”***

2.6.5.7. Rise and come to attention if addressed by a superior not sitting at the table or if an officer or guest joins/leaves the table.

2.6.5.8. Excuse yourself by announcing to senior ranking member of table, "Excuse me, please" with appropriate departure statement.

2.5.6.8.1. There are no “Touch and Go’s” at noon meal. The meal will be initiated from the staff tower with the formal start of “Wing Take Seats” and a formal release with “Wing Dismissed” approximately 20 minutes later.

2.5.6.9. All cadets will bus their tables upon completion of meal and ensure it is ready for final recovery by Mitchell Hall staff. Squadron commanders will ensure compliance for their units. This consists of collecting silverware, separating into cylinders, scraping plates and stacking in the same place the plates were located at beginning of meal.

2.6.5.10. Go to <https://ice.disa.mil> to rate meals/service with appropriate comments.

## 2.6.6. **Roles:**

2.6.6.1. **Table Commandant.** Only C1Cs or C2Cs may serve as the TC. Other C1Cs and C2Cs should sit to the TC’s right or left. Should no C1C nor C2C be present, permanent party NCOs and officers may sit as TC, but not C3Cs, nor C4Cs. If the TC must leave early, they will designate an appropriate replacement. The TC is responsible for and will be held accountable for all actions of respective table members. The TC will:

2.6.6.1.1. Enforce Mitchell Hall decorum at all meals. Additionally, TCs will be subject to



the same, or increased, level of punitive punishment given to any cadet found to be violating Mitchell Hall standards of decorum during any meal for failure to lead and correct the misbehavior themselves.

2.6.6.1.2. Greet, introduce, and engage in dialogue with table guests when present.

2.6.6.1.3. Ensure guests and C4Cs are served before other cadets and are treated with respect.

2.6.6.1.4. Ensure upper-class cadets are actively engaging with C4Cs in developmental discussions (current events, daily activities, etc.).

2.6.6.1.5. Ensure cadets only make spot corrections after “wing take seats.”

2.6.6.1.6. Ensure cadets properly “pre-bus” tables to assist Mitchell Hall Staff with clean-up prior to departing from all meals.

2.6.6.2. **C2Cs:** Shall initiate conversation with members of the table.

2.6.6.3. **C3Cs:** Model/enforce meal decorum and participate in discussions.

2.6.6.4. **C4Cs:** Converse with upper-classmen on current events and professional development topics while performing duties IAW their seating position.

2.6.7. **Announcements.** Any announcements from the staff tower must be approved through the AFCW commander or as delegated.

2.6.8. **Uniform Requirements.** *The uniform for breakfast and lunch is UOD unless another uniform is authorized on an AFCW Form 18.* Cadets may wear the physical training uniform (PTU) (as a minimum, PT-shirt and issued shorts will be worn at all times) for all evening and weekend optional meals and to weekly breakfast meals if they have a physical education class or Aerobic Fitness Test (AFT)/Physical Fitness Test (PFT) during first period.

2.6.9. **Civilian Clothes.** Unless specifically authorized, civilian clothes will not be worn in Mitchell Hall. If authorized, civilian attire will be appropriate in style and any displayed content.

2.6.10. **Removing Food from Mitchell Hall.** Individually packaged food items partially consumed during a meal may be taken from Mitchell Hall. Cadets will not remove food items from storage areas such as refrigerators or condiment rooms. They will not remove silverware, table linen, any equipment, or table condiments (e.g., chocolate syrup, ketchup, peanut butter).

2.6.11. **Guests Dining in Mitchell Hall.** *Cadets must obtain approval from their AOC/AMT in order to have family and friends dine with them during mandatory meals. Paying guests may accompany cadets during optional buffet meals.* Official guests (e.g., potential candidates) who receive prior permission through admissions or athletic departments may attend any meal.

2.6.12. **Missed Meals.** Procedures for cadets missing meals for official reasons:

2.6.12.1. Follow Mitchell Hall procedures to obtain a boxed meal 24 hours a day, if required for emergency or unusual situations. Squadron CCQs can order boxed meals through their group CCQ. Group CCQs will pick up required meals.

2.6.12.2. Meal pick-up is available from 0330 to 1930 hours. Cadets should go to the Mitchell Hall kitchen to pick up meals.

2.6.12.3. Medical personnel will state on Cadet Injury/Illness report whether the cadet is on bed rest or otherwise requires a special diet. Not all cadets on a Cadet Injury/Illness report are authorized boxed meals.

2.6.13. **Cadet Squadron Dining-In.** Arrangements must be made with the Special Events Coordinator in Mitchell Hall. Alcohol is not allowed unless specifically approved by the Commandant of Cadets, or designee, and that approval is provided to Mitchell Hall one week prior to the dining-in date.

## 2.7. Terrazzo Decorum.

2.7.1. Upper-Class Cadets will know the standards and enforce them by making spot corrections as necessary.

2.7.1.1. *Upper-class cadets correcting C4Cs will provide instructional fixes and not physical training. If required a USAFA Form 10 will be routed to the cadet's supervisor.*

2.7.1.2. Upper-class cadets will communicate the specific mistake to the C4C upon correction.

2.7.2. Upper-class cadets will greet and respond professionally when greeted.

2.7.3. Upper-class cadets will not escort C4Cs, nor take other actions preventing the C4Cs from meeting their duty requirements.

2.7.4. **Unrecognized C4Cs.** *Unrecognized C4Cs will be at attention at all times; no gazing, walking at ease, talking, or bumping into other cadets; cadets will pass on the right when meeting other cadets on the strips.*

2.7.4.1. The following locations are exceptions:

2.7.4.1.1. C4Cs are at ease on bridges to Fairchild Hall and on the Terrazzo underneath Fairchild Hall; C4Cs are at rest upon entering Fairchild Hall.

2.7.4.1.2. At ease on the ramp to the Cadet Chapel; at Rest after the gate to the Cadet Chapel.

2.7.4.1.3. At ease on the ramps down to the Cadet Gym. At Rest on the stairs North of Cadet Drive when headed to or from the Cadet Gym.

2.7.4.1.4. At ease when transitioning west from the Terrazzo towards Arnold Hall (by the Honor Wall).

2.7.4.1.5. At rest after exiting the Terrazzo for the Honor Court. C4Cs must transit to Arnold Hall through the black gates leading towards the Honor Court.

2.7.4.2. At no time shall C4Cs avoid the Terrazzo by transiting through the quads, honor courts, or Ho Chi Minh Trail. C4Cs will use the Terrazzo to transit to official duties. EXCEPTION: C4Cs may use Ho Chi Minh Trail during lightning warnings. (SEE Fig. 2.1. on next page for depiction of Ho Chi Minh Trail outline.)

2.7.4.3. Will carry their bag in their left hand or wear approved backpack on both shoulders; either option is acceptable. Wing/Group/Squadrons are not authorized to mandate one or the other/make more restrictive.

2.7.4.4. They will transit on the Terrazzo strips designated in blue in Figure 2.1. to the maximum extent reasonable and will not transit under Fairchild Hall on the Terrazzo level in order to avoid the strips.

2.7.4.5. Will double-time on the authorized strips, designated in Figure 2.1, at all times,

unless the following apply:

- 2.7.4.5.1. 30 minutes after a designated meal (not a snack).
- 2.7.4.5.2. Inclement Weather: rain and snow.
- 2.7.4.5.3. Carrying large and heavy objects. Note: Still required to accomplish standard greetings.
- 2.7.4.6. Will greet all personnel within one Terrazzo block.
  - 2.7.4.6.1. All terrazzo greetings for cadets not within a C4C's chain of command should include "Good morning/afternoon/evening sir/ma'am", followed by squadron greeting.
  - 2.7.4.6.2. All terrazzo greetings for cadets within a C4C's squadron or chain of command, to include key wing and group staff members (e.g., Commander, vice or deputy, Command Chief, and superintendents), should include "Good morning/afternoon/evening Rank Last Name", followed by squadron greeting.
  - 2.7.4.6.3. Slow to quick time to render salutes to officers and then resume double-time.
  - 2.7.4.6.4. Be loud and proud.
- 2.7.4.7. Will only use the back dormitory stairwells (south stairwells in Sijan Hall and north stairwells in Vandenberg Hall).

**Figure 2.1. C4C Authorized Transit Area**



(Note: Blue lines are the proper marble strips to run. Red lines define the Ho Chi Minh Trail)

## 2.8. Class Specific Privileges.

### 2.8.1. SAMIs. *AOCs/AMTs may require upperclassmen to accomplish additional SAMIs.*

2.8.1.1. First Class Cadets are required to complete 2 SAMIs during the AY unless on an approved SCA. This shall be accomplished by participating in the first scheduled SAMI during the Fall Semester and Spring Semester. C1Cs not in good standing will accomplish all SAMIs within the probation period.

2.8.1.2. Second Class Cadets are required to complete 2 SAMIs during the AY unless on an approved SCA. This shall be accomplished by participating in the first scheduled SAMI during the Fall Semester and Spring Semester. C2Cs not in good standing will accomplish all SAMIs within the probation period.

2.8.1.3. Third Class Cadets are required to complete 3 SAMIs during the AY unless on an approved SCA. This shall be accomplished by participating in the first two scheduled SAMIs during the Fall Semester and one during the Spring Semester. C3Cs not in good standing will accomplish all SAMIs within the probation period.

2.8.1.4. Fourth Class Cadets are required to complete all SAMIs during the AY. C4Cs on approved SCA will remake the SAMI within the prescribed make-up window established by CWVV.

2.8.2. **Unrecognized C4Cs.** Changes to the following rules of engagement may only be approved by the Commandant of Cadets.

#### 2.8.2.1. Facility Use.

2.8.2.1.1. **Arnold Hall.** C4Cs are authorized to use Arnold Hall on weekdays after Retreat, on Non-Training Weekends, and on Training Weekends after all training for the AFCW has concluded.

2.8.2.1.2. **Polaris Hall.** C4Cs may utilize the collaboration rooms and library in the Center for Character and Leadership Development only during weekday duty hours for official business, class projects, and academic study groups. Seminar rooms can be reserved for use through advanced booking via CCLD.

2.8.2.1.3. **Cadet Store.** C4Cs are at ease upon entering the alcove in front of the Cadet Store and are at rest inside of the Cadet Store.

2.8.2.1.4. **Elevators.** C4Cs will not use elevators under normal circumstances. C4Cs may use elevators when medically required, when moving objects that require an elevator with permission of an upper-class cadet, or for removing bulk items of trash.

2.8.2.1.5. **Post Office.** C4Cs are at ease in the Post Office. C4Cs shall be at ease when they cross the threshold of the doorway entering the Post Office on the east side and when passing the first row of package lockers if entering from the west side.

2.8.2.1.6. **Laundromat.** C4Cs are not authorized to use the Cadet Laundromat. Use of the laundromat may be approved by the Squadron Commander in case-by-case circumstances.

2.8.2.1.7. **Food Delivery.** C4Cs are authorized to use on and off-base food delivery services.

#### 2.8.2.2. Sijan/Vandenberg Halls.

2.8.2.2.1. C4Cs shall not enter squadron areas other than their own unless accompanied by

an upper-class cadet for official business.

2.8.2.2.2. C4Cs may travel through Wing/Group Staff hallways if given specific permission by a member of the respective staff, and if the C4C has gone through proper channels to address issues with a particular staff member. C4Cs need to be escorted by an upper-class cadet, unless ordered to report in to a member of the respective staff's room or conference room.

2.8.2.2.3. C4Cs are at attention in the residential areas of Sijan and Vandenberg Halls from Reveille or first military duty, whichever is earlier, until the start of ACQ during weekdays. From ACQ to Reveille or first military duty, whichever is earlier C4Cs are at ease within their unit areas. On non-training weekends, C4Cs are at rest. On training weekends, C4Cs are at rest after all training for AFCW has concluded. Restrictions to squadron areas remain in effect after duty hours and non-duty days unless waived by the Commandant of Cadets.

2.8.2.2.4. C4Cs will keep their rooms in SAMI order during the duty day until completion of the first SAMI of each semester, after which they will maintain their rooms IAW AMI standards.

2.8.2.2.5. On normal duty days, C4Cs will have their doors open from Reveille or first military duty, whichever is earlier, until ACQ.

2.8.2.2.6. On Training Weekends, C4Cs will have their doors open at Reveille and may close it at the completion of their last military duty.

2.8.2.2.5. Will greet all personnel in the hallways during the duty day.

2.8.2.2.5.1. When in squadron, all C4C greetings should include "Good morning/afternoon/evening Rank Last Name", followed by squadron greeting.

2.8.2.2.5.2. When in squadron, key wing and group staff members (e.g., Commander, vice or deputy, Command Chief, and superintendents) greeting should include "Good morning/afternoon/evening Rank Last Name", followed by squadron greeting.

2.8.2.2.5.3. Permanent party chain of command: Replace "sir/ma'am" with Rank Last Name.

2.8.2.2.6. **Naps.** *All cadets are permitted to "nap". Naps are only permitted within dorm rooms, and only after the Antemeridian Inspection (AMI) period has concluded. Cadets will not nap in the blues uniform.*

### 2.8.2.3. Fairchild Hall.

2.8.2.3.1. C4Cs are at 'Rest' in Fairchild Hall.

2.8.2.3.2. C4Cs shall use only the easternmost (back) stairwells. C4Cs may use the westernmost stairwells after Retreat.

2.8.2.3.3. C4Cs are authorized to use the Commandant's Stairwell, the most northwestern stairwell in Fairchild Hall. C4Cs may not use Commandant's Stairwell to avoid the Terrazzo and transit to and from the cadet gym, mailroom, cadet store, or their dormitories.

2.8.2.3.4. C4Cs may only use the Cadet Library or Fairchild Hall classrooms or lectinars for academic studies.

2.8.2.3.5. C4Cs may use the shoppette in Fairchild Hall under the concession that C4Cs do NOT loiter in this area, and that the area is kept clean.

2.8.2.3.6. C4Cs may not enter the Food Court in Fairchild Hall or Exemplar Hall. Exemplar Hall is defined as the lectinar and lounge area of Fairchild Hall beginning with everything south of the northernmost lectinar and the Exemplar Memorabilia Display Case. This includes all sitting areas directly outside of the lectinars. EXCEPTION: C4Cs may only enter Exemplar Hall to report to a lectinar for official duty.

#### 2.8.2.4. Knowledge Test Guidelines.

2.8.2.4.1. C4Cs are required to know weekly assigned knowledge, key wing and group staff members (e.g., Commander, vice or deputy, Command Chief, and superintendents), and all Squadron members.

2.8.2.4.2. C4Cs will be prepared to share current and significant news events. Upper-class Cadets will engage C4Cs in professional discussions on local, national, and international current events.

2.8.2.4.3. C4Cs will not use acronyms when reciting knowledge in order to promote the knowledge of Air Force terminology. EXAMPLE: OCPs will be referred as 'Operational Camouflage Pattern' when reciting knowledge.

2.8.2.4.4. At a minimum, all four classes will take a monthly Cadet Master Question File (MQF) test based on AFCWI 36-3501, *Cadet Standards and Duties*. Inclusion of Cadet MQF questions within C4C knowledge tests satisfies the monthly testing requirement.

#### 2.8.2.5. Knowledge Tests.

2.8.2.5.1. Knowledge tests questions will be developed by Wing Stan/Eval and coordinated with Wing Training based on the weekly study guide. Tests will be conducted via Black Board with Respondus browser lockdown used. Weekly question banks will be based on the CWC approved master question file, learning objectives derived from the Wing Training plan/syllabus, applicable AFIs and AFCWIs, information contained in the Contrails publication, and Air Force general knowledge related to operations, doctrine, and heritage. CWVV is the final approval authority for question banks, testing policy and development.

2.8.2.5.2. Scoring below an 80% on a knowledge test is unsatisfactory. Grading is accomplished on a scale of 90-100% - Excellent, 80-90% - Good, and below 80% - Unsatisfactory. If a C4C scores below 80% they must review each missed question with their front-line supervisor prior to completing the next knowledge test. C4Cs must retake and successfully pass the test prior to administration of the following test.

2.8.2.5.3. Two Consecutive Failures. A C4C with two consecutive failures will meet with their flight commander, their front-line supervisor, and element leader. This meeting will be accomplished prior to the C4C's next knowledge test. The meeting will include discussion on why consecutive failures occurred and identify any deficiencies in preparation. The Flight Commander will make a corrective action recommendation to the AOC/AMT for final approval. Any disciplinary action will be strictly IAW AFCWI 51-201, *Administration of Cadet Discipline*.

2.8.2.5.4. Three Consecutive Failures. A C4C with three consecutive failures will have a Squadron Commander Review Board initiated and their performance reviewed. The cadet squadron commander will make a corrective action recommendation to the AOC/AMT for final approval. Any disciplinary action will be strictly IAW AFCWI 51-201, *Administration of Cadet Discipline*.

2.8.2.6. Knowledge Bowls will be organized by Wing or Group Training Staff for competition within the groups. Questions asked will be developed by Wing Stan/Eval staff in coordination with Wing Training. Knowledge bowls will be pulled from the weekly study guides.

2.8.2.6.1. Rooted in unit pride and competition these events are intended to be spirited while maintaining a professional atmosphere. Competing unit AOCs/AMTs will coordinate at least one permanent party member is present at these competitions. Flight Commanders, DOs, or CS/CC presence is required.

**2.8.2.7. Morning C4C Knowledge/Standups.**

2.8.2.7.1. **Knowledge.** Fourth class cadets are required to study weekly knowledge from 0630-0645 on Mondays. No physical training will be conducted during this time period. Morning formations will not occur prior to 0625 IAW the Schedule of Calls.

2.8.2.7.2. **Standups.** Flight Commanders may conduct knowledge standups for fourth class cadets from 0630-0645 on Fridays. No physical training will be conducted during this time period. Morning formations will not occur prior to 0625 IAW the Schedule of Calls.

2.8.2.8. **Current Events.** C4Cs will be prepared each day to share current and significant news events.

2.8.2.8.1. Upper-class cadets will engage C4Cs in professional discussions on local, national, and international current events.

2.8.2.9. C4Cs who are IC cadets won't take part in military physical training activities the day before or day of a scheduled IC contest, IAW USAFAI36-3518, but are encouraged to support their classmates as best they can. Also, C4Cs on IC rosters shall follow physical training guidance IAW USAFAI 36-3518, Intercollegiate Athletic Programs. Note: No military physical training during evening Military Call to Quarters (MCQ) is allowed.

2.8.2.10. C4Cs will be allowed to use media responsibly. C4Cs may use media with headphones only. Speakers and game systems of any kind will not be allowed for any reason. Phones will never be confiscated from C4Cs by cadets for any reason, unless directed to by the Permanent Party chain of command. Restrictions on phone usage and headphones while in uniform are specified in Table 5.4 of this instruction.

2.8.2.11. All squadrons shall appoint a Fourth-Class representative to represent the C4Cs at levels greater than the squadron. This is not required to be a semester-long position.

**2.9. Wear of Civilian Clothes.** Civilian clothes are not authorized to be worn on the terrazzo during duty hours, 0700-1645, Monday – Friday, unless during training weekends and/or USAFA military related events.

2.9.1. Civilian clothes may be worn by first, second, and third class cadets after Retreat.

2.9.2 Unrecognized Fourth Class Cadets are not allowed to wear civilian clothes. For additional guidance regarding civilian clothes wear reference para 6.1.2.5.1.3.

**2.10. Alcohol and Tobacco Use.**

2.10.1. **Consumption of Alcohol.** Air Force policy and the military way of life require responsible behavior when consuming alcohol. Cadets are not to put themselves in a position where one loses control of actions, emotions, or environment.

2.10.1.1. *Cadets will not store alcohol anywhere on the USAFA Installation to include*

***privately owned vehicles and cadet dormitory rooms.***

2.10.1.2. Cadets who are of legal drinking age must demonstrate good judgment should they decide to drink. Cadets may only drink in uniform when attending a sanctioned event, such as a formal squadron dining-in, or when participating in a sit-down meal in the dining area (versus the bar) of a restaurant. C4Cs will not serve as designated drivers for upper class cadets.

2.10.1.3. Cadets must use good judgment when drinking to ensure they are sober (not under the influence of alcohol or its after-effects) prior to reporting for duty. Cadets who are drunk on duty may be punished under Article 112 of the UCMJ. “Drunk” means any intoxication which is sufficient to impair the rational and full exercise of the mental or physical faculties. The time needed to become sober after drinking depends on the amount of alcohol consumed, body weight, and metabolism of the individual. Some duties incur additional restrictions on the consumption of alcohol (e.g., aircrew members shall not consume alcoholic beverages within 12 hours of take-off).

2.10.1.4. During functions where alcohol has been approved, cadet leadership will ensure proper risk management is followed to ensure the safety of those participating and that no illegal activity occurs (e.g., underage drinking). Plans should include age verification, control of alcohol, designated-driver plans, and an emphasis on responsible drinking (e.g., the 0-0-1-3 concept; 0 underage drinking, 0 DUIs, 1 drink per hour, 3 drinks total per event).

2.10.1.5. Cadets serving alcohol must understand they have a duty to refuse to serve additional alcohol to individuals who reach or appear to be reaching the point of intoxication. Individuals serving alcohol may be held personally liable for the actions of the intoxicated individual if they fail to do so. Reference AFI 34-219, *Alcoholic Beverage Program*.

***2.10.1.6. Notwithstanding location approvals in the future, cadets of legal drinking age may only consume alcohol on the USAFA reservation in the following locations:***

***2.10.1.6.1. All locations operated by 10 FSS that serve alcohol on premises.***

***2.10.1.6.2. The private quarters of an officer or civilian staff or faculty member, but only when the staff or faculty member is present.***

***2.10.1.6.3. 10 FSS functions operated within the cadet duty area.***

***2.10.1.6.3.1. Hap's Place.***

***2.10.1.6.3.1.1. C1Cs and C2Cs in good standing.***

***2.10.1.6.3.1.2. C3Cs and C4Cs during official functions (e.g. Falcon Foundation***

***Dinner or cadet squadron parties).***

***2.10.1.6.4. Cadet Lodges during official functions with specific authorization from 10 MSG.***

***2.10.1.6.5. AD “home” sporting events in Clune Arena.***

2.10.2. **Alcohol Approval.** For all organizations, including clubs, teams, and/or groups utilizing a SCA, approval authority resides with the first O-6 in the chain of command. For CW-sponsored clubs, teams, and/or groups, the approval authority is the Vice Commandant. For official unit functions (on- or off-base), not requiring SCA, approval authority resides with the Group AOC



(GAOC). If an AOC must approve a pass or staff summary sheet for someone to attend a function, it is considered an official function. In all cases, the approval authority will meet in-person with the cadet-in-charge to discuss the plan and ensure the cadet understands they are vested with authority, is responsible for success or failure, and will be held accountable accordingly.

2.10.2.1. Approval from the 10th Air Base Wing Mission Support Group Commander (10MSG) is required to serve alcohol at locations other than pre-approved list of locations. Reference AFI 34-219 USAFASUP, *Alcoholic Beverage Program*, Attachment 2. Submit requests via the AF Form 1768, Staff Summary Sheet (SSS), through the chain of command NLT 10 days prior to scheduled event.

2.10.2.2. ***Cadets will not consume alcohol while on Scheduling Committee Action (SCA), Temporary Duty (TDY) orders, or while representing the Academy at other sanctioned events unless approved by team/club, or group first O-6 in the chain of command.*** Exception: cadets of legal drinking age on Ops Air Force (OpsAF), CSRPs, or DFIP-sanctioned events in foreign countries may consume alcohol if approved by the host installation commander and meets age requirements of local laws. Cadets on personal SCAs will exercise good judgment when consuming alcohol. Program officers in charge (OICs) will brief all OpsAF cadets prior to departure from USAFA regarding the rules on alcohol consumption, abuse, and possible adverse actions resulting from alcohol related incidents.

2.10.3. **Use of Tobacco Products.** The Air Force is committed to providing an environment that does not encourage or facilitate initiation or continued use of tobacco. Reference AFI 48-104, *Tobacco Free Living*, for additional information.

2.10.3.1. ***Tobacco use includes, but is not limited to, cigars, cigarettes, electronic-cigarettes, stem pipes, water pipes, hookahs, and smokeless products that are chewed, dipped, or snuffed.***

2.10.3.2. ***Electronic Cigarettes (e-Cigarettes), Vaporizers (Vapes), and Hookahs. IAW AFI 48-104, e-cigarettes, vapes, and hookahs are prohibited from being used in government facilities, which includes dormitories, lodging guest rooms, common areas of unaccompanied housing, temporary lodging facilities, and installation recreational facilities. Hookahs may not be stored in cadet rooms for any reason.***

2.10.3.3. ***Students of all AF formal training courses are prohibited from using tobacco in uniform.*** Students in technical training and accession programs, to include the Air Force Academy, are also prohibited from using tobacco during school duty hours (defined as when flag is up), in or out of uniform.

2.10.3.4. ***Tobacco use is prohibited in government owned vehicles and aircraft.***

2.10.3.5. ***Tobacco use is prohibited on AF installations, except in Designated Tobacco Areas (DTAs) and housing units.*** Tobacco users are responsible for keeping DTAs clean and free of cigarette butts and debris. Commanders may remove a DTA if the area around it or leading up to it is cluttered with trash, cigarette butts, or spittoons.

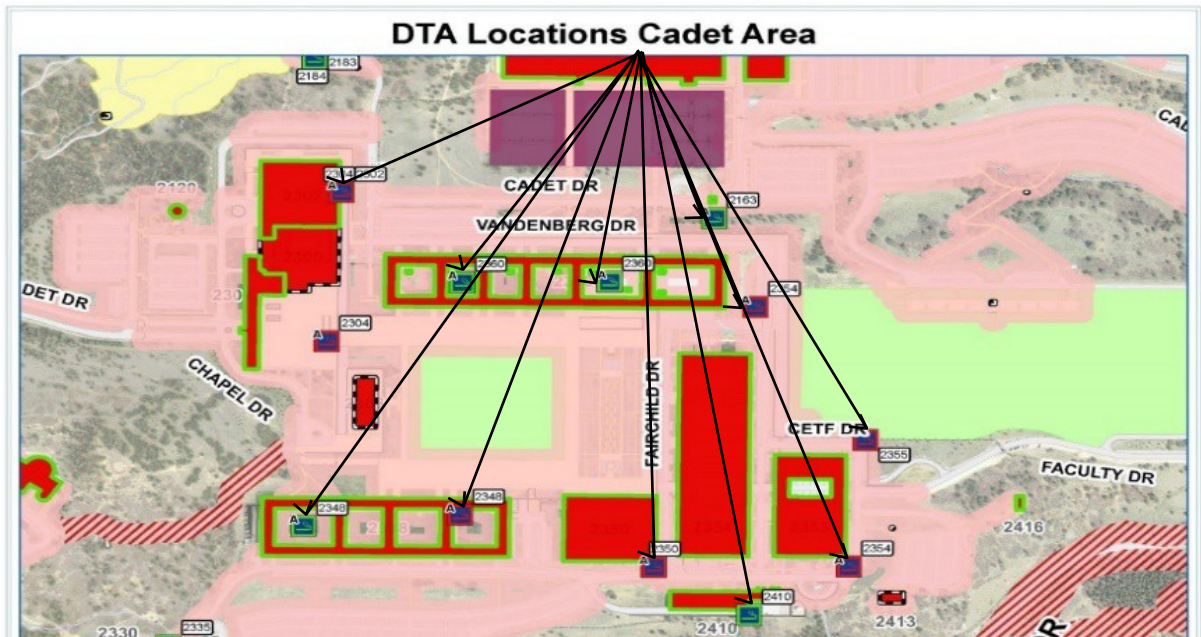
2.10.3.5.1. The following are the locations of DTAs in the Cadet Area, near dormitories and Fairchild Hall (See Figure 1.2):

2.10.3.5.1.1. Sijan Hall: center of quads 1 and 4 (numbered west to east).

2.10.3.5.1.2. Vandenberg Hall: centers of quads 2 and 5 (numbered west to east).

2.10.3.5.1.3. Fairchild Hall: southeast corner of the CETF building.

**Figure 2.2.** Cadet Area Designated Tobacco Areas (DTAs).



2.11. **Prohibited Activities.** Airmen must be familiar with listed offenses to avoid placing themselves in any of the following situations. Disciplinary action may result for these and other offenses not listed here.

2.11.1. Use of Illegal Drugs. *The Air Force has a zero tolerance for the use of illegal drugs.* Airmen who manufacture, possess, distribute, or use any illicit drug, including Ecstasy, Spice or any synthetic substances designed to create an altered state of mind may be subject to court-martial under the UCMJ. Use or possession of marijuana is still a violation of Federal Law and the UCMJ, regardless of Colorado or any other state laws.

2.11.2. Do not use or consume hemp products to include hemp seed, hemp seed oil, or hemp extracts. Reference AFMAN 44-197, *Military Drug Demand Reduction Program*.

2.11.3. Cadets are prohibited from possessing or using drug related paraphernalia unless authorized by a physician. Paraphernalia associated with religious or spiritual ceremonies must be coordinated through the chaplain's office and approved by the AOC.

2.11.4. Cadets shall not use, possess, nor distribute any commercially available or illicit substance whose intent, purpose, or effect is to deliver, either directly or as a result of the body's metabolism, gamma butyrolactone (GBL) or gammahydroxybutyrate (GHB) to the body. This ban includes but is not limited to all products containing GBL and/or GHB. Intercollegiate cadets must check with USAFA/ADM or USAFA/ADWC prior to using any supplement or synthetic drug to ensure compliance with National Collegiate Athletic Association (NCAA) restrictions.

2.11.5. This includes attempts to commit such offenses. In the context of drug offenses, an attempt would include intending to use/possess/distribute an illegal substance, in a circumstance in which the substance was not, in fact, illegal. For example, if an individual snorted a substance thought to be cocaine, but later learned the substance was actually baby powder, that individual would have committed attempted use of cocaine.

2.11.6. Some over-the-counter supplements are banned by the DoD. Cadets should reference the

list of dietary supplements banned by the DoD at: <https://www.opss.org/dietary-supplement-ingredients-prohibited-department-defense> when considering dietary supplement products.

**2.11.7. Gambling.** *Wagers and games of chance including football and basketball pools are prohibited on the Academy reservation.* Use of internet gambling websites is specifically included in this prohibition. Consult your AOC/AMT and USAFA/JA with questions pertaining to gambling.

**2.11.8. Maintaining Weapons.** *Weapons (objects with a designed purpose to inflict death, injury or incapacitation of a person) are prohibited in the Cadet Area. Paintball and air-soft guns are also not authorized in the Cadet Area.* Cadets may transport weapons directly to and from authorized storage locations IAW CoCI 32-6005, *AFCW Morale, Health, and Welfare Inspections*, and CoCI 31-104, *Armory Operations*.

**2.11.8.1. Knives with blades longer than 3½ inches (excluding the handle) are prohibited in the Cadet Area.** Ceremonial knives with longer blades may be kept and displayed in the dormitories with written permission from the AOC. Exception: Cadets are authorized to temporarily store summer training program issued survival knives in their assigned dormitory room. This authorization only applies to the period in which they are assigned to the program issuing the item. Cadet Honor Guard Cadre are authorized to store issued drill & ceremony bayonets in their dormitory room. The bayonets will either be attached to a secured M1 Garand or stored in a locked security drawer.

**2.11.8.2** All Honor Guard weapons not currently issued to a cadet will be stored in the Cadet Honor Guard logistics room, located in Vandenberg Hall room 3D71. Cadets who are issued drill or ceremonial rifles will secure them to the rifle rack in their dormitory room.

**2.11.9. Owning and Maintaining a Residence.** *Cadets will not own, lease, or maintain any off-base living quarters.* Maintaining off-base living quarters for cadet use includes, but is not limited to, the following circumstances:

**2.11.9.1.** Paying for the upkeep of a room/rental property to include all or any portion of the telephone or utility bills, rent, or periodic obligations.

**2.11.9.2.** Paying parents, friends, relatives or other agents for the upkeep of the room/rental property.

**2.11.9.3.** Staying in the same off-base quarters when the documented owner/lease has been absent from the quarters for more than 72 hours will require that the cadets receive written approval from their respective AOCs. This does not apply when the cadet is on break orders.

**2.11.9.4.** C1Cs may enter into an agreement and/or place a deposit in order to “hold” an off-base residence for the purpose of residing there following graduation. They may not, however, enter into the agreement until after 1 March before their graduation. The cadet may not reside in, however they may store personal property in the off-base residence.

**2.11.9.5.** Graduating C1Cs who are approved to be Casual Lieutenants in the local area may enter a lease agreement or mortgage for an off-base residence for the express purpose of moving/storing their personal belongs no earlier than 1 May. However, they may not reside in their off-base residence until graduation.

**2.11.10. Identification Cards.** *Cadets will not possess more than one of the same type of official identification or any falsified or altered identification card (to include a driver’s*

*license*). Cadets who alter or falsify any identification card to include driver's licenses are subject to sanctions under the Honor Code, UCMJ, and/or the Cadet Discipline System (CDS).

2.11.11. **Misuse of Computers and Networks.** *Misuse and/or abuse of government-provided computer systems are strictly prohibited, and may result in loss of access to these systems.* Reference Chapter 7 of this publication, AFMAN 17-1301, *Computer Security*, AFI 17-130, *Cybersecurity Program Management*, and USAFAI 33-118, *USAFA Information Technology Enterprise Use and Management*.

2.12. **Prescription Medication.** *Controlled medication can only be used by the person for whom it is prescribed and only in the prescribed dosage. Federal law prohibits sharing of prescription medications and the transfer of these substances to any person other than the patient for whom it was prescribed.* Using a prescription previously prescribed to you for a similar but different condition outside of period identified on the label also violates federal law. Reference AFMAN 44-197, *Military Drug Demand Reduction Program*.

2.12.1. All prescription medications with RX numbers must be stored in a locked cabinet. Only non-prescription/over the counter medication can be stored in the cadet's vanity (including such medication issued by the pharmacy).

2.12.2. Do not use or store medications prescribed to other individuals.

2.12.3. Return unused prescribed medications to the Cadet Pharmacy upon expiration or when no longer needed. If no expiration date is listed, narcotic prescription medications must be returned NLT 3 months after the issue date. Non-narcotic prescription medications must be returned NLT 12 months after the issue date.

2.12.4. Report all non-military medical care and prescriptions to your Primary Care Manager (PCM) or the Cadet Clinic as soon as possible after receiving care.

2.13. **General Expectations.**

2.13.1. **Duty Day.**

2.13.1.1. The AY and all three summer periods the duty day is from 0700 - 1645.

2.13.1.2. Snow days are non-duty days. UOD, AMI standards, civilian clothes in the cadet gym for upper-class cadets and other associated non-duty day limitations apply. Group AOCs are the decision and approval authority for opening and closing sign out logs.

2.13.1.3. For unrecognized C4Cs, the duty day during the academic week is from Morning MCQ or first military duty, whichever is earlier, to ACQ. On training weekends the duty day is from first military duty until all training for AFCW has concluded.

2.13.2 **Sunbathing.** Cadets are only allowed to sunbathing in inner dormitory quadrangles. Attire must be conservative and in good taste. Outer garments must be worn to and from quads.

2.13.3 **Dormitory Policy.** *Do not enter a cadet's dormitory room without receiving positive approval from the cadet occupying the room.* Personnel performing official duties (e.g., performing inspections) may enter a dormitory room after making three attempts to contact the occupant(s) or if the room is unoccupied.

2.13.3.1. Intimate behavior is prohibited in the Cadet Area. Do not engage in any form of intimate behavior in any room (common or otherwise) within the Cadet Area dormitories or other facilities. "Intimate behavior" includes, but is not limited to: Sexual activities (to include sleepovers); fondling; kissing; cuddling; and spooning.

2.13.3.2. Members of the chain of command are encouraged to interact with their

subordinates, including C4Cs. ***Doors of C4C rooms will remain open anytime upper-class cadets are inside the room.*** The interaction between upper-class cadets and C4Cs must always be professional. This requirement does not preclude the discussion of personal matters or getting to know subordinates on a personal level.

2.13.3.3. ***AOC approval is required prior to bringing visitors into the cadet dormitories with the exception of Parents Weekend, Reunion Fridays and Official Tours.*** Once approved, the cadet requesting visitor access is responsible for ensuring their guest are escorted AT ALL TIMES while in the Cadet Area until their departure.

2.13.3.4. ***Visitors will not be allowed in the dormitories after ACQ Sun-Thu or after 1-hour prior to Taps Fri-Sat (non-ACQ nights).***

2.13.4. **Charitable and Commercial Activities.** Cadets seeking to take part in charitable events, any type of fundraising, or conduct personal commercial transactions on USAFA must coordinate in advance with Public Affairs (USAFA/PA) and Legal (USAFA/JA). Do not solicit orders, act as agents, or act in other capacities for commercial enterprises with intent of realizing a personal profit. Reference USAFAI 51-902, *Fundraising and on Base Solicitation*, and AFI 36-3101, *Fundraising*.

2.13.5. **Off-Duty Employment.** ***Cadets are not permitted to engage in off-duty employment except during designated break periods. Submit AF Form 3902, Application and Approval for Off-Duty Employment, to your AOC for break employment approval.*** Cadet are not permitted to be self-employed or independent contractors that earn commissions or override on products sold. Income generated from passive activities (proceeds from websites, royalties, etc.) should be reported to the chain of command to ensure compliance with Air Force requirements. Note: Participation in paid academic research pools is authorized.

2.13.6. **Public Appearances.** Approval from the AOC/AMT and the Office of Public Affairs is required before cadets may make public appearances, grant interviews, appear on social media sites, radio or television, and/or prepare articles for publication. If related to intercollegiate (IC) athletics, coordinate with the Sports Information Office. Note: Cadets may not solicit or accept gifts, gratuities, favors, entertainment, loans or other consideration of monetary value for their efforts.

2.13.7. **Financial Responsibility.** Military members are required to pay their just financial obligations in a proper and timely manner. Failure to appropriately account for funds or mismanagement of personal accounts could result in disciplinary action and affect security clearance. The Airman and Family Readiness Center (AFRC) and the Personal Financial Management Program (PFMP) Manager can provide military members with financial management education and information and referral services. Reference AFI 36-2906, Personal Financial Responsibility.

2.14. **Spirit Missions.** Spirit missions must be approved by the cadet squadron commander. The cadet squadron commander is responsible for notifying his or her AOC/AMT, AFCW/CC, CWOC, and on-duty Officer-of-the-Day (OD) prior to spirit mission execution. AFCW/CC and Cadet Wing Operations Center will be notified with the details of the spirit mission NLT First Period on the morning of the event. Cadets are required to plan spirit missions using common sense and risk management. ***Spirit missions should foster pride and camaraderie in a positive manner and not violate good taste, not be disrespectful, damage or destroy property, interfere with any training activities, or create any unsafe situations.***

2.14.1. **Unauthorized Areas:**

- 2.14.1.1. Academic Areas. Computer labs, McDermott Library, and Fairchild Hall/Annex.
  - 2.14.1.2. Mitchell Hall. Except for spirit banners that are in good taste and do not interfere with operations. Before hanging banners, check with special services flight office located on west side of the staff tower.
  - 2.14.1.3. Fire hydrants.
  - 2.14.1.4. Static aircraft displays.
  - 2.14.1.5. Air Gardens (specifically trees, statues, and fountains), Wall of Heroes, and Honor Court. EXCEPTION: Platform behind eagle and fledglings statues is allowed for spirit missions.
  - 2.14.1.6. Flatiron Trails, Eagle's Peak and National Forest Service lands.
  - 2.14.1.7. Class Crests on the Class Wall beneath the Cadet Chapel.
  - 2.14.1.8. The roof of any facility.
  - 2.14.1.9. Cadet Chapel.
  - 2.14.1.10. Polaris Hall.
  - 2.14.1.11. Any type of construction equipment.
- 2.14.2. Any spirit missions conducted on USAFA memorials (Wall of Heroes, Class Crests/Class Wall, etc.) will result in significant consequences through the Cadet Disciplinary System.
- 2.14.3. ***Spirit missions will be cleaned up by the responsible cadets within 24 hours of execution of the spirit mission or prior to next noon meal formation, whichever occurs first, unless approval for a longer display is granted by the Group AOC.*** Clean up includes removing all taping material and cleaning windows.

### Chapter 3 - CADET LIMITS AND PASSES

**3. Accountability of Unit Personnel.** Accurate report of manning levels and effective command and control of personnel are vital commander responsibilities. These concepts form the foundational principles on the limits for cadet travel, the pass system, and the sign in/sign out process.

**3.1. Cadet Limits.** Cadet limits are the boundaries within which a cadet must remain unless authorized to exceed for extended limits, Scheduling Committee Action, passes, TDY, or break. Cadet Commanders, only with AOC concurrence, may impose more restrictive limits on cadets whose performance is subpar, and must document the restriction.

**3.1.1.** Cadet Room. Individual dormitory room, squadron printer, and nearest latrine.

**3.1.2.** Cadet Squadron Area. Limits of the squadron within the dormitory area including the squadron TV room (if authorized), squadron academic room, and squadron activities room (SAR).

**3.1.3.** Academic Study Area. Vandenberg Hall, Fairchild Hall (including the McDermott Library), Fairchild Hall Annex, Sijan Hall, and Mitchell Hall (inside the gated area).

**3.1.4.** Cadet Duty Area. See Figure 3.1.

3.1.4.1. Jacks Valley, although not visible in Figure 3.1, is still part of Cadet Duty Area.

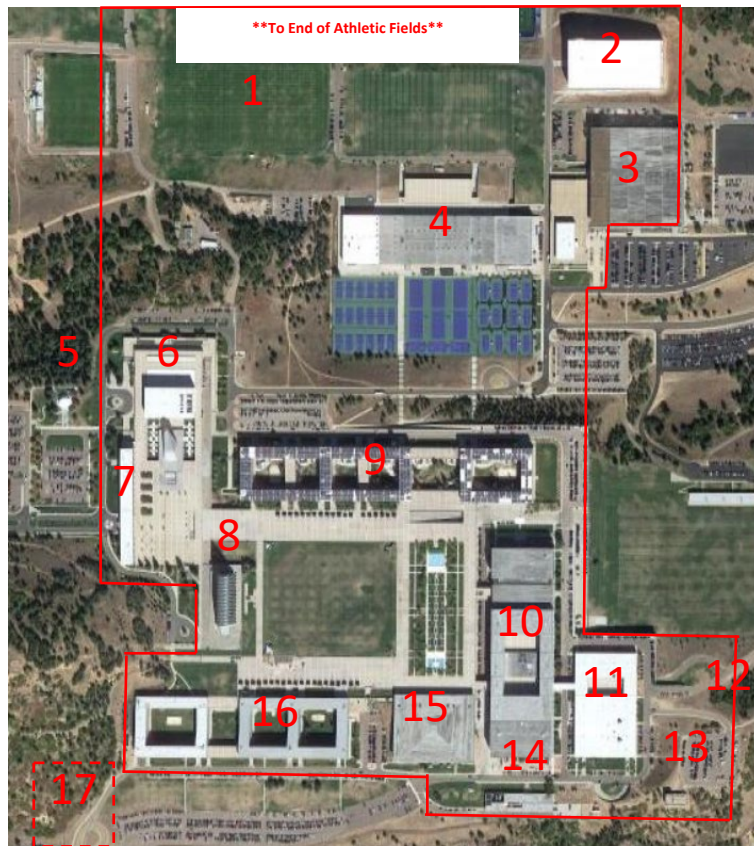
**3.1.5.** USAFA Reservation. The entire USAFA installation, from inside the North Gate to inside the South Gate.

**3.1.6. Local Area Boundaries. North: County Line Road in Monument; South: Security/Widefield; West: Manitou Springs; East: Marksheffel Road. \*NOTE\*** Boundaries may be extended at AOC discretion to accommodate the USAFA sponsor program.

3.1.6.1. Cadets traveling outside of Colorado state borders, to include break periods, must submit to their AOC/AMT two copies of AFCW Form 99, Request to Exceed Limits/Special Pass. AOCs will retain either a digital or hard copy of the signed form. Cadets will post a copy of the signed form on their door clip to aide unit accountability.

3.1.6.2. Extended Limits Driving. If a cadet HAS performed duties on the day of departure, driving time will not exceed 6 hours for one driver, or 12 hours for two or more drivers, as long as these combinations do not extend driving period beyond 2400 hours (midnight) Mountain Standard Time, at which point cadets will cease driving and observe a rest break of 8 hours. If a cadet HAS NOT performed duty on the day of departure, driving time will not exceed 8 hours for one driver, 12 hours for two drivers, and 16 hours for three or more drivers, as long as these combinations do not extend driving period beyond 2400 hours (midnight) Mountain Standard Time, at which point cadets will cease driving and observe a rest break of 8 hours. At the end of the driving period, cadets will observe a rest break of at least 8 hours before continuing travel.

**Figure 3.1. Cadet Duty Area.**



- |  |  |
|--|--|
| 1. Athletic Fields   | 12.                                    |
| 2. Holaday Athletic Center   | 13.                                    |
| 3. Cadet Field House/Clune Arena   | 14. Observatory                        |
| 4. Cadet Fitness Center  | 15. DF Temp<br>Offices/UAS<br>Building |
| 5. Arnold Hall   | 16. Aeronautics Lab                    |
| 6. Center for Educational<br>Multimedia/Planetarium                            | 17. Mitchell Hall                      |
| 7. Harmon Hall   | 18. Sijan Hall                         |
| 8. Chapel  | 19. Sijan ECP                          |
| 9. Vandenberg Hall   |  |
| 10. Fairchild Hall/McDermott Library   |  |
| 11. Consolidated Education & Training<br>Facility (CETF) (AKA Fairchild Annex) |  |



**3.2. Prohibited Areas.** Cadets are prohibited from entering any athletic facility, Mitchell Hall, Arnold Hall, Fairchild Hall, and offices within the dormitories outside published business hours unless given specific permission or when accompanied by authorized faculty member, AOC or AMT. Cadets are prohibited from entering the following areas at all times:

**3.2.1.** Off-limits areas and establishments designated by Headquarters, 4th Infantry Division and Fort Carson. This list updates periodically and is located on the CW Antiterrorism and Force protection website: <https://sharepoint.usafa.edu/cw/CWD/ATFP/SitePages/Home.aspx>.

**3.2.2.** Posted construction areas and other areas specifically posted as off-limits.

**3.2.3.** Any part of USAFA utility system, including electrical, fire, heating, disposal, and water systems; roofs of buildings and mechanical tunnels (except mechanical tunnel between the Cadet Fitness Center and the Field House).

**3.2.4.** Fairchild Hall and CETF elevators, unless escorting, physically impaired with decreased mobility (AFCW Form 18 required), carrying loads incompatible with using the stairs, or in the company of permanent party.

**3.2.5.** Permanently assigned Airmen dormitories, quarters, and dining facilities.

**3.2.6.** USAFA Prep School facilities unless authorized by the Commandant of Cadets.

**3.2.7.** Officer, enlisted, and civilian base housing area unless on an authorized pass, or with specific AOC approval.

**3.2.8.** Club and pub facilities at Peterson AFB and Fort Carson unless attending as a guest of and accompanied by a club member is unauthorized.

**3.2.9.** USAFA Base Lodging. Cadets must obtain written AOC/AMT authorization prior to making reservations at the Rampart Lodge. Cadets staying at the Rampart Lodge will sign out via the AFCW Form 19, *Sign In/Out Register* accountability system. Cadets will hand carry a signed MFR from their AOC/AMT to the Rampart Lodge. Cadets who have parents staying at Rampart Lodge are permitted to stay overnight with their parents without an approval MFR but must sign out on a pass.

**3.2.10.** Jack's Valley (except during authorized times).

**3.2.11.** The Flat Iron.

**3.2.12.** The 10 ABW Health and Wellness Center, unless approved by the AOC/AMT.

**3.2.13.** Ropes course obstacles unless undergoing training through the Center for Character and Leadership Development.

**3.2.14.** Grass areas of the terrazzo, except for official functions approved by the Commandant of Cadets.

**3.2.15.** The face of Eagle's Peak (see Figure 3.2.).

**Figure 3.2. Eagle's Peak Off-limits Area**



### 3.3. Cadet Break Periods.

**3.3.1.** Ordinary breaks are granted for Thanksgiving, winter break, spring break, and summer periods. Unless otherwise stated in the NOTAM, all cadets will return and sign in from break periods NLT 1915 on Sundays for eyes-on unit accountability. After this time, should a cadet wish to sign out, they must use weekday sign out rules listed in section 3.5.

**3.3.2.** Cadets traveling outside the continental United States (OCONUS) will comply with CWT's Cadet Foreign Travel Guide. This guide can be found on the CW Antiterrorism and Force protection website: <https://sharepoint.usafa.edu/cw/CWD/ATFP/SitePages/Home.aspx>. Foreign travel during a break period must comply with the DoD Foreign Clearance Guide at <https://www.fcg.pentagon.mil/>. Cadets traveling abroad will obtain a tourist passport and travel visa if required. Passport and visa applications are available at any U.S. Post Office.

**3.4. Scheduling Committee Action (SCA).** The Scheduling Committee acts on behalf of the Superintendent/Academy Board when reviewing requests for individual and group excusals that involve the loss of scheduled academic, military, athletic, airmanship, or personal time.

**3.4.1.** SCAs are required whenever a cadet leaves USAFA (unless authorized by pass, break orders, or privilege after Last Military Duty (LMD)), or when any scheduled activity affects cadet time across more than one mission element (DF, AD, CW, Airfield). Refer to USAFAI 36-3536 for guidance on cadet excusals.

**3.4.2.** SCAs are required when cadets request excusal from activities/events scheduled within the SOC. This includes all DF, AD, CW, and Airfield activities.

**3.4.3.** Cadets must sign in upon return from SCA.

**3.4.4.** Cadets in good standing and with sufficient chargeable passes may contact their SDO from the SCA location to change SCA sign out to a pass once SCA duties are complete. However, the cadet may not return back to SCA status again until they return to USAFA and sign in from their pass; this prevents cadets from circumventing policy that prohibits alcohol use during SCA.

**3.5. Cadet Pass Privilege and Policy.** *In order to sign out a cadet must be in good standing, the sign out logs must be open, and it must be after LMD with no conflicting military duties.* Signing out on the AFCW Form 19 is required every time a cadet exceeds the limits of the USAFA reservation, to include when on break or authorized SCA status.

**3.5.1. Pass Eligibility.** *Passes are a privilege. AOCs, GAOCs, and the Commandant may revoke cadets' sign out privileges at any time by closing sign out logs or revoking a certain cadet's privileges, based on conduct and performance.* Additionally, cadets are restricted to the Cadet Duty Area until completion of all UCMJ and Cadet Discipline System punishments

requirements, with the exception of special passes as authorized by AOCs. Cadets on probation or whose pass privileges have been revoked may forward special pass requests through the cadet squadron commander to the AOC or appropriate authority for final approval.

3.5.1.1. Cadets on Honor Probation/Rehabilitation are afforded privileges outlined in Honor Code Reference Handbook Vol II, and Honor Probation Guidance given to each cadet on probation. Any deviations to these sanctions must be submitted through chain of command according to guidance in Vol II of Honor Code Handbook. Passes for cadets on Honor probation must be coordinated with the Wing Honor Division, CWV, and CWCH.

3.5.1.2. *C4Cs are not allowed to sign out until after Parents' Weekend*; this ensures a month focused on balancing the Academy's academic, military, and athletic rigors prior to allowing departure from USAFA. *Only GAOCs may approve exceptions for exceptional circumstances (e.g., spiritual accommodation).*

**3.5.2. Pass Carryover.** Passes are allocated for specific periods and do not carry over from one time period to the next.

**3.5.3. Non-chargeable Cadet Sign Out Periods.** *The intent of the non-chargeable sign out period is to provide cadets the opportunity to take care of personal business, spiritual accommodation requirements, and recreation during non-duty hours and provide an accountability mechanism for cadets signed out during these time periods.* Cadets may sign out after LMD. If there is an evening military call to quarters (MCQ) requirement, cadets must be signed in 30 minutes prior to MCQ. Non-chargeable sign out periods listed in Table 3.1.

**3.5.4. Chargeable Passes.** *The intent of the chargeable pass is to provide an accountability mechanism for cadets to sign out outside of the non-chargeable sign out periods listed in Table 3.1.* A cadet must be signed out when not present between DI/Taps and release from quarters. A pass will be charged against a cadets' pass count for failing to be present for DI (positive DI). *Cadets will sign out when departing the Academy on SCA and break for accountability purposes and will not be charged a pass.*

**Table 3.1. Non-Chargeable Cadet Sign-Out Periods**

	C1C	C2C	C3C	C4C
<b><u>Weekend Sign-out Period</u></b> No pass required	Friday LMD to Sunday ACQ	Friday LMD to Sunday ACQ	<b>Fall:</b> Saturday LMD (NET Reveille) to Sunday ACQ  <b>Spring:</b> Friday LMD to Sunday ACQ	After Labor Day: Sun (Reveille to ACQ)
<b><u>Weekday Sign-out Period</u></b> No pass required	LMD to Taps	LMD to ACQ	None (must use passes)	None (must use passes)

**NOTES:**

- (1) During the time periods listed in Table 3.1 cadets are required to sign out only for accountability purpose and are not charged passes.
- (2) If a cadet wishes to sign out during a time period outside their class-specific privilege listed in Table 3.1, a pass must be used IAW Table 3.2.
- (3) Specific holidays and down days are considered as part of the weekend pass/sign out period
- (4) Per the USAFA schedule of calls: "ACADEMIC CALL TO QUARTERS (ACQ): TAKES PRECEDENCE OVER ALL OTHER ACTIVITIES BEFORE A CLASS DAY. 1°CADETS ARE EXCUSED UNLESS ON ACADEMIC PROBATION."

(5) Fourth class cadets are not authorized to sign out until Labor Day weekend

**Table 3.2 Chargeable Cadet Pass Categories and Accountability**

	C1C	C2C	C3C	C4C
<b><u>Weekday Day Pass</u></b> LMD to ACQ	N/A	N/A	1 per week	After Fall Prog: 2 per month
<b><u>Weekday Overnight Pass</u></b> LMD to Next Day FMD	1 per week	Not Authorized	Not Authorized	Not Authorized
<b><u>Weekend Overnight Pass</u></b> LMD (NET Reveille) to Next Day Taps (Sat) or ACQ (Sun)	N/A	N/A	N/A	<b>Spring:</b> 2 per month
<b><u>Weekend Pass</u></b> Fri LMD to Sun ACQ	N/A	N/A	<b>Fall:</b> 2 per month <b>Spring:</b> N/A	2 per semester
<b><u>Performance/Discretionary Pass</u></b> (AOC/AMT may award/subtract passes for all classes)	AOC/AMT Discretion	AOC/AMT Discretion	AOC/AMT Discretion	AOC/AMT Discretion
<b><u>Required location from Taps to release from quarters every night, unless signed out on break, pass, or SCA</u></b>	Cadet Duty Area (unless signed out)	Cadet Duty Area (Fig 3.1)	Assigned Cadet Squadron Area (para 3.1.2)	Assigned Cadet Room for Taps/DI (para 3.1.1), then in Assigned Cadet Squadron Area (para 3.1.2.)

**3.5.5. Emergency Pass.** *Emergency passes are reserved for death or serious illness/injury of immediate family members (e.g., brother, sister, parent) or for a person acting in place of one's parents.* Emergency passes require approval by the AOC. AOC will notify GAOC of decision after approval is granted. These passes are normally granted for a maximum of five days but can be extended by the AOC. They do not count against a cadet's pass allotment. Per USAFAI 36-3536, no SCA is required, even if duties are missed. Emergency Passes are documented on the AFCW Form 21, *Cadet Leave Authorization*.

**3.5.5.1. For serious personal situations where emergency passes are not authorized (e.g., death of close but not immediate family members such as, grandparents, aunts, uncles, cousins, and close friends), a personal SCA is required for cadets to miss scheduled activities.** Personal SCAs must be coordinated by the AOC or AMT via scheduling committee and typically cover a period of 3 duty days. Exceptions will be considered on a case by case basis. See USAFAI 36-3536, para 1.5.8.

**3.5.5.2. Serious Cadet Illness/Surgery.** AOCs may authorize cadets on bed rest and "pre-surgical" cadets to stay in the local area with a parent or legal guardian, or assigned sponsor family, with GAOC concurrence.

### **3.5.6. Subtracting Passes and Performance Passes to a Cadet's Standard Allotment.**

**3.5.6.1. Subtracting Passes.** The Squadron AOC/AMT, Group AOC, or Commandant may reduce passes/sign out periods for substandard individual, unit, and class performance (e.g., poor academic performance, poor conduct, failure to adhere to ROEs, etc.)

**3.5.6.2. Performance Pass.** The Squadron AOC/AMT, Group AOC, or Commandant may award additional passes for exemplary individual or unit performance (e.g., cadets on a

merit list or multiple merit lists). They are added to a cadet's pass allotment for that month via memorandum or email from the granting authority, and are tracked by squadron leadership. The AOC/AMT may give performance passes that enable cadets to sign out over and above the class specific sign out policy (e.g., signing out a second time during the week when a cadet is only allowed to sign out once a week), with the exception of pre-Parents Weekend and prog restrictions for C4Cs. Squadron-wide performance passes must be approved by GAOCs or higher. AOC/GAOC will not authorize "unlimited passes" for cadets or their organization.

3.5.6.3. Squadron Merit Pass. Every cadet in good standing in the top 5 squadrons in Outstanding Squadron Standings (OSS) rankings for the preceding semester will receive the following passes in place of those found in Tables 3.1. These passes are valid for the entire semester in which they are issued.

3.5.8.3.1. The squadron with #1 OSS baseline chargeable passes will be:

**Table 3.3. #1 OSS Performance Incentives for Chargeable Passes (Replaces Table 3.1)**

	C1C	C2C	C3C	C4C
<u><b>Weekday Day Pass</b></u> LMD to ACQ	N/A	N/A	3 per week	4 per month (after Fall semester prog)
<u><b>Weekday Overnight Pass</b></u> LMD to Next Day FMD	2 per week	1 per week	Not Authorized	Not Authorized
<u><b>Weekend Pass</b></u> Fri LMD to Sun ACQ	N/A	N/A	N/A	4 per semester

3.5.8.3.2. Squadrons #2 through # 5 OSS baseline chargeable passes will be:

**Table 3.4. #2 thru #5 OSS Performance Incentives for Chargeable Passes (Replaces Table 3.1)**

	C1C	C2C	C3C	C4C
<u><b>Weekday Day Pass</b></u> LMD to ACQ	N/A	N/A	2 per week	3 per month (after Fall semester prog)
<u><b>Weekday Overnight Pass</b></u> LMD to Next Day FMD	2 per week	1 per week	Not Authorized	Not Authorized
<u><b>Weekend Pass</b></u> Fri LMD to Sun Taps	N/A	N/A	N/A	3 per semester

**3.5.7. Discretionary Pass.** A discretionary pass may be approved by the AOC (can be delegated to AMT), Group AOC, or Commandant for special occasions or allowances (e.g., spiritual accommodations, community service, etc.) Discretionary passes may not be used to miss any AD or DF duties; that is the purpose of SCA. These passes can only be used during their allotted time (transit time, duration of the specific activity, and return to USAFA) and must be coordinated and approved via staff summary sheet (SSS). The SSS must be placed on the cadet's door clip and the cadet must sign out via standard procedures. Approval of a Form 99 to exceed

limits does not imply that a discretionary pass has been granted.

**3.5.8. Religious Retreats.** Per USAFAI 36-3536, section 1.4.8., retreats are voluntary, on a personal basis, and are for rest and renewal. All cadets, regardless of standing, are normally authorized one retreat per semester. Fourth-class cadets are allowed to attend the chaplain-sponsored C4C retreat before the fall midterm progress report. The Chaplain-sponsored C4C and Upper-class retreats will not count against the one per semester limit. Religious retreats begin Last Military Duty (LMD) on Fridays and end by ACQ on Sundays and can only be scheduled on non-training weekends. Cadets must coordinate Retreat Passes with AOCs.

### **3.6. Individual Responsibilities**

**3.6.1. Cadet Responsibilities.** While some cadets may have increased responsibility when assuming leadership positions, the following is the responsibility of every cadet in the AFCW.

3.6.1.1. Every cadet is responsible for ensuring they have sufficient chargeable passes in their balance to sign out on their desired pass. Every cadet is responsible for providing accurate information on the AFCW Form 19 accountability system as to where they are signing out, the type of pass they are signing out on, and when they are expected to return. Failure to sign out correctly or deviating from this guidance will result in disciplinary and potential honor action.

**3.6.2. Permanent Party Responsibilities.** While cadets are responsible for their own system and passes, it is permanent party's responsibility to ensure the proper handling of any discrepancies or changes to the sign out system.

3.6.2.1. **Commandant of Cadets.** The Commandant of Cadets is responsible for deciding the number of passes each class receives each semester based on class distinction and performance. CW is responsible for communicating their intentions through the Vice Commandant for implementation.

3.6.2.2. **Vice Commandant of Cadets (CWV).** CWV is responsible for the implementation of the pass system amongst the AFCW. CWV will work with CW Standardizations and Evaluation to ensure passes are awarded appropriately, and that the overall system is operating effectively.

3.6.2.3. **Standardizations and Evaluations (CWVV).** CWVV is the liaison between the AFCW and permanent party regarding implementation of the pass system. They are responsible for working with the cadet leadership team to ensure passes are being utilized appropriately and are accurately recorded on the AFCW Form 19. They are also responsible for reporting any major discrepancies found in the usage as well as the monitoring of the pass system.

3.6.2.4. **Air Officer Commanding (AOC).** AOCs are responsible for ensuring that the cadets in their squadron are properly signing in and out of the AFCW Form 19 accountability system. They are also responsible for ensuring passes are rewarded or revoked for behavior. Every AOC is responsible for reviewing the sign out logs to ensure their accuracy. It is their responsibility to act on inaccurate logs or misuse of the pass system.

3.6.2.5. **Officer of the Day (OD).** The OD is responsible to spot-check squadrons' AFCW Form 19 nightly as directed by SOP.

**3.7. Sign out Procedures.** Cadets sign in/out using the AFCW Form 19 or approved electronic system anytime they leave/return to USAFA Reservation. The act of signing out implies a cadet is

authorized to sign out on the desired pass type and has approval to do so.

**3.7.1.** Cadets will only sign out when sign out logs are open. Sign out logs may be closed by order of the Commandant, GAOC, or AOC within their respective span of control. Cadet squadron commanders, group commanders, or the wing commander may close sign out logs with concurrence from their permanent party counterpart. Sign out logs will only be opened again by the authority that originally closed them. If sign out logs are closed by a cadet authority they will first coordinate approval to reopen the logs with their permanent party counterpart.

**3.7.2.** Cadets may only sign in and out for themselves (exception – when signing into a pass from SCA as per section 3.4.4.). In the event cadets forget to sign out, or are unable to sign out due to unavoidable circumstances, they must contact a member of their chain of command, flight commander or above, or the SDO to obtain authorization for the CCQ to sign them out.

**3.7.3.** Cadets will ensure that the proper information is recorded on the AFCW Form 19 or approved electronic system when they sign out. Cadets must enter a location and telephone number where they can be reached in an emergency. It is the responsibility of the cadet signing out to ensure their chain of command has the necessary contact information prior to Taps.

**3.7.3.1.** *When signing out overnight, cadets will provide their specific address, location, and telephone number of the location where they will sleep each evening on the AFCW Form 19 or approved electronic system.*


**3.7.3.2.** Once a cadet has signed out, CCQs may change contact information for a cadet at that cadet's request, only with permission from the SDO.

**3.7.4.** AOC/AMT, CS/CC, FLT/CC, or SDO may change an authorized pass for a cadet who has already signed out on a pass but will verify cadet has appropriate privilege available.

**3.7.5.** It is the Squadron Commander's and AOC's responsibility to follow up with cadets regarding discrepancies on the AFCW Form 19 or approved electronic system.

**3.8. Signing In.** A cadet must be within the cadet area in order to be signed in and counted as present for duty.

**Figure 3.3. Sign Out Examples on AFCW Form 19**

SIGN IN/OUT REGISTER							SQUADRON 41	DATE 20200610	PAGE 1	OF 1	PAGES
STATUS <small>See AFCW 36-3501 for description/restrictions for each pass. Signing out on this form indicates you are authorized the pass and have permission to take it. Reference page 2 of this form for details.</small>							*AUTHORITY <small>Indicate the SCA, TDY, or leave authorization number which authorizes your absence.</small>	PRINTED NAME ON SIGN OUT <small>(Last, First, MI)</small>	CLASS	DESTINATION/TELEPHONE <small>(Must provide telephone number where cadet can be reached.)</small>	
DATE OUT TIME OUT	DATE IN TIME IN	DP	NP	WKND	*SCA (SAP, CCL, AGC)	OTHER (SAP, CCL, AGC)				STREET ADDRESS, CITY, STATE <small>(Where cadet will sleep each evening required for any overnight stays. Be as specific as possible.)</small>	
10 JUN 1540	10 JUN 2200	X						Hope, Autum N. <i>Autum N. Hope</i>		Jose Muldoons 719-555-1234 222 N. Tejon St, COS, CO 80903	
10 JUN 1800	11 JUN 0625		X					Peters, Logan T. <i>Logan T. Peters</i>		Vue 21 Apartments 719-555-4321 4610 Nautilus Peak View, Apt 112, COS, CO 80924	
12 JUN 1605	14 JUN 1835			X				Delaney, Liyah C. <i>Liyah C. Delaney</i>		Copper Mountain Resort 719-555-6215 209 Ten Mile Cir, Frisco, CO 80443	
15 JUN 0530						X	SCA 20-21	Nairn, Faizah A. <i>Faizah A. Nairn</i>		Arizona State University 719-555-2021 60 E. 5th St, Tempe, AZ 85281	
15 JUN 1400							CSL	Lancaster, Alanna D. <i>Alanna D. Lancaster</i>		UCCS Family Dev Center 719-555-2022 1425 Austin Bluffs Pkwy, COS, CO 80907	
PRINTED NAME AND GRADE OF CADET-IN-CHARGE-OF-QUARTERS (CCQ)							CCQ SIGNATURE 				

**3.9. Accountability.** See Table 3.2 for accountability requirements by class year. The AFCW Form 19 will be reviewed nightly for accountability and will be cross-referenced with a squadron roster.

3.9.1. **Monthly Accountability Review.** Cadet Squadron Commanders will direct, through their staff, a comprehensive review of the AFCW Form 19 or approved electronic system at the conclusion of every month to ensure that cadets are not abusing pass privileges. This includes reviewing pass procedures, pass allocation, identifying misuse of the pass system, and reporting infractions to the AOC and/or AMTs. This monthly review may be delegated no lower than the Squadron Operations NCOIC.

3.9.2. **Dormitory inspection (DI).** See Annex B, section 5.3. *DI will be accomplished positively via eyes-on accountability. The only authorized exception to this policy is the following:*

- 3.9.2.1. *Every evening the squadron CCQ will place a AFCW Form 1 on the desk for accountability.*
- 3.9.2.2. *Cadets desiring to go to bed early or who are authorized to not be in their rooms after TAPS (i.e., C3Cs through CICs) will sign the AFCW Form 1 with their location and be exempted from eyes-on DI. Falsifying this information is a violation of the Cadet Standards and Cadet Honor Code.*
- 3.9.2.3. The Squadron Duty Officer will review the AFCW Form 1 and determine which cadets are declaring that they are present for DI and execute the remainder of DI IAW Annex B, section 5.3 of this publication.
- 3.9.2.4. *Use of other methods such as “liking for DI” via group text or virtual means are prohibited.*

**Chapter 4 - CADET DORMITORY STANDARDS**

**4.1. General Dormitory Policies.** Cadets are expected to develop and perpetuate strong professional



habits of attention-to-detail, cleanliness, self-discipline, and maintain government property within USAFA standards and communicate discrepancies through their chain of command to dormitory management.

**42. Cadet Dormitory Defined.** Includes all assigned cadet rooms, alcoves and common use areas. Squadron areas (and all items stored within) will be kept neat, orderly, clean, dusted, free of foul odors, and serviceable at all times. USAFA Form 0-226-1, *Cadet Dormitory Room Inventory* will be accomplished, signed by AOC/AMT, and turned into Dormitory Management within two duty days of moving into room.

**4.2.1. Reporting Discrepancies.** Cadets will report discrepancies to Dormitory Management within two duty days. Once e-mail is sent to initiate a work order, copy of e-mail/work order will be placed behind the valet mirror door.

**4.2.2. Keys.** Procured through Dorm Management. Occupants will obtain/maintain key throughout occupancy. Cadets are not authorized to exchange keys with others.

4.2.2.1. Cadets are responsible for maintaining dorm keys and must report lost/stolen keys to Dormitory Management, who determines if replacing locks/keys will be cadet's responsibility.

**4.2.3. Squadron Area Responsibility.** CS/CCs are responsible for ensuring Squadron Area (SA), hallways, stairwells (one floor above and one floor below squadron), latrines, and other areas joining two or more squadrons are kept clean and free of debris. This includes landings, as well as windbreak areas on ground, terrazzo levels, and group assigned trash compactor rooms.

**4.2.4. Moving/Disassembling Furniture.** Only Dormitory Management is authorized to move government furniture in/out of rooms. In accordance with this instruction, cadets may rearrange room interior but may not disassemble any furniture.

**4.2.5. Holiday Decorations.** May be displayed two weeks prior to a holiday and one week after the specified holiday. Decorations shall not impede or limit cadets from conducting room inspections during the objective scoring schedules. Exception: Winter Break seasonal decorations can be displayed as of the first of December and removed no later than the first day of Spring Semester Transition Day.

4.2.5.1. Common use area displays of holiday decorations must be approved by CS/CC and AOC/AMT in coordination with Group Chaplain. One artificial holiday tree (8' or less) per squadron is permitted in common area without prior approval.

4.2.5.2. Individually displayed holiday decorations must be approved through CS/CC. Small artificial holiday trees (3' or less) may be displayed in individual rooms.

4.2.5.3. Holiday tree/decorative lights must not be placed where they are exposed to damage or pose a fire or tripping hazard to personnel. One electrically lit Menorah per occupied room is authorized (contact Chaplain for details on traditional ones).

4.2.5.4. Requests to display decorations for other religious/cultural holidays occurring throughout the year must be requested through CS/CC and AOC/AMT in coordination with group chaplain.

**4.2.6. Room Alcoves.** Two rooms share an alcove. The occupants of both rooms are responsible for the cleanliness of the alcove floor, doors and walls.

**4.2.7. Name/Squadron Identification Plates.** Only display formally assigned job and name

plates when occupying assigned rooms. Cadets assigned to rooms must have their names on nameplates displayed, even during summer programs.

**4.2.8. Walls and Ceilings.** Each cadet squadron and group shall keep their respective walls and ceilings clean and free of marks and all murals will display a professional image consistent with the profession of arms. Any mural that is not maintained, i.e. faded and/or chipped paint, shall be updated, or removed and the wall shall be returned to the original color as approved by the Squadron AOC, and coordination with Dormitory Management. Each group or squadron is ultimately responsible for their respective areas and hallways. Squadron murals and quotes will have an enduring value (will mean something for years and classes to come), will be developmental in nature, and will reflect AF and institutional content consistent with our core values. They will convey (list not all inclusive) the following characteristics: Warrior ethos, profession of arms, squadron heritage (USAFA/operational), AF heritage, AF mission, professionalism, leadership, and good character. Examples are USAFA or operational AF squadron patches/logos/mascots, or murals portraying memorials for fallen graduates or military members, military aircraft/equipment with quotes. If there are any questions as to patches the requesting organization will contact the Air Force Historical Support Division, or USAFA Office of the Historian (whichever is applicable) for pre-approval prior to submitting the Staff Summary Sheet. If murals are depicting a movie scene, book cover, or any original artwork that is, or has potential to be copyrighted or trademarked, it will remain as a mural only, and will give credit to the movie/artist, etc. Copyright laws dictate that these types of murals will not be made into t-shirts, coins, or any paraphernalia that would be used to make a profit in any way. If there are any questions, please contact the Office of the Staff Judge Advocate.

**4.2.8.1. Quotes.** All quotes will give credit to the original person, character, or movie. Quotes labeled as "Unknown" must be approved by the GAOC. Quotes that are consistent with our institutional competencies, core values, and intent of motivating and inspiring leaders of character are authorized through the same process as murals, and will be approved via eSSS coordination.

**4.2.8.2. Wall Borders.** Wall borders are authorized in either the top, bottom or both, and shall contain a maximum of three colors (horizontal lines parallel to ceiling and floors), and can be varying in width with the maximum width for all lines being 6" wide (all three lines combined). If the squadron boundaries change in the future, each squadron will have 5 days to return the wall back to its original and Dormitory Management pre-approved color from the date of notification. The Squadron AOC, with Dormitory Management coordination, will approve the change back to the original wall color. \*\*Special Note: No ceiling tiles or ceiling border painting is authorized.

**4.2.8.3. Dorm Outward Facing Windows.** Paintings on any outward facing windows in the dormitories will be limited to images of cadet squadron patches and class year with associated colored backgrounds. Squadrons and groups may only paint windows of rooms within associated stairwells of their own squadron or group boundaries.

**4.2.8.4. Approval Process.** The requesting squadron or group will submit an AF Form 1768 (Staff Summary Sheet), and both the AOC and GAOC must coordinate on all requests to paint murals and/or quotes in the squadron areas. Requests will be submitted to CWTM for final approval. When approved, cadets shall take an AF Form 1768 with appropriate signatures and a color copy of the planned mural to the respective dormitory

manager for acquisition of painting supplies. Cadets shall sign out painting supplies from the Dormitory Manager using a hand receipt and return all items to the dormitory manager's supply office as soon as the project is complete. Cadets will not store any items above the drop ceiling and the supplies will not be visible to visiting guests, or placed in the squadron common areas. Any paint project will be completed by the suspense established by the date specified in the eSSS, and all supplies will be turned into Dormitory Management by 1 May of every year for proper supply accountability and summer storage. Additionally, no projects will take place during transition weeks or summer programs. All mural requests will be approved/disapproved by CWTM within 2 weeks of receipt. Once a mural or quote is approved, there will be no further additions to the project unless it is coordinated and approved through CWTM. Existing murals and quotes will not be added to in any way unless it is approved via the eSSS process.

**4.2.9. Light Fixtures.** Room light discrepancies, such as broken bulbs or dirt, are self-help items. Cadets are required to keep their lights free of debris, dirt, dust, etc. Should a cadet have a broken bulb, they will safely remove the bulb, using a step-ladder if necessary, and bring in to dorm management for a replacement.

**4.2.10. Windows.** Window ledges/runners must be kept clean/free of debris. During extended periods of break, both windows and curtains must be closed. Damage and/or missing screens/curtains must be reported to Dormitory Management. Occupants can be held liable/responsible for damage to screens.

**4.2.11. Bulletin Boards and Wall/Ceiling Ornamentation.** Cadets shall not tape, hang, tack, screw, or otherwise affix posters, papers, or any other item in the cadet dormitories except on bulletin boards or desk unit corkboards. All exceptions require written approval from the AOC and coordination with Dormitory Management. All items affixed to common use bulletin boards shall be current, tacked/taped on all corners, and shall not extend past the inside edge of the bulletin board frame. Flags may only be displayed on cadet desk corkboards.

**4.2.12. Food and Beverages.** *Cadets may store modest amounts of food/beverages in refrigerators or allocated storage areas (except military dresser drawers). All food items must be stored in closed/sealed containers.*

**43. Room Assignments.** Unit commanders ensure proper assignment of rooms within the unit. ***One-person rooms will not be assigned unless a unit has no assigned three-person rooms.*** Group AOC permission is required to waive this requirement. Exception: Squadron and Group commanders, as well as the AFCW Commander, AFCW Vice Commander and AFCW Director of Operations may be assigned a single-person room. CWT may also provide approval for other-than-assigned use of dormitory rooms.

**4.3.1. Cohabitation Policy.** C4Cs will not share rooms with upper-class cadets. Room assignments should group cadets by element to greatest extent possible. If there are an uneven number of cadets within a year group, cadets without a roommate may room with a cadet not more than one class difference; however, AOCs may grant exceptions to the requirement on a case-by-case basis provided all efforts to enforce class distinction have been exhausted.

**4.3.2. Legacy Squadron Program.** Allows children, grandchildren, or siblings of former graduates or AOC/AMT to be assigned to the predecessor's squadron. No two siblings may be in the same squadron at the same time. If a sibling is residing in the graduating squadron consideration will be given to placement into "Doolie" squadron. The approving authority for

deviation is the Vice Commandant of Cadets.

**4.3.3. Exchange Cadets/Midshipmen.** In assigned rooms, the exchange cadets/midshipmen will attempt to organize uniforms as close to USAFA standards as possible. **Note:** French exchange cadets maintain ceremonial daggers in parade sash position in military dresser drawer.

#### 44. Prohibitions.

4.4.1. The following are prohibited in squadrons and dorm rooms:

4.4.1.1. Use of bicycles, roller blades, scooters, skateboards, hover boards, or similar items. NOTE: These items are NOT authorized for use on the Terrazzo, in or out of uniform, regardless of the status of the duty day.

4.4.1.2. Alcoholic beverages and the use of tobacco products.

4.4.1.3. Firearms, munitions, and other weapons. Refer to CoCI 31-104, *Armory Operations*.

4.4.1.4. Unapproved hazardous materials.

4.4.1.5. Motor Vehicle parts and/or fluids/lubricants.

4.4.1.6. Lock-pick sets and other tools or materials used in criminal activities.

4.4.1.7. Single-room air conditioning units.

4.4.1.8. Excessive and/or unbundled wires, and exposed wires

4.4.1.9. Other items deemed unlawful by United States law or UCMJ.

4.4.1.10. Pets and/or live animals are prohibited in Dorm Rooms.

**4.4.2. Inappropriate Items.** Items displayed in plain view must be in good taste. Items are considered to be displayed in plain view when persons walking past and/or entering the room can see them. Items are considered inappropriate if they are immoral, disrespectful, unlawful, or in bad taste (i.e. obscene and pornographic). Consult your AOC or AMT for further guidance.

#### 45. Fire Prevention and Response.

4.5.1. Tampering.

4.5.1.1. IAW USAFA 32-2001, Section: 2.2.3, appropriate administrative or disciplinary action will be taken against any cadet who willfully damages or tampers with installed fire protection system (i.e. sprinklers) and devices (i.e. smoke detectors), initiate false reports, or fails to comply with fire prevention policies or practices through misconduct, disregard for fire directives, or negligence. Compliance with the following provisions will help ensure fire detection systems function as designed and provide early detection and/or suppression of fire.

4.5.2. Preventative Measures.

4.5.2.1. Electrical equipment used in the dormitories to include circuit protected multi-plug power strips must be Underwriters Laboratory (UL) approved or equivalent. Three-wire extension cords may be used on a temporary basis only. Cords will not be passed through holes in walls, ceilings, floors, doorways, windows, etc. or concealed behind walls, dropped ceilings, or floors. **Only three-wire extension cords may be used.** Two-wire extension cords are prohibited. Do not use circuit protected power strips with appliances. These items must be plugged directly into wall outlet. Only one approved appliance with a

heating element may be plugged in at a time. Only two power strips may be used on one wall outlet. Do not plug a power strip or extension cord into another power strip or extension cord.

4.5.2.2. Rooms and common areas may not be used for other than assigned purpose without prior approval from Dormitory Management and CWT.

4.5.2.3. Custodial storage areas shall remain clean at all times. Steel wool and cleaning rags must be stored in a closed and marked metal container.

4.5.2.4. Items in storage rooms may not be stored within 18 inches of ceilings, light fixtures, sprinkler heads, and heat producing appliances/elements or 36 inches of any electrical circuit breaker panels or transformers. Items may not be stored on top of storage cages.

4.5.2.5. Do not install black lights, infrared lights, or projector floodlights in standard light fixtures. Candles and incense materials that are designed to be lit, even if the wick has been removed, are prohibited. Flameless (battery operated, simulated, etc.) candles and plug-in style air fresheners may be used (oil-based devices only; no wax-based devices allowed). Smoke or Fog machines are prohibited from being used within the dorms.

4.5.2.6. Cooking is prohibited within the dormitory rooms except those areas specifically designated for kitchen use (Oasis, Group Office Kitchen). Microwave cooking is allowed in common areas. No hotplates, Foreman grills, electric woks or skillets, slow cookers, pressure cookers, or any heat creating cooking appliance is not allowed in dormitory rooms. Cooking appliances or similar open flame cooking appliances shall not be operated indoors within Cadet sleeping quarters.

4.5.2.6.2 Approved electrical appliances include large popcorn machines (located in common areas), personal hot-air popcorn poppers, microwaves (common areas only), coffee makers and electric water kettles (12 cups or less) with an automatic shut off.

4.5.2.6.2 Large popcorn machines must be plugged directly into a wall outlet, and must be unplugged when not in use. They may only be located in an approved area away from ceiling smoke detectors and fire sprinkler heads and must be inspected for oil build up, cleanliness, and operation regularly.

4.5.2.7. Toasters, coffee makers, electric water kettles without an automatic shutoff, coffee cup/candle/wax warmers, toaster ovens, dual use microwaves/convection ovens, and individual coffee pots without timers are not authorized. **Exception: Plug in light bulb wax warmers.**

4.5.2.8. Heating appliances (i.e., space heaters) must be unplugged when not in use.

4.5.2.9. Flammable liquids such as gasoline, charcoal lighter fluid, propane tanks, paints, or varnishes will not be stored in the squadron area. ***Exception: for environmental purposes, cadets are classified as "household users" of latex paint. Classification assumes user purchases small amounts of paint, uses paint for its intended purpose and receives a duration and frequency of exposure that is not greater than exposures experienced by normal consumers.***

4.5.2.10. Consumer commodities such as small amounts of model paints, toiletries, and shoeshine supplies may be stored in rooms. Cigarette lighter fluid is prohibited. Cadets may temporarily store latex paint for cadet rooms, murals, and spirit banners. During summer break and extended absences, all paints are required to be turned in to USAFA Recycling Center or Dormitory Management for storage.

4.5.2.11. Storage or possession of explosives or fireworks is prohibited.

4.5.2.12. Doors from stairwell leading into dormitory area are fire/smoke doors and will be kept closed at all times. *Exception: doors equipped with a magnetic door holder connected to an alarm system may be left open.*

### 4.5.3. Squadron Authorizations.

4.5.3.1. **Authorized Items.** Small non-powered exercise equipment, desk lights, fans (one per occupant), heaters, and humidifiers (one per room and must have auto shutoff and be UL approved). Squadrons may establish specialized rooms for academics, counseling, etc., as space allows. Specialized rooms must be coordinated with Dormitory Management and CWT. Note: Academic rooms are required unless keeping the academic room would create overcrowding (triple rooms) in the squadron. The AOC is the authority to reconfigure the academic room to dorm room space, but no single-person rooms can exist in a squadron unless an academic room is present.

4.5.3.2. **Items Requiring AOC Approval.** Each cadet squadron is authorized one refrigerator, freezer, television, and satellite dish or cable hookup. **No more than two microwaves are allowed.** Individual cable, satellite, or hardwired commercial internet connections are not authorized. Squadrons may contract for cable, satellite, or commercial internet services. All cable, satellite, and commercial internet services will be coordinated with the AFCW Information Technology Officer, AOC, GAOC, Dorm Management, 10th Communications Squadron, 10th Civil Engineering Squadron, and CWTM.

4.5.4. **Class Authorizations.** Unless specified otherwise, variations to items defined in Table A3.1. require a waiver from the Commandant of Cadets.

**Table 4.1. Authorized Items by Class.**

AUTHORIZED ITEM	Fourth	Third	Second	First	Notes:
Alternate Room Arrangement (see 5.1.1.6)	N	N	Y	Y	Only the authorized alternate two person room arrangement is authorized for First and Second Class Cadets found in Figure 5.1. <b>No furniture is authorized beyond what is provided by dorm management.</b>

Non-Issue Bedding	N	Y*	Y	Y	Upper two can have alternate bedding covered with issued comforter. Nothing will be placed on top of issued comforter (stuffed animals, throw pillows, etc.).  *Third class cadets are authorized alternate sheets (excludes pillowcase). No non-issue comforters will be displayed during AMI or SAMI periods.
Mattress Toppers	Y	Y	Y	Y	Mattress toppers are authorized as long as issue comforter covers both toppers and issued mattresses. Mattress toppers thickness will not exceed issued mattress thickness. Fourth Class Cadets may use mattress toppers following completion of the first SAMI of each semester.
Coffee Maker	Y	Y	Y	Y	One per cadet, up to 12 cup capacity with auto shut-off
Memorabilia (See 4.6.1.4.)	Y	Y	Y	Y	First-class: 15 items Second-class: 9 items Third-class: 6 items Fourth-class: 2 Items
Plants	Y	Y	Y	Y	First-class Cadets: Two per room; Fourth, Third, and Second-class Cadets: One per room  Must be kept in good order and have dish underneath it.

Refrigerators	N (See Note 1)	N (See Note 1)	Y	Y	<p>Only one per room authorized. Kept clean with no spoilage. Less than 34"x21"x23" (4.5 cubic ft. or less). Third and C4Cs, who need to have cold foods (e.g. weight gain) should work with their element leaders in order to have them stored by someone else within their element/flight/squadron.</p> <p>Cadets who own refrigerators permanently mark their full names on them, and notify their AOC/AMT of ownership.</p> <p>NOTE 1: Third and Fourth Class Cadets that are in on-season intercollegiate athlete status may have 1 refrigerator in their room after receiving approval from the Athletic Department and coordination with CW. Rooms with more than one intercollegiate athlete may not have more than 1 refrigerator. ADPL will provide to CW a consolidated memorandum listing the applicable intercollegiate athletes authorized to have a refrigerator, summarize their Dexa Scan results, the coordination/approval by their head coach and Athletic Department Dietician for the cadet to have a refrigerator for the specific purpose of mitigating weight loss, the cadet's sport, and their squadron. Cadets approved for a refrigerator will post a copy of the ADPL memo on their refrigerator.</p> <p>NOTE 2: Commandant is the approval authority for all other Third and Fourth Class Cadets refrigerator waivers.</p>
Personal Entertainment Audio/Visual	Y*	Y	Y	Y	<p>One issued cabinet authorized per room for component storage. Additional computer/video monitor connected to computer; dual monitors are authorized for each occupant not to exceed 24 inches screen or a single ultra-wide monitor not to exceed 34 inches. Must fit on desktop.</p> <p>*Fourth class cadets are authorized gaming consoles and personal computers after recognition</p>
Television	N	N	N	Y	<p>One TV per room with screen no larger than 50 inches diagonal. TVs must be stand-mounted and will not be hung/mounted from any furniture, ceiling or wall surface.</p>

### Chapter 5 - Cadet Inspections and Formations



**5.1 Inspections.** The three dormitory inspection types are, AM Inspections (AMI), Saturday AM Inspections (SAMI), and Morale, Wellness and Health Inspections (MWH). Outside of inspection periods, dormitory rooms are to be kept neat and orderly, defined as, but not limited to, reasonably clean/organized, uncluttered, and without foul odors.

5.1.1. **AMI.** The AMIs ensure rooms are clean and hygienic on a daily basis. Maintain rooms IAW this Instruction. All items must be clean (free of smudges, dusted, and not dirty), neat, and have orderly appearance.

5.1.1.1. **AMI Period.** *Mon-Fri, 0930 – 1200 rooms will meet inspection standards. From 0930 to 1200, doors will be kept open (90 degrees).* Doors may be closed when changing clothes, on AOC/AMT approved bed-rest with signed USAFA Form 311 posted on door clip, or printed out official AFCW Form 18 posted on door clip. Upper-class cadets may close doors after 1200. C4C doors will remain open until ACQ. AMI period does not apply to federal or USAFA observed holidays that occur on Mon-Fri. AMI periods occur on special training days such as Falcon Heritage Forum, if it falls on Mon-Fri. Upperclassmen are not authorized to require C4Cs to maintain their rooms in any condition other than AMI (e.g., SAMI rooms or SAMI beds), unless specifically authorized by AOC/AMT, in order to correct a specific room-related deficiency, and only for a period of time that is sufficient to correct the issue.

5.1.1.2. **AMI Scores.** Recorded in GoodforStanEval (G4SE) on AFCW Form 300, AMI Checklist. Final scores will be exported through G4SE and uploaded by Blackboard by CWVV.

5.1.1.3. **Appeals.** Direct disputes or grading questions to inspection team leader, up to one week after the conclusion of the AMI grading timeframe. If unable to resolve dispute, Group Stan/Eval Officer should be contacted. Final arbitrating authority is the AFCW Stan/Eval Officer under guidance of the CWVV.

5.1.1.4. **Regrades.** There are no regrades allowed for AMIs.

5.1.1.5. The AFCW Stan/Eval Officer determines which inspection team inspects each squadron. A rotation schedule will be sent out prior to AMI grading for the semester.

**Figure 5.1. Standard Room Arrangements**



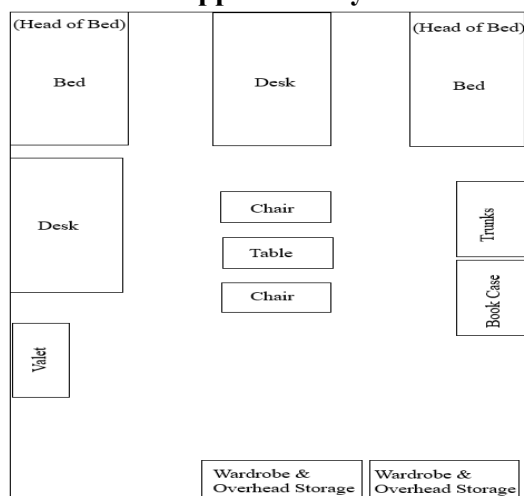
5.1.1.6 Room Arrangement. Rooms must be setup so that sleeping areas are easily visible from the door. AOC/AMTs may request three person configured with single beds be reconfigured to three person bunk bed configuration if there are no safety considerations applicable with the bunk bed configuration (eg., cadet height and ceiling proximity). Rooms must be returned to configuration (Fig 5.1.) before vacating room at end of semester/year.

5.1.1.6.1. Per Table 3.1, C1Cs may use the approved (C1C/C2C) two-person alternate room arrangement as specified in Figure 5.1.

5.1.1.6.2. Per Table 3.1, C2Cs may use the approved (C1C/C2C) two-person alternate room arrangement as specified in Figure 5.1.

5.1.1.6.3. C3Cs who are PEERs may use the below room arrangement (Fig 4.2) as an alternate room arrangement.

**Figure 5.2. PEER Approved Layout**



5.1.1.6.4. Up to three large or heavy items per room (musical instruments, etc.) may be stored against civilian clothing side wall, or between bed unit and wall. Keyboards, guitars and amplifiers (one per occupant) may be displayed in back part of room.

5.1.1.7. **Doors and Exterior.** Clean, free of dust and current name and duty titles. Must be open and attached to wall magnet. Should wall magnet be broken, note should be placed on the inside of the valet cabinet on AFCW Form 226 and may prop door open with trashcan. Cadets will not prop door open with deadbolt for any reason.

5.1.1.8. **Carpets.** Vacuumed and free of stains and debris (stains must be annotated on AFCW 226 and reported to Dormitory Management). Visible baseboards clean. Rugs are not authorized. *No form of personal carpets, rugs, or mats are authorized in the room or outside the door.*

5.1.1.9. **Trashcans/Recycling Bins.** Each trashcan must have plastic liner (except during SAMI). Trash is not to exceed rim of trash can. Displayed within room doorway to side of doorframe and long side grounded to wall. Containers any form of trash is not allowed in alcoves (exception; C4Cs, during early part of day, may use alcoves to facilitate pickup of recyclables).

5.1.1.9.1. Recycling bins clean and not to be used for general trash storage.

5.1.1.9.2. CS/CC is responsible for establishing processes for collecting and disposing of recyclables.

5.1.1.10. **Room Lights.** Overhead, valet, desk, and table, off for energy conservation if not present in room. Documented/reported if unserviceable. No form of lighting will be attached to the wall. LED light strips may be used/displayed neatly on the desk.

5.1.1.11. **Window Areas.** Windows and/or curtains may be open during AMI for ventilation. Ledges and/or runners clean and free of debris/objects, i.e. science projects, cans, food, etc. Screens must remain closed and secured to window sill at all times.

5.1.1.12. **Valet Area.** Clean, neat, and orderly. The following can be displayed: coffee pots (if authorized), liquid soap dispensers, and electric toothbrush/razor(s) with charging

unit(s).

5.1.1.12.1. **Light.** Clean, cover installed or documented and reported if broken or missing.

5.1.1.13. **Mirrors.** Top, casing, and mirror clean. Alternate room arrangement approvals posted and centered on inside of middle mirror.

5.1.1.14. **Medicine Cabinet Shelves.** Clean, neat, and orderly.

5.1.1.15. **Sink Cabinet.** Clean, neat, and orderly. *Items may be stored under valet.*

5.1.1.16. **Laundry.** Neat and orderly in closed container/bag, not to exceed one container/bag per room occupant.

5.1.1.17. **Towel Display.** Optional for AMI. If displayed, must be clean and hung neatly.

**5.1.2. Rifle Racks.** Dusted, clean, neat, and orderly. *They will not to be used as a shelf to store items outside of the following specified equipment.*

5.1.2.1. **Training Weapons.** If issued, must be locked, slings must be tight and bolt not charged.

5.1.2.2. **Sabers.** May be kept in the Cadet Dormitory displayed neatly on the rifle rack if the cadet's duty requires them to maintain a saber.

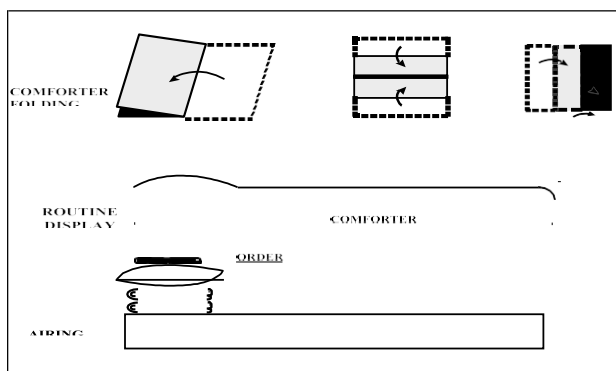
5.1.2.3. **Honor Guard M1s and Bayonets.** If issued, must be secured to the rifle rack, ceremonial bayonet may be affixed to the rifle.

5.1.3. **Beds:** Clean, neat, and orderly with nothing displayed on top. Two-occupant rooms with third bed (bunk) may not use extra bunk as additional storage location.

5.1.3.1. Displayed with comforter hanging freely and equally on all sides and configured per Figure 4.3.

5.1.3.2. Displayed in airing configuration when comforters are being cleaned or when required by guidance. See Figure 5.3 for proper order.

5.1.4. **Drawers.** No military drawer requirement for AMI; however, must be clean, neat and orderly.



**Figure 5.3. Bed in Airing Configurations.**

5.1.5. **Desks and Bookcase.** Clean, dusted, and all items on top organized and neatly displayed. Do not store materials underneath desks or near power cables/cords (Exception: subwoofers for computer speakers). Books neatly arranged on end and memorabilia neatly

displayed IAW class privileges, good order and discipline. Due to clearance required for the fire suppression system, NOTHING will be placed on top of desk bookshelves.

Bookcase optional for upper three classes.

5.1.5.1. **Desk Chairs.** Remain under desks when not used. Backpacks may be placed on chair but no other items may be hanging from chair.

5.1.5.2. **Electrical/Computer Cords.** Neatly bundled (with twisty ties, wire straps, etc.) and concealed from view. Laptops, valuables, and high-value items protected IAW 6.12.

5.1.5.3. **Bulletin Boards.** Items displayed neat and orderly. Corners tacked.

5.1.5.4. **Memorabilia.** Conform to class-based privileges. Counted as individual items. Groups of similar items not counted as single item.

5.1.5.4.1. Anything EXCEPT the following is considered memorabilia:

5.1.5.4.1.1. Laptop.

5.1.5.4.1.2. Monitor.

5.1.5.4.1.3. Printer.

5.1.5.4.1.4. CD/DVDs/Movies.

5.1.5.4.1.5. Books (does not include comic books or magazines).

5.1.5.4.1.6. Images, patches, or other flat items attached to corkboard.

5.1.5.4.1.7. Desk lamps.

5.1.6.4.1.8. School supplies.

5.1.6.4.1.8.1. Writing utensils, three-hole punches, sticky notes, calendars, staplers, etc.

5.1.6.4.1.8.2. Must be neatly arranged or stored in a container.

5.1.6.4.1.9. Items meant for consumption (must be stored in a container if not packaged, such as fruit).

5.1.6.4.1.10. Utensils for eating.

5.1.6.4.1.11. Storage Bins.

5.1.5.4.2. Flags may only be displayed on cadet desk corkboards. Only flags related to countries, U.S. states, memorial flags (e.g., POW, MIA), military related flags, military services (e.g., U.S. Air Force, U.S. Space Force, etc.) are permitted. Commercial flags (e.g., Winchester Rifle Company, Fast Neat Below Average, etc.) and flags that promote a poor climate and culture (e.g., Bring Me Men flag, Three Percenters flag, etc.) are prohibited.

## 5.1.6. **Wardrobe.**

5.1.6.1. **Hat Shelf.** Organized in accordance with Figure 4.5. Hats rest "right side up" (as worn) on wardrobe shelf. Extra caps may be civilian hats.

5.1.6.2. **Wardrobe Closet.** Items hung neatly on wardrobe closet rod. Military and civilian clothing separated and face center of closet. Doors must be closed. Items cannot be hung on the outside of the closet doors.

5.1.6.3. **Wardrobe Hooks.** Only one item per hook, unless hanging uniform shirt/blouse and pants/trousers as one complete set.

5.1.64. **Shoe Display.** Serviceable, clean, and orderly. Military footwear with laces tucked inside, grouped together, not stacked, with toes facing wardrobe door. Civilian footwear may be neatly stacked.

5.1.65. **Overhead Storage Compartments.** Interior shelves and exterior edges clean and dusted. Items stored neat and orderly.

**52. SAMI Standards.** Upon direction of the Commandant, cadets configure and maintain rooms in accordance with this instruction. All items must be clean (free of smudges, dusted, and not dirty), neat, and have orderly appearance. **With exception of below, SAMI standards are same as AMI standards.**

**5.2.1. Room Lights.** Overhead, valet, desk, and table, turned on or documented on AFCW 226 and reported, if unserviceable, to Dormitory Management.

**5.2.2 Window Area.** Curtains fully open with windows closed. Holders and runners clean and dusted with no visible debris. Inside window sill and outside window ledge will be free of debris/objects, i.e. science projects, cans, food, etc. to keep cold. **Note:** *Chief Inspector may authorize open for temperature control.*

**5.2.3. Valet Area.** Clean, neat, and orderly. No items on valet countertop. Carpet underneath and around valet area dusted and cleaned.

5.2.3.1. **Light Switch.** Dusted and clean.

5.2.3.2. **Thermostat.** Dusted and clean.

5.2.3.3. **Sink.** Dusted and clean. Faucet dusted, clean, and shiny with no smudges. Sink scrubbed, dry, dusted, clean, and shiny with no smudges. Sink stopper in open position and shined. *Stepladders, ironing boards, etc. may be stored under valet.*

5.2.3.4. **Mirror.** Will be open. Top, casing, and mirror clean. The Missing Item and Discrepancy Forms must be placed on the inside of the valet mirror door. All missing items and room discrepancies, to include but not limited to broken locks on trunks, missing uniform items in closet, and missing furniture need to be annotated on the appropriate form. For recent damages done to the room not annotated on the AFCW Form 226, cadets will have the email request for Dorm Management posted on the inside of the valet to denote the room discrepancy has been reported.

5.2.3.5. **Cabinet.** Will be open, clean, dusted, free of smudges, with items organized and neat.

5.2.3.6. **Towels and Washcloths.** Each occupant displays one clean, unstained white towel and one clean, unstained washcloth on towel rack.

5.2.3.6.1. Folded in half with crease facing toward room and hung evenly over towel bar.

5.2.3.6.2. Towels "grounded" to front support, and washcloths grounded to rear support.

5.2.3.6.3. Three occupant rooms, two cadets display towels on rung closest to door (each towel grounded to front or rear support) with washcloths hung and centered over each towel.

**5.2.4. Beds.**

5.2.4.1. Entire bed casing and frame dusted and free of smudges and marks.

5.2.4.2. Configured with minimum one mattress, one pillow with pillowcase, one white sheet (over mattress), and one clean, issued comforter.

5.2.4.3. Mattress and Bedding. Bed displayed in SAMI order (Fig 5.4).  
Mattresses grounded to headboard.

**525. Drawers.** Neat, clean, and orderly.

5.2.5.1. All drawers will be opened, in a cascading manner, and available for inspection.

5.2.5.1.1. Top drawer will be open to 8 inches, and bottom drawer will be open to 12 inches, when measured from the outside.

**Figure 5.4. SAMI Bed and Comforter Display.**



**FORMAL INSPECTION DISPLAY**

5.2.5.2. Military clothing drawer (top drawer at head of bed for single beds or top drawers for bunk bed occupants) displayed IAW Figure 5.5. One of each item displayed unless a single issued item is required for SAMI UOD. Other drawers neat and orderly with clothing folded or rolled.

5.2.5.3. Rubber bands may be used to keep belts rolled, and tie tacks/tabs may be displayed, centered on tie with pointed side of tab facing front of drawer.

**526. Desk and Bookcase.** Same as AMI standards with following exceptions:

5.2.6.1. Books, CD, and DVDs displayed in a "V" and sized accordingly from left and right edges of shelves. NOTHING stored on top of desk bookshelves.

5.2.6.2. No extraneous papers (stacked or otherwise) displayed.

5.2.6.3. Drawers closed and locked. Drawers, keyboard shelves, and pull-out shelves clean, dusted, and free of smudges.

**527. Wardrobe.**

5.2.7.1. Items mandatory, unless stated optional, and displayed IAW Figure 5.8. Clothing faces toward center with hangers evenly spaced across.

5.2.7.2. All doors and overhead cabinets will be fully open.

5.2.7.3. No items displayed on wardrobe swivel or multi-hook. Hooks must be clean.

**528. Hat Shelf.** Clean and organized according to Fig 5.6.

5.2.8.1. Display Eagle device on service caps (parade and blue).

5.2.8.2. Prop and wings on flight caps face up.

5.2.8.3. Front row evenly spaced and brims flush with front edge of shelf.

5.2.8.4. Hats furthest left and right on shelves "grounded" to walls. 2nd row aligned with 1st row "grounded" to back and/or side walls.

**529. Shoe Display.** Serviceable, clean, and orderly. Military footwear highly polished with

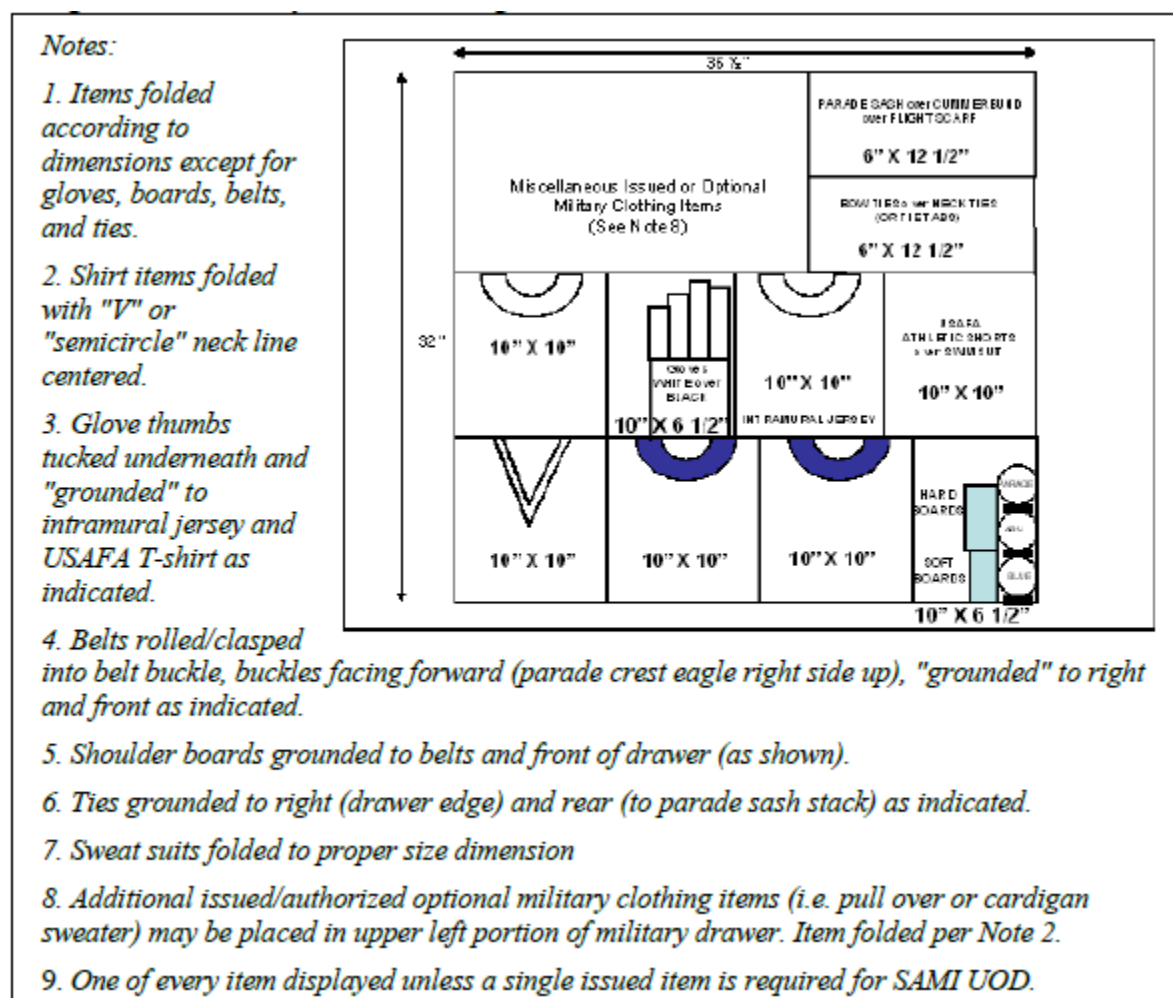
laces tucked inside aligned in front row with non-military footwear in rear. Left and right non-military shoe of the same pair may be on top of each other, but not stacked with other non-military Footwear.

5.2.9.1. **Military Footwear.** Aligned in accordance with Fig 5.7. Grounded to walls, with each other, and aligned to rear. If military shoes/boots are not displayed, shift remaining types of shoes accordingly so that pairs of shoes/boots remain grounded to each other; no gaps.

5.2.9.2. **Non-military Footwear.** Orderly and grouped behind front row of military footwear. For wardrobes with pedestals: Toe of shoe may rest on floor of wardrobe if they naturally slip from position on pedestal.

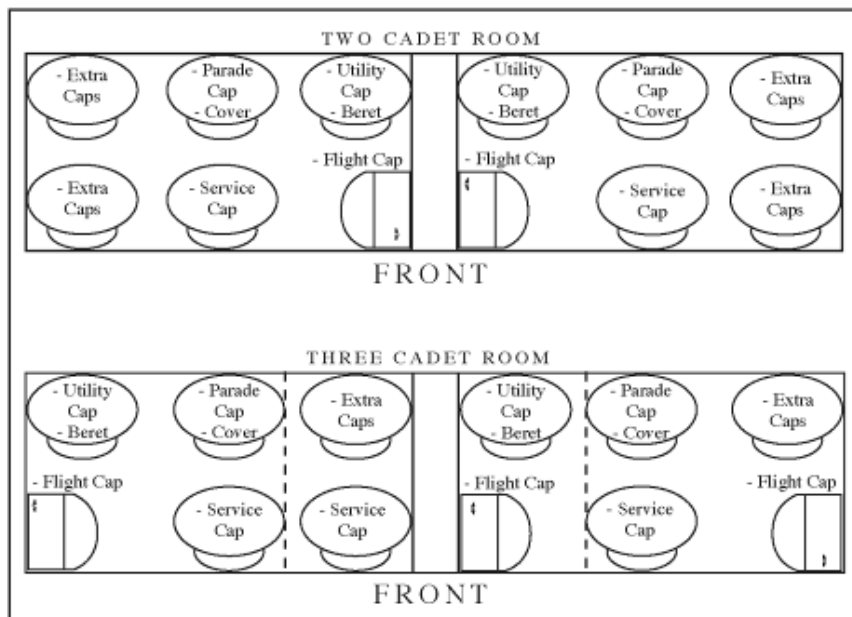
5.2.9.2.1. Due to differences between Sijan and Vandenberg Halls, until Sijan Hall's dorm room becomes comparable to Vandenberg Hall, cadets in Sijan Hall are authorized to place non-military footwear next to military footwear.

**Figure 5.5. Military Drawer Arrangement.**



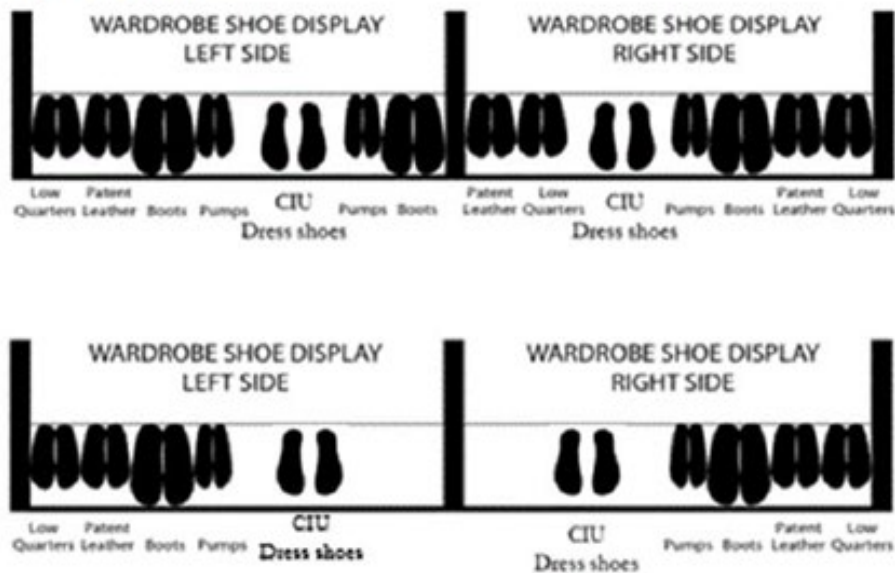


**Figure 5.6. Military Hat Configuration.**



**Figure 5.7. Military Footwear.**

Figure 4.7 . Military Footwear.



**(Top: 3 Cadet Room, Bottom: 2 Cadet Room)**

**Figure 5.8. Wardrobe Arrangement.**

<u>TWO CADET ROOMS</u>		<u>THREE CADET ROOMS</u>	
19 ----- 1	1 ----- 19	19 -----1/ 19 ----- 9	8 ----- 1 /1----- 19
CADET #1	CADET #2	CADET #1	CADET #2 CADET #3
1. Bathrobe (belt fastened around bathrobe) 2. Athletic Jacket 3. Light Blue Shirts (trousers over crossbar) 4. Service Dress (trousers over crossbar) 5. Optional Service Uniform clothing items (i.e. blue cardigan or pullover sweater) 6. Mess Dress (in garment bag or plastic cover with trousers over crossbar. Suspenders may be hung on crossbar over trousers or stored in garment bag) 7. Mess Dress Shirt 8. Parade Uniform (trousers, suspender over crossbar) 9. Flight Duty Uniform (zippers zipped up, legs tucked, patches on Velcro, flight jacket over uniform)		10. OCP APECS Jacket with rank 11. Coyote Brown Fleece (Nametape/USAF tape/rank visible) 12. OCP Blouse (trousers over crossbar) 13. Parka (scarf over crossbar; watch cap in outside pocket) 14. Raincoat (rain cap in outside pocket) 15. Overcoat 16. USAFA Running Top (bottoms over crossbar) 17. Cadet Informal Uniform 18. Empty Hangers 19. Civilian Clothing	

**52.10. SAMI Procedures.** Training Weekend guidance will contain SAMI specific procedures as required, such as timing of events. It will provide specific guidance on inspection teams, inspection procedures, and grading criteria. Deviations are not authorized.

**5.2.10.1. SAMI Period Timeline.**

**5.2.10.1.1. Friday prior to SAMI.**

5.2.10.1.1.1. 1900-2000: Wing, Group Top 3 Staff, Squadron CC and DO, and Stan & Eval grading teams will be SAMI/PAIed.

5.2.10.1.1.2. 1930: Leadership are required to check on Squadron, Flight, and/or Element Rooms.

**5.2.10.1.2. Saturday of SAMI.**

5.2.10.1.2.1. *All common areas need to be cleaned and inspection ready 30 minutes prior to “Cease Cleaning” announcement. Dormitory rooms and hallway storage*

*closets converted into storage areas are considered common areas.*

5.2.10.1.2.2. Inspection Teams arrive 40 minutes prior to “Cease Cleaning” announcement. Inspection Team will be briefed on location of each common area. Cadet squadron leadership will provide the inspection team an AFCW Form 1, Unit Accountability Record with a complete squadron roster documenting all members present or having an approved SAMI excusals IAW para. 4.4. The lead Inspector will assign common areas and rooms to grade to each inspector.

5.2.10.1.2.3. 5 minutes prior to “Cease cleaning” announcement the inspection will meet back at the CQ.

5.2.10.1.2.4. Start of SAMI: “Commence Inspection.” The Inspectors will inspect rooms farthest away from CQ and moving towards CQ.

5.2.10.1.2.5. 1 hour after start of SAMI: “Inspection Complete” the Inspection Team will provide an out brief upon SAMI completion. The Inspection Team is required to stand at parade rest of graded squadron until the full hour is reached.

5.2.10.1.2.6. 30 minutes after SAMI: Hot wash

5.2.10.1.2.7. Following the hot wash: CW and AFCW Staff Debrief

#### **5.2.10.2. SAMI Specifics.**

5.2.10.2.1. **Uniform.** Uniform will be Service Dress or Parade Dress. Squadron permanent party will wear service dress unless specified over wise.

5.2.10.2.1.1. Wheel Caps/Parade Caps will be worn.

5.2.10.2.1.2. White gloves are not to be worn in order to allow for better perception of dust and avoidance of dust build-up on gloves.

5.2.10.2.2. **Rooms.** Every room in the AFCW must be inspected, even if the occupants are not in their room. SAMI room standards can be found above in section 5.2., SAMI Standards. All rooms with valid excusals will be in accordance with para. 5.4., AMI/SAMI Excusals.

#### **5.2.10.3. Pre-inspection requirements.**

5.2.10.3.1. When the Inspection Team arrives at the Squadron, the Lead Inspector will be responsible for grading the Squadron’s Common Areas 30 minutes prior to “Cease Cleaning” announcement using the Common Areas Checklist.

5.2.10.3.2. Should G4SE not be utilized, all cadets are required to print out their own SAMI scoresheet to be placed in the bottom left corner of the valet prior to their room being graded. Sheets will be hung from the door clip upon conclusion of being graded.

#### **5.2.10.4. Inspection Execution.**

5.2.10.4.1. Cease Cleaning. “Cease Cleaning” will be directed promptly **5 minutes prior to the start of the SAMI** by CWOC via Falcon Voice System. CS/CC commands “(SQUADRON NAME), ATTENTION. PARADE REST.” Cadets assume Standby Position three paces from the window and centered.

5.2.10.4.2. Five minutes after “Cease Cleaning” is called, CWOC will give the command “Commence SAMI” via the Falcon Voice System. At this time, the

Inspection teams will commence grading. The whole inspection hour will be utilized for both inspecting and providing rooms with feedback. Room inspectors are required to give verbal feedback and documented written feedback via G4SE system.

5.2.10.4.3. When the inspector enters room, ranking occupant calls room to attention. When inspector exits room, they stand outside door threshold. Ranking occupant renders salute and states “Good Morning, Sir/Ma’am”. Inspector returns salute and gives command, “PARADE REST.” Inspectors may not put occupants “AT EASE” during the inspection.

5.2.10.4.4. Inspectors open drawers and doors carefully and will not overturn or rearrange furniture. After inspection is completed for a room the inspector is allowed to release cadets to work on 4 degree or upperclassmen knowledge test. Cadets are only allowed to be working on their designed knowledge test, if a cadet is found doing anything else they can receive a zero for the SAMI.

5.2.10.4.5. One hour after the start of the SAMI CWOC will give the command “Inspection Complete” via the Falcon Voice System. At this time, and only at this time, cadets may move around freely and change their room from SAMI into AMI. If a cadet leaves their room unauthorized, then the cadet will receive a discipline hit. AOCs are not authorized to release their squadrons from the SAMI prior to the CWOC “Inspection complete” command.

5.2.10.4.6. If the football game kick-off occurs earlier than four hours after the conclusion of the SAMI, up to four cadets are authorized to change into ABUs and immediately leave the squadron prior to “Cease Cleaning” to perform football tailgate duties. Their rooms are still required to be graded in SAMI standards.

### **5.2.10.5. Grading Specifics.**

5.2.10.5.1. Each Squadron will provide the minimum of a 6 person inspection team and up to an 8 person inspection team that will be assigned to inspect another squadron. Inspection teams will consist of the Squadron Standardization and Evaluation Officer(s) (acting as the Inspection Team Lead) and their element SNCOs. The following may be added to the team to achieve the required number of inspectors: The Squadron Military Officer(s) and their SNCOs. Each squadron will provide scribes to assist the Inspection Team that is inspecting their own squadron.

5.2.10.5.1.1. Every Squadron will be inspected by trained inspectors who are C1Cs or C2Cs. Inspectors that are identified to be unprofessional or not proficient in their duty will receive an AFCW Form 10 from their Group Stan/Eval staff as well as a discipline hit to their own room’s SAMI score.

5.2.10.5.2. Margin of error for any measured item is up to ¼ of an inch.

5.2.10.5.3. PAIs will occur within each cadet’s room following the room grading.

5.2.10.5.4. At the conclusion of room grading, scoresheets will be displayed on or attached to the nameplate with the room score on the front and signed by inspector, with inspector’s name printed on sheet/note.

5.2.10.5.5. Squadron commanders, director of operations (DO), and inspection team members may walk around during the inspection. No other cadets are authorized movement until Stan/Eval has completed the inspection.

5.2.10.5.6. Squadron commanders and DO will monitor overall progress and timeliness along with safety and security of the inspection.

5.2.10.5.7. AOCs/AMTs may conduct spot checks of at least 5 rooms. Any major discrepancies between the cadet grader score and AOC score will be brought up with the grading team Standardization and Evaluation Officer. If a grading cadet is found to not execute duties properly, the cadet's grading privileges may be revoked.

#### **5.2.10.6. Post-inspection requirements.**

5.2.10.6.1. At the conclusion of the SAMI period, the Inspection Team will provide an out brief to the permanent party member and squadron commander.

5.2.10.6.2. The only cadets required to attend the hot wash are Stan/Eval Officers and SNCOs. They should bring with them any major discrepancies or points of feedback. The focus for the hot wash will be areas of improvement for the AFCW, successes and failures, and grading efficiency.

5.2.11. **Working SAMI.** This optional activity is to allow cadets to work on academic tasks during the inspection period. When authorized per the Commandant, refer to applicable Training Weekend guidance for further details on requirements and procedures.

**53. SAMI/PAI Scores.** Recorded in G4SE on AFCW Form 301, *SAMI Checklist*. PAI will be recorded on AFCW Form 304, *PAI Checklist*. Final scores will be exported through G4SE and uploaded to Blackboard by CWVV.

**53.1. Appeals.** Direct disputes or grading questions to inspection team leader, up to one hour after the conclusion of the SAMI. If unable to resolve dispute, Group Stan/Eval officer should be contacted. Final arbitrating authority is the AFCW Stan/Eval Officer under guidance of CWVV.

**53.2. Regrades.** There are no regrades allowed for SAMIs.

**54. AMI/SAMI Excusals.** Cadets must participate in inspections unless on emergency break, bed rest via *Cadet Injury/Illness Report*, crew rest via AFCW Form 310, *Official Crew Rest Notification*, SCA, or Commandant Approval. All approved notes/appropriate forms must be displayed outside of the room on door clips. If excused, AMI standards must be maintained with doors open during the SAMI.

#### **54.1. SAMI Makeup Procedures.**

5.4.1.1. Cadets who do not have a scored SAMI in G4SE are required to complete their makeup SAMI during the scheduled makeup semester timeframe by their own squadron Stan/Eval team. However, it is the responsibility of the cadet who is going to miss the SAMI to make sure they get inspected. Furthermore, cadets who missed the two week makeup timeframe will receive a SAMI score of zero for the semester.

5.4.1.2. Per USAFAI 36-3536, 1.8.3.1, "Cadets will accomplish a minimum of one graded SAMI per semester. Cadets participating in competitions during a SAMI are excused from the inspection. At a minimum, the room will be in AMI condition. AOCs will ensure an environment that allows for adequate competition preparation (e.g., door closed to allow for rest prior to a competition). Cadets participating in coach-scheduled practice during a SAMI will ensure their room is in SAMI condition. The room may be

graded in the cadet's absence if the SAMI period conflicts with the scheduled practice or competition time. When practical, coaches are encouraged to schedule practices outside the SAMI period. Cadets may make-up SAMIs in order to complete a minimum of one SAMI per semester or attempt to improve the objective segment of MPA.

**55. Open Ranks Inspection (ORI).** Conducted twice per semester.

**55.1. Grading Inspectors.** Stan/Eval will conduct the ORI with the Flight CCs.

**55.2. ORI Procedures.** Cadets will be arranged by flight and squadron will report to D&C. D&C evaluate the performance of the ORI drill. Once inspection ready, flight commander will report to Stan/Eval. Stan/Eval inspector will walk with flight commander to inspect flight. D&C inspector will evaluate closing of the ORI. Squadron will be dismissed and Stan/Eval and D&C inspector will provide an out brief to squadron leadership on common discrepancies.

**56. MWH Inspections.** Occur randomly within squadrons IAW CoCI 32-6005, AFCW *Morale, Welfare and Health Inspections*.

**57. Formations.**

**5.7.1.** Parades and formations will not be canceled on a forecast. Cancellation calls will be made by the AFCW Commander (or designated representative) after being coordinated with CWVV. HWAS webpage "Cadet Area" (<http://hwas.usafa.edu/>) will be used to determine official current conditions. USAFAI 48-151, *Aerospace Medicine* was used to compile basis of limits.

5.7.1.1. All cadets are required to be in all formations (to include noon meal formation) unless properly excused by SCA or IAW USAFAI 36-3536, *Allocation of Cadet Time*.

5.7.1.2. All cadet uniforms in formation will be in accordance with the daily Routine Order (RO). Those cadets in an alternate uniform will march in the rear ranks of the squadron.

5.7.1.2.1. If outer garments are specified in the RO as part of the Uniform of the Day (UOD), outer garments will be worn in the alternate uniform as well. Example – if alternate uniform is OCPs, then either fleece or APECs is required.

5.7.1.2.2. Cadets authorized to be in the PTU via a AFCW Form 18 must be in Mitchell Hall prior to the first call.

5.7.1.2.3. Wing and Group Stan/Eval teams may conduct random squadron PAIs during NMF.

5.7.1.3. The following conditions may warrant a modification or cancelation of parades and formations:

5.7.1.3.1. Lightning within five nautical miles.

5.7.1.3.2. Heavy precipitation.

5.7.1.3.3. Snow or ice accumulation on the terrazzo that precludes safe marching will not be cause for cancellation of formation. If such conditions exist, the AFCW will form up in their respective locations to take accountability and be dismissed following the Air Force Song.

5.7.1.3.4. Wind over 25 knots (sustained).

5.7.1.3.5. Ambient temperature with wind chill temperature is below 15 degrees Fahrenheit or the ambient temperature without wind chill is below 25 degrees Fahrenheit.

## Chapter 6 - PERSONAL AND PROFESSIONAL APPEARANCE

**6.1. Uniform of the Day (UOD).** Determined by the Commandant of Cadets and published in the RO. The “standard” UOD sequence for CW is Blues for Monday-Tuesday, OCPs on Wednesday-Friday, and Flight Duty Uniforms (FDUs) as a substitute on Friday when weather permits. Variations approved by the AFCW/CC, USAFA/CWV or USAFA/CWVV.

### 6.1.1. Approved Alternate UOD List and Policies.

6.1.1.1. Cadet Security Team is allowed to wear OCPs only on days with parades and other major events requiring security details. OCPs are not authorized for NMF duties.

6.1.1.2. Cadet Emergency Medical Response (EMR) Team members are allowed OCPs when performing EMR duties.

6.1.1.3. Cadets involved in airmanship related duties may wear flight suits on days with flying duties at the airfield.

6.1.1.4. Cadet Wing Operations Center cadets must be in UOD.

6.1.1.5. Parking Staff are required to be in UOD to include when performing parking related duties.

6.1.1.6. Anti-Terrorism/Force Protection (AT/FP) members are required to be in UOD to include when performing AT/FP duties.

6.1.1.7. Cadet Safety personnel are required to be in UOD to include when performing safety duties.

**6.1.2. Uniform Wear.** *UOD is mandatory when performing official military duties, conducting official military business, including class (including turning in assignments at instructors' offices), extra instruction, hospital appointments, laboratories, and evening lectures.*

6.1.2.1. The Commandant reserves the right to change the UOD.

6.1.2.2. If a cadet is scheduled for an activity requiring FDU/OCPs, that uniform becomes UOD.

6.1.2.3. Except when signed out and departing Cadet Area,

6.1.2.3.1. All cadets will be in authorized UOD when outside of their room until Retreat.

6.1.2.3.2. C4Cs will remain in authorized UOD until ACQ.

6.1.2.4. *Civilian clothes are not authorized on the terrazzo from reveille to retreat regardless of SCA/pass status.*

6.1.2.4.1. Cadets may exit from the northwest Sijan Tower in civilian clothes and use the sidewalks to leave the cadet area through the small chapel gate.



**Figure 6.1. Walkway between Sijan Hall and Chapel.**



#### **6.1.2.5 Unrecognized C4Cs.**

6.1.2.5.1 Will wear UOD or appropriate uniform required for duty from reveille until ACQ. They may wear the PTU in the squadron dormitory area after the beginning of ACQ. They must wear service dress while on an authorized pass, to and from their sponsor's home, and at all times when in public areas away from the Cadet Area.

6.1.2.5.1.1 C4Cs will wear the uniform of the day from Reveille to the beginning of ACQ on weekdays. **EXCEPTION:** C4Cs may wear an alternate uniform while carrying a doctor-approved AFCW Form 18 with AOC approval for alternate uniform wear. C4Cs on AFCW Form 18 will wear a reflective belt on their backpack while traveling on the Terrazzo to distinguish them from cadets not on an AFCW Form 18. **EXCEPTION:** C4Cs may wear the authorized uniform while on an active Scheduling Committee Action (SCA).

6.1.2.5.1.2 May change into USAFA Cadet Physical Training Uniform (PTU) while at any assigned sponsor family's residence or while undertaking an activity deemed to require PTU by their commander, such as community service.

**6.1.2.5.1.2.1 C4Cs must travel to and from the gym, club sports, or IC practices in UOD. Transit in team gear is prohibited.**

6.1.2.5.1.3 **The wear of civilian clothes is strictly prohibited. EXCEPTION: C4Cs may wear civilian clothes after arriving at their final destination while on break orders (transit remains Service Dress).** **EXCEPTION:** C4Cs may wear specialized civilian clothes while actively participating in a sporting activity not able to be accomplished in Service Dress or PTU. For example, running and biking must be accomplished in PTU but activities such as snowboarding/skiing may warrant wear of civilian attire. C4Cs must obtain approval from their Flight Commander to wear civilian clothes under these special circumstances on a case-by-case basis. Storage of civilian clothes shall be dictated by Flight Commanders, though civilian clothes shall not be stored

in C4C rooms for any reason.

6.1.2.5.1.4 C4Cs shall only wear the bathrobe when transiting to and from the shower. When worn, C4Cs shall fold the robe flaps in such a way as to cover the Prop and Wings. C4Cs are prohibited from visiting other rooms while in a bathrobe. They must go directly to the bathroom and back to their assigned dorm room. Bathrobes may only be worn for the purpose of showering.

6.1.2.5.1.5 C4Cs who are intercollegiate athletes shall not wear their intercollegiate gear in the squadron area and shall not bring intercollegiate gear to the squadron area, unless it is being packed for a contest.

6.1.2.5.1.6 C4Cs shall have the following on their person at all times, additional requirements may only be added via approval from the Commandant of Cadets:

6.1.2.5.1.6.1 Contrails. C4Cs shall always study directly from Contrails. With the exception of printed staff lists, C4Cs may not study from loose leaf paper unless directed by an upperclassman.

6.1.2.5.1.6.2 One writing utensil, either black/blue pen or pencil.

6.1.2.5.1.6.3 Entire squadron staff list and key wing and group staff members (Commanders, vices and deputies, Command Chief, and superintendents).

6.1.2.5.1.7 C4Cs are only allowed to wear issued uniform items. EXCEPTION: C4Cs may wear personally bought boots as long as they are within regulations. EXCEPTION: C4Cs may wear pertinent Intercollegiate (IC) or Club Team gear when actively participating in IC or Club sport activities.

**6.1.2.5.1.8 *C4Cs will be in UOD when in Arnold Hall, Polaris Hall, McDermott Library, Fairchild Hall, and the Cadet Store.***

**6.1.2.6 Inclement Weather.** Uniform of the Day (UOD) will change from the Blue Service Uniform to the Operational Camouflage Pattern (OCP) utility uniform if the following criteria are met: Daytime temperature high is below 25 degrees Fahrenheit and low is below 15 degrees Fahrenheit between the hours of 0800 to 1600, and hazardous conditions exist on walkways which create a reasonable concern for safety.

6.1.2.6.1 Temperature calls will be made using the National Weather Service. Wind chill temperature, will be used to make the determination (blue number or 4<sup>th</sup> line of numbers).

6.1.2.6.2 Use <http://forecast.weather.gov/>, and the United States Air Force Academy for accurate weather and forecasting information.

6.1.2.6.3 It is suggested cadets wear the following outerwear, under the specified conditions:

6.1.2.6.3.1 Athletic jacket or OCP fleece, when daytime temperature is 50 degrees Fahrenheit or lower.

6.1.2.6.3.2 Parka or OCP APECS, when daytime temperature is 30 degrees or lower.

6.1.2.6.4 In the event of an inclement weather schedule of calls (SOC) or delayed reporting, the uniform will be OCPs. Once changed, it will not revert to the Blue Service Uniform.

6.1.2.7 **Summer Programs.** UOD is determined by the specific program AOC/OIC, in coordination with the summer Cadet Wing Commander. Summer uniform requirements will not be less restrictive than uniform restrictions and guidance within this attachment.

**6.2 General Appearance Standards.** Military personnel will adhere to standards and maintain a disciplined military image at all times.

6.2.1 **Expectations.** Uniforms will be neat, clean, pressed (OCPs may be lightly ironed, but commercial pressing is not authorized), properly fitted, in good condition, zipped, snapped or buttoned. Issued items (those with name tags) will not be altered in any way. Whether on or off duty, cadets will abide by personal grooming standards outlined in AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

6.2.1.1 Hands are not permitted in pockets, except to insert or remove an item, and will not be pulled up inside sleeves at any time.

6.2.1.2 Grooming Standards (to include hair, tattoos/brands/body markings, body piercing/ornamentation, and body alteration/modification) will be maintained IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel* (Attachment 2). ***In addition to the requirements outlined in AFI 36-2903, hair will be clean, well-groomed, present a professional appearance, and allow for proper wear of headgear.***

6.2.1.2.1 ***Cadets may not grow/wear mustaches and/or beards except while on break or with an approved religious accommodation request using the process outlined in AFI 36-2903.***

6.2.1.2.2 In addition to the requirements outlined in AFI 36-2903 cell phones and other large or bulky items will not be kept in service dress, blues pants, or parade pants during any formation or parade.

6.2.2 **Body/Physical Appearance Modification Standards.** All body and appearance modifications must be in accordance with AFI 36-2903, *Dress and Appearance of Air Force Personnel*.

6.2.3 **USAFA and USAF Awards and Decorations.** Cadets must wear earned USAFA and USAF awards and decorations on all uniforms as applicable.

6.2.4 **Merit List Awards.** Reference: USAFAI 36-3510, *Recognizing Cadet Achievement*.

6.2.5 **Badge Awarding Criteria.** Aviation, Instructor, Space, Cyber, Jump, and Bulldog (for example) awarding criteria are found in syllabi for programs.

6.2.6 Cadets, who have served in other military services, refer to AFI 36-2903, *Dress and Appearance of Air Force Personnel* for order of precedence.

6.2.7 **Cadet Rank.** Assigned based on leadership position and wear of any other rank is prohibited. Cadets will not borrow higher rank for pictures/summer TDYs. Cadets will not wear rank of their previous class and are considered “promoted” (i.e., C4C becomes C3C and so on) following completion of the USAFA Graduation Ceremony. Rank will be worn at all times. Exception: cadets may “swap” left-shoulder rank boards only at home football games with other cadets (i.e., a C4C swaps shoulder boards with

AFCW Commander or other C1C); rank will not be exchanged with anyone other than another cadet. Shoulder boards will be returned to upper class cadet NLT beginning of the next duty day. Team captain insignia will be worn by IC team captains only.

6.2.8 Cadet Aiguillette/Fourragere Wear. Cadet Stan/Eval personnel are authorized to wear the red, single loop; worn grounded on left shoulder seam of Service Dress, Blues, and OCPs. Cadet's involved in the Teal Rope program are authorized to wear the teal, single loop; worn grounded on left shoulder seam of Service Dress, Blues, and OCPs. Cadet members of the Arnold Air Society (AAS) are authorized to wear the AAS Fourragere on the Service Dress and Blues. It must be worn under the left epaulet, grounded to the shoulder seam.

### 6.3 Prohibited Uniform Wear.

6.3.1 Cadets will not wear the uniform or any part of the uniform at any meeting/demonstration sponsored by an organization, association, movement or group that:

- 6.3.1.1 The Attorney General has named as totalitarian, fascist, communist, or subversive.
- 6.3.1.2 Advocates use of force or violence to deny others rights under the Constitution.
- 6.3.1.3 Seeks to change the U.S. Government by unconstitutional means.
- 6.3.1.4 Would discredit the Armed Forces or deemed inappropriate by the Commandant.
- 6.3.1.5 Is partaking in public speeches, interviews, picket lines, and marches/rallies not approved by the USAF.

6.3.2 With exception of the PTU (refer to 5.12), do not mix any part of the uniform with civilian attire, including grade insignia, cap devices, badges, distinctive buttons, issued clothing items, etc.

6.3.3 Items with sewn/stenciled nametags will not be worn by any cadet other than the cadet owning the item.

6.3.4 Cadets will not eat or drink in uniform while walking. Playing music from a wireless device in a backpack while in uniform is prohibited. Talking, texting, or any use of a cellular phone, to include wear of a hands-free device, while walking in uniform is prohibited. *Exceptions are for emergencies or official business on government issued devices.*

6.3.5 No non-uniform items other than a Common Access Card will be worn or carried in uniform during Parades.

### 6.4 Miscellaneous Policies.

6.4.1 **Alternate Uniform.** Must be approved by respective AOC with recommendation from the Cadet Clinic doctor using the Cadet Injury/Illness Report (AFCW Form 18). Written authorization must be carried at all times.

6.4.1.1 Authorization will be granted sparingly and only when injury prohibits proper wear of UOD.

6.4.1.2 Tennis shoes/sneakers will not be worn with the Service Uniform.

6.4.2 **Mess Dress.** Refer to AFI 36-2903.

6.4.3 **Weight Standards.** Cadets must keep weight within prescribed standards to present a proper military image. Refer to USAFAI 36-2002, *Cadet Weight and Fitness Programs*.

6.4.4 **Sunbathing.** Sunbathing is only allowed in inner dormitory quadrangles. Attire must be conservative and in good taste. Outer garments must be worn to and from quads (e.g., running suit, sweat suit, PTU).

6.4.5 **Outdoor Physical Fitness.** Within the black gates of the Cadet Area, cadets must wear shirts during physical activity. EXCEPTION: Cadets may engage in physical fitness activities within the dormitory quadrangles without a shirt (e.g. volleyball).

6.4.6 **Out-processing.** After signing a letter of resignation or disenrollment, and being issued the formal resignation accomplished in JA or formal notification of disenrollment issued by the Superintendent, cadets will wear OCPs, adhere to grooming/uniform standards, and participate in squadron duty/training activities, until out-processed.

6.4.7 **Donating Uniforms.** Do not donate, sell, or loan uniform items to civilians, or military personnel other than cadets, except approved charity clothing drives. Remove AF and name tapes prior to donating.

6.4.8 **Organizational Equipment Clothing.** Cadet Clubs requiring special clothing not procured through cadet issue, and purchased via organizational or individual funding, will coordinate requests through the Cadet Extracurricular Activities Board (CEAB).

6.4.9 From reveille through retreat any combination of the PTU will not be worn in Harmon Hall, Fairchild Hall, CETF, McDermott Library or the Cadet Chapel unless specified as alternate uniform on an AFCW Form 18. After retreat First through Third Class Cadets may wear UOD, PTU jacket and running pants, or professional civilian attire. Fourth Class Cadets must be in UOD until ACQ. At ACQ Fourth Class Cadets may wear UOD, PTU jacket and running pants, or the Cadet Informal Uniform at squadron AOC discretion.

**6.5 Transition/Finals/Graduation Week.** UOD will be worn unless deviations are outlined in the applicable guidance. Cadets must be in the authorized UOD for any military appointment, to include overseeing packing and shipping of personal items with Joint Personal Property Shipping Office (JPPSO), and assigned moving company.

## **6.6 Uniform When Traveling.**

6.6.1 **Official Business (Team Travel and TDY).** When representing USAFA, the travel mode and location determines the uniform.

6.6.1.1 **Air Transportation.** Short sleeve blue shirts and athletic jackets are standard attire for commercial air travel. When traveling by military air, FDU/OCP is authorized. Teams traveling as part of a contingent will wear the uniform prescribed by this regulation unless the commander of troops has coordinated for an alternate option (such as team sweats), or an unforeseen situation arises.

6.6.1.2 **Ground Transportation.** Coaches, OICs and officer representatives are responsible for ensuring travel attire positively represents USAFA and is worn by the

entire group. An approved team uniform may be worn for team travel. If an alternate team uniform is not available, PTU or modest civilian attire may be approved. The commander of troops will designate the uniform to be worn for contingents.

6.6.1.2.1 C4Cs. While on SCAs, C4Cs will wear uniform approved by the coach, OIC, Troop Commander or officer representative. *When not traveling IAW para 6.6.1, the intent is C4Cs will wear Service Dress while in public unless the activity the cadets are actively participating is inappropriate for Service Dress (i.e.: a sporting activity, physically laborious work, etc.).*

## 6.6.2 Break Periods.

6.6.2.1 **Commercial transportation.** Upper-class and recognized C4Cs may wear civilian clothes.

6.6.2.2 Unrecognized C4Cs and upper-class cadets who have lost civilian clothing privileges will wear service dress when traveling within the Continental United States (CONUS), Alaska, and Hawaii. They are authorized to wear civilian clothing while at the break location. C4Cs will wear civilian clothing when traveling outside CONUS, Alaska, and Hawaii.

## 6.7 Civilian Clothing.

6.7.1 For appropriate military vs. civilian equivalent uniform wear, refer to the cadet decorum website. Comply with the following restrictions when wearing civilian clothing:

6.7.1.1 After retreat, the attire in the Student Academic Services in Fairchild Hall/CETF/McDermott Library are as follows:

6.7.1.1.1 Dress code for the upper three classes is UOD, full USAFA running suit, or appropriate modest civilian attire. Civilian attire must be without holes or tears and must include long pants, sleeved shirts and/or sweaters that do not expose the upper arm, chest nor midriff. No open-toed shoes.

6.7.1.1.2 Do not wear civilian clothes or jewelry that are offensive in nature or discredit the USAF.

## 6.8 Service Dress Uniform.

6.8.1 German Armed Forces Badge for Military Proficiency and any badges awarded by a sister service academy upon completion of Service Academy Exchange Program are authorized.

6.8.2 **Nametags.** Only the blue plastic nametag is authorized.

6.8.3 **Rank/Ribbons.** All ribbons and hardboard rank will be worn.

6.8.4 **Footwear.** Will be smooth or scotch- grained leather or manmade material commercial design without ornamentation such as, buckles, bows, straps and must have high gloss shined (patent finish is optional and ONLY allowed for upper-classmen). Plain, clean, serviceable black socks without design must be worn. Females may wear socks or hosiery. Hosiery must be worn with skirt and are optional with slacks; however, if not wearing hosiery with slacks, plain (not patterned) black socks must be worn. Hosiery must be plain commercial, sheer, nylon in neutral, dark brown, black or off-black, or a dark blue shade that complements uniform and cadet's skin tone. Patterned hosiery is not authorized.

6.8.4.1 Low-quarters are worn with mess/service dress and service uniforms. Must be oxford-style, lace-up with plain round-capped toe. Soles will not exceed ½ inch in thickness and heel will not exceed 1 inch in height (measured from inside front of heel).

6.8.4.2 **Pumps.** Low cut, rounded throat shoe, with raised heel no higher than 2 ½ inches (measured from inside sole of shoe to end of heel lift), without fasteners. Tip of heel cannot be less than ½” and no larger than body of shoe. Must be same material as low-quarters. Faddish styles will not be worn (extreme toes -- pointed or squared or extreme heel shapes).

6.8.4.2.1 Not allowed in formations but may be worn to personal events such as class or social functions.

6.8.4.3 Flats are not authorized for wear at any time.

6.8.4.4 In cold, inclement weather and freezing temperatures, black boots may be worn in place of low quarters. Pants will not be bloused nor tucked into boots.

6.8.5 **Headgear.** Wear issued unaltered service/flight cap IAW AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. Headgear may only be worn indoors when conducting official inspections. Females are authorized wear of male flight cap. Cadets will wear standard chrome plated prop and wings on flight caps upon recognition. Direct descendants of Army Air Corps, Women Air Force Service Pilots, or parent USAFA graduate are authorized to wear gold prop and wings.

6.8.6 One pair (2) of standard chrome plated prop and wings will be worn, as shown in Figure 6.3., with the service dress uniform. The prop and wing insignia will be centered on the lapel with the wings parallel to the ground and aligned with the point of the lapel. Gold prop and wings are only authorized for direct descendants of Army Air Corps, Women Air Force Service Pilots, or parent USAFA graduate. C4Cs are not authorized to wear the prop and wings until successful completion of Recognition.

**Figure 6.2. Service Dress.**



**Figure 6.3. Service Dress Prop and Wings.**



**Table 6.1. Men's Service Dress Accouterment Placement.**

<b>Nametag</b>	Centered on right pocket. Bottom of nametag will rest on but not over top edge of pocket.
<b>Ribbons</b>	Centered on left pocket. Bottom of ribbons will rest on but not over top edge of pocket.
<b>Wings / Badges</b>	Centered ½ inch above ribbons. When no ribbons are worn, Center ½ inch above left pocket. Max of two. Wear two highest wings/pins/badges awarded. Place in following order of precedence from top to bottom: 1. Any prior service organizational badges 2. Soaring Instructor Pilot Wings. 3. Cadet Aviation Club Wings. 4. Cadet Flight Wing. 5. Cadet Space Badge. 6. USMC Black/Gold Anchor. Center second badge/pin ½ above first badge/pin.  Parachutist wings are optional; however, when worn they will be placed above an occupational badge or below a chaplain, aeronautical, space or cyberspace badge.
<b>Merit Pin</b>	Centered on left pocket both horizontally and vertically.
<b>AAS Pin</b>	Centered horizontally and vertically on right side pocket underneath the name tag.

**Table 6.2. Women's Service Dress Accouterment Placement.**

<b>Nametag</b>	Centered on right side between arm seam and line of buttons or lapel, even with or 1.5" inches higher/lower than first exposed button and parallel with ground as worn.
<b>Ribbons</b>	Centered on left side between arm seam and line of buttons or lapel. Bottom of ribbons even with bottom of nametag.
<b>Wings / Badges</b>	Centered ½ inch above ribbons. When no ribbons are worn, center between arm seam and line of buttons or lapel, bottom even with bottom of nametag. Max of two. Wear two highest wings/pins/badges awarded. Center second badge/pin ½ above first badge/pin.
<b>Merit Pin</b>	Centered ½ inch above nametag.
<b>AAS Pin</b>	Centered horizontally and vertically on right side pocket ½ below the name tag.

**6.9 Service Uniform.**

- 6.9.1 German Armed Forces Badge for Military Proficiency and any badges awarded by a sister service academy upon completion of Service Academy Exchange Program are authorized.
- 6.9.2 Ribbons are optional on service uniform. Aviation badges and merit list pins are mandatory.
- 6.9.3 C4Cs may wear off-base as authorized by the Commandant of Cadets.
- 6.9.4 Soft shoulder boards are worn on epaulets.



**6.9.5 Wings, Pins, and Badges.** Maximum of four (only two highest wings/pins/badges above ribbons). Wear the two highest wings/pins/badges awarded in order of precedence from top to bottom: 1) any prior service organizational badge, 2) soaring instructor pilot wings, 3) cadet aviation club wings, 4) cadet flight wings, 5) cadet space or cyber badge, 6)

parachutist badge, 7) USMC black/gold anchor.

**6.9.6** Female cadets have the option to wear the semi-form fitting, long- and short-sleeved blouse after successful completion of Recognition. It must be tucked in during formations and must not be visible when wearing outer garments (A-jacket, Service Coat).

**Figure 6.4. Service Uniform.**



**Figure 6.5. Wear of optional Service Uniform Skirt (Females).**



**6.9.7** Skirt is authorized IAW AFI 36-2903, Dress and Personal Appearance of Air Force Personnel.

**6.9.8** Hosiery will be IAW AFI 36-2903, Dress and Personal Appearance of Air Force Personnel.

## **6.10 Operational Camouflage Pattern (OCP).**

**6.10.1 Blouse.** May be removed in the immediate work area. CCQs must keep blouse on

while on duty.

6.10.1.1 ***OCP blouse sleeves may not be rolled up.***

6.10.2 **Rank insignia.** Placed on Velcro patch area centered. Refer to Figure 6.10. (Exception: Metal rank will be utilized until cloth OCP ranks are available.)

6.10.3 Wear of Operational AF Aeronautical badges is mandatory.

6.10.4 Wear of the class year patch on the left shoulder is mandatory.

6.10.5 Coyote brown (AAFES Tan 499 color code), 100% cotton, poly/cotton blend, 100% polyester or synthetic, or moisture wicking blends. Turtlenecks are authorized. Morale

t-shirts are not authorized with any combination of uniform.

6.10.6 Socks. Socks may be DLA-issued Green socks or Coyote Brown socks.

### **6.10.7 Headgear.**

6.10.7.1 **Patrol caps.** Worn by lower three classes. Will rest squarely on the head with band horizontal to ground and no hair protruding in front. Female hair must not interfere with proper wear. Refer to Figure 6.8.

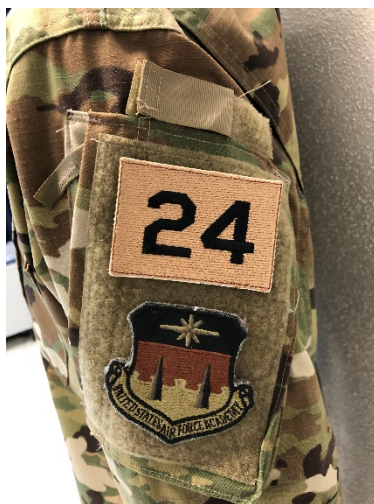
6.10.7.2 **Blue berets.** Mandatory. Worn by C1Cs or as directed by MAE (black berets are authorized only when performing Honor Guard, Saber Drill Team and Wings of Blue). Headband must be straight across forehead and 1" above eyebrows. Top draped over right ear. Prop and wings must be centered on stiffener and aligned above left eye.

6.10.7.2.1 Cadet performing duties as BCT cadre will wear cadet metal rank in place of prop and wings.

6.10.7.3 **Class colored baseball hats.** Worn only when directed by summer programs or approved in wing-level training plan.

6.10.7.4 Organizational caps, except for EMTs and course cadre, are not authorized.

6.10.7.5 **Boonie Hat.** Authorized for EST Cadre only. May only be worn in Jacks Valley, transiting directly to or from the Cadet Area to Jacks Valley, or as authorized by the EST GAOC for conduct of lesson training in the quad areas. May not be worn at any time on the Terrazzo.

**Figure 6.6. Operational Camouflage Pattern Utility Uniform****Figure 6.7. Patrol Cap.****Figure 6.8. Right Arm Patches****Figure 6.9. Left Arm Patches****Figure 6.10. Rank Placement**

## 6.11 Flight Duty Uniform (FDU).

6.11.1 Authorized for cadets enrolled in aviation programs. The FDU is not optional when OCP is mandated. Cadets not scheduled for aviation related activities must wear the UOD. The FDU sleeves will have sleeves worn down, cuffed, or tucked in accordance with AFI 36-2903. FDU sleeves will be down during all formations (e.g., Morning Officer Development, Noon Meal Formation, etc.)

6.11.2 Nametag is worn above left pocket. Includes name, "USAFA CADET" and class year. Upper-class cadets may also include aviation, space, or jump wings. The nametags will have standardized class-colored backgrounds, white borders/insignia/lettering for red and blue backgrounds, and black borders/insignia/lettering for gray and yellow background colors. Class year worn must be reflective of graduating class regardless of status. The USAFA Flying Team is authorized to wear black leather nametags. The USAFA Parachute Team, the Wings of Blue, are authorized to use nametags with blue borders/insignia and lettering and a white background.

6.11.3 For US cadets, American flag will be worn on the left shoulder. The assigned squadron patch will be worn on right shoulder. The following are the only authorized organizational patches for wear:

6.11.3.1 Wing Airmanship Staff.

6.11.3.2 Cadet Soaring Instructor Pilots.

6.11.3.3 Advanced Soaring.

6.11.3.4 Wings of Blue.

6.11.3.5 RPA (instructors only).

6.11.3.6 USAFA Flying Team.

6.11.3.7 ROTC Detachment, Service Academy, and Foreign Exchange patches.

6.11.4 Assigned squadron patches, or Group/wing patch if currently assigned must be worn at all times. Cadets may wear only authorized USAFA badges or badges earned while prior enlisted. Spice Brown color criteria patches for the OCP are not authorized for wear with the FDU.

6.11.5 Undergarments are required. Only coyote brown t-shirts (Tan 499) will be worn with the FDU. Morale t-shirts are not authorized with any combination of uniform.

6.11.6 Boots. Sage Green or Coyote Brown boots may be worn with the FDU.

6.11.7 Socks. Socks should be made of cotton or wool. Desert Sand, Coyote Brown, Sage Green or DLA-issued Green socks will be worn with FDU. Plain White socks may be worn underneath colored socks provided they are not showing.

6.11.8 Winter flying "Bunny cap" worn only with outer garment; not authorized outside Airfield Flight Line.

6.11.9 On Fridays, morale patches may be worn IAW AFI 36-2903, *Dress and Appearance of Air Force Personnel*. The following are the only authorized patches for wear:

6.11.9.1 USAF Active Duty, Reserve, and National Guard unit patches.

6.11.9.2 CWT approved cadet squadron morale patches.

6.11.9.3 AM-490 and Powered Flight Program graduate patches.

6.11.9.4 Approved Dean of Faculty department patches.

6.11.9.5 Approved Athletic Department team patches.

## 6.12 Cadet Physical Training Uniform (PTU).

6.12.1 Fitness Programs. Athletic Department allows the wear of colored shirts with the Physical Training Uniform (PTU) in order to distinguish and identify fitness program commanders and cadets-in-charge. Fitness programs include Athletic Reconditioning (RECONDO), Cadet Fitness Center (CFC), and Cadet Intramurals Program.

6.12.2 PTU T-Shirt must have pre-printed name above USAFA lettering.

6.12.3 PTU will only be worn when proceeding directly to and from the Cadet Area and athletic areas. Intramural jerseys may be worn over the PTU but must be tucked into the PT shorts and only during IM seasons.

**Figure 6.11. Flight Duty Uniform.**



**Figure 6.12. PTU.**



6.12.4 Squadron customized intramural jerseys may be worn; design and color requires AOC and AD approval. Colored Intramural Champion shirts, awarded by the Athletic Department to distinguish Intramural Champions, may be worn with the PTU, but only during individual workouts in the Cadet Fitness Center (CFC) and in accordance with Athletic Director's policy. IC cadets will not wear AD issued gear on the terrazzo or to and from practice.

6.12.5 Conservative headbands are authorized while engaged in physical activities, logos will not be visible.

6.12.6 Short, mid, and full length solid black, dark blue, white, or light gray form fitting sportswear (i.e. spandex, lycra or elastic) may be worn and visible under the PTU running shorts. Short and long-sleeved fitting undershirts, (i.e. spandex, lycra or elastic material) may be worn and visible under the short-sleeved PTU/IPTU shirt. Undershirts may only be colors previously listed.

6.12.7 Only black, dark blue, coyote brown watch caps without logos are authorized as headgear during cold weather. ***Watch caps or beanies will not be worn indoors (incl Mitchell Hall), nor will they have pom poms, arms, or other accoutrements.***

6.12.8 Shirts will be tucked into shorts or running pants at all times.

6.12.9 Running suit jacket will be zipped up above the USAFA emblem; hood will be stored and zipped if not in use. Both pant legs will extend below the ankles and will be zipped within one inch of the bottom.

6.12.10 The PTU (with full running suit) will not be worn in Harmon Hall, Fairchild Hall/CETF/McDermott Library or the Cadet Chapel unless specified as alternate uniform on an AFCW Form 18.

6.12.11 USAFA grey hooded sweatshirts and Air Force related grey, blue, or black hooded sweatshirts may be worn underneath running suit jacket for added warmth. Logos will not be visible. Any other civilian attire is NOT authorized for wear with PTU.

6.12.12 AF or Prep School issued PT gear is not authorized for wear and may not be mixed with USAFA issued PT gear.

6.12.13 Undergarments are required with all running suit combinations.

6.12.14 **Footwear.** Athletic style shoes are mandatory. Color restrictions on athletic footwear are no longer in effect. Wear of five-fingered shoes is authorized when actively participating in AD authorized events or personal physical fitness. Casual, skate, boat, clog style shoes, and boots (incl military or duck) are unauthorized.

6.12.15 **Socks.** Socks may be either white or black and may have small trademark logos.

6.12.16 Personal grooming standards apply while participating in physical fitness activities. Exception for females: long hair must be secured, but it may have loose ends that extend below the collar (i.e. ponytails). Hair will not extend below the collar if in formation, not actively participating in physical fitness activities.

6.12.17 Jewelry wear will follow normal uniform wear rules; keep safety in mind.

6.12.18 IAW AFI 36-2903, cadets are not required to render salutes while in PTU if unable to recognize rank. Saluting **is** required with rank recognition.

6.12.19 Headphones and earphones. Refer to Table 6.4.

### 6.13 Parade Uniform.

6.13.1 **Jacket.** Extend to the bottom of the hipbone, be equal distance from the floor at all points and overlap trousers by no less than 2 inches. One set of standard prop and wings will be worn on the parade collar. They will be placed on each side, measuring 1 ½” from the anterior of the collar. Center each prop and wing between the top and bottom edge of the collar and place parallel to collar (see Figure 6.12.).

6.13.2 **Trousers.** Fitted trim but not tight. Front of the trouser leg rests on the front of the shoe with a slight break in the crease; back of the trouser leg must be approximately 7/8 of an inch longer than the front. Honor Guard may wear stripes during program activities.

6.13.3 Accessories:

6.13.3.1 Headgear - white parade cap.

6.13.3.2 Gloves - white.

6.13.3.3 Suspenders - white, blue, or black (solid color only).

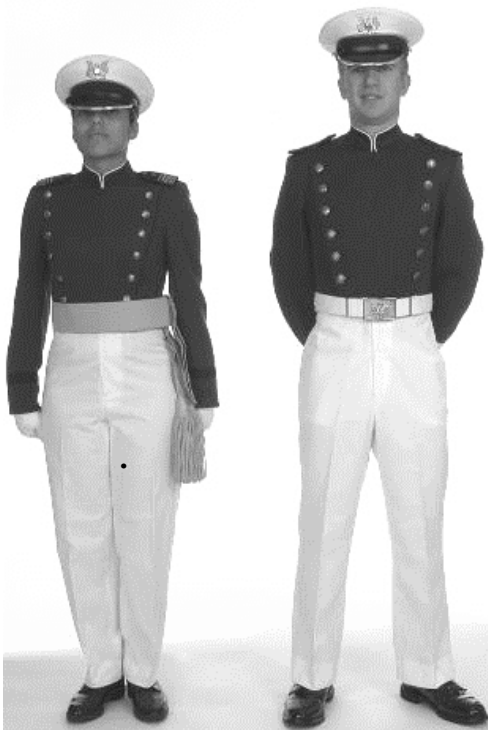
6.13.4 **Belt.** White parade belt with buckle. CICs wear gold or silver sash/tassels. The silver sash and tassel will be worn by cadets joining the United States Space Force. Tassel is worn on the left side slightly behind the hipbone. Note: Honor Guard, Drum and Bugle, and Saber Drill Team may wear the parade sash as required.

6.13.5 **Footwear.** Black low quarters with plain black socks.

6.13.6 **Sabre.** Sabre strap located under the sash. Saber and scabbard rests on the left hip in front of the tassel.

6.13.7 **Undergarments.** Mandatory and must be plain white, or match skin tone with no pattern or design.

**Figure 6.13. Parade Uniform.**



**Figure 6.14. Parade Dress Prop and Wings.**



**6.14 Cadet Informal Uniform (CIU).** Cadets are authorized to wear the CIU at the Air Force Academy. The CIU is expected to present a neat, clean and professional appearance at

all times. All clothing should be in good condition with no rips or tears. See Figure 6.13 for proper wear.

6.14.1 **Shirt.** Shirts will be short sleeve, royal blue polo-style, with the officially recognized “US AIR FORCE” contemporary symbol on front, upper left chest tucked into khaki pants

6.14.2 **Trousers.** Trousers will be pleated without cuffs and khaki in color (shorts and Capri pants are not authorized).

6.14.3 **Belt.** Belt will be brown with silver clasp.

6.14.4 **Footwear.** Shoes will be plain brown business casual low quarters or plain brown athletic style with brown or khaki in color socks with small logos.

6.14.5 **Hair-male and female.** Hair will be groomed per AFI 36-2903 Chapter 3.

6.14.6 **Travel.** The CIU will be allowed to be worn at the Commander/OIC’s direction except for during commercial air travel. Wear/use of an earpiece, any blue technology or headphones, while in uniform, indoors or outdoors, is prohibited, unless specifically authorized for execution of official duties. (Exception: Headphones and earphones (iPods, MP3 type players, etc.) are authorized during air travel and/or passenger travel. Use of a hands-free device is authorized while in uniform operating a motor vehicle.)

6.14.7 **Customs and Courtesies.** Proper military customs and courtesies honoring the flag during reveille/retreat will apply (this means coming to full attention and rendering a proper salute when outdoors.) Saluting is required with rank recognition.

**6.14.8 Unauthorized to Wear CIUs.** All C4Cs and any cadet on probation or not in good standing are not authorized to wear CIUs. *CIUs may be authorized for C4Cs by the Commandant of Cadets.*

**6.15 Outer Garments.** The A-Jacket or All Weather Coat is authorized to be worn in inclement weather and only while outdoors.

6.15.1 **Cold Weather Accessories.** Cold weather accessories will only be worn when wearing outer garments and only while outdoors.

6.15.1.1 **Gloves.** Gloves will be black. They will be leather, knitted, tricot or suede, or a combination of leather, knitted, tricot, and suede.

6.15.1.2 **Scarf.** A black knit scarf may be worn with outer garments and must be tucked in.

6.15.1.3 **Earmuffs.** Earmuffs will be black, may be worn with all authorized outer garments and may wrap around either the top or rear of the head. Black earmuffs may be worn with outer garments and may wrap around either the top or rear of the head.



Figure 6.15. Cadet Informal Uniform.



Figure 6.16. Overcoat.



Figure 6.17. Parka.



Figure 6.18. Flight Jacket.



Figure 6.19. Athletic Jacket.



Figure 6.20. OCP Rank Placement on GORTEX.



**Figure 6.21. OCP Rank Placement on Fleece.**



**Figure 6.22. Cadet Raincoat Rank.**



**Table 6.3. Outer Garments (to include optional items) and Issued Accessories.**

	A	B	C	D	E	F	G	J
LINE		Service Dress	Service	OCP	Flight Duty	Parade	PTU	
1	Overcoat	X	X			X		Scarves, black gloves, service cap, and hard shoulder board rank worn at all times. During normal wear, top button must be buttoned back and service hat worn. Only button to top collar during extreme cold. May not be worn indoors. Fig 5.12.
2	Pullover Sweater		X					Dark blue, V-neck, with cuffed sleeves, 50% wool and 50% acrylic blend sweater is authorized as indoor/outdoor garment. Tie/tab optional. May wear collar of shirt inside or outside sweater. Cannot be exposed when wearing another outer garment. Sleeves may <i>not</i> be pushed up. No nametag.
3	Blue Cardigan		X					Will be 50% acrylic and 50% non-irritation wool blend. Worn with sleeves cuffed or un-cuffed and authorized as indoor/outdoor garment. Will be buttoned completely outdoors and may be unbuttoned indoors. Shirt collar worn inside or outside. Tie/tab optional. Sleeves may <i>not</i> be worn pushed up. Cannot be exposed
4	Athletic Jacket (Consult CWTM for list of approved patches)		X					May be worn under parka and/or indoors. Zipper above nametag. Zipped to top edge, tucked into seam for formations and inspections. Patches/nametape must be sewn on; rank not worn. Exemplar patch centered above class on left shoulder. One approved special activity patch centered on right sleeve, tip edge 1" below shoulder seam.  Varsity letters below nametape on lower right of coat. Sleeves may
5	USAFA Parka		X					Issued scarf must be worn. May not be worn indoors. Hood down (unzipped and laid flat across back), zipper is even with or above nametag and flight cap worn. Metal zipper tabs always tucked into jacket seam. Nametape and class year must be sewn on; no rank worn. Hood up, no additional headgear required, unless watch cap
6	Flight Jacket				X			Green Nomex. Patches affixed same as FDU. Not worn indoors. Fig 5.14

7	All-Purpose Environmental Clothing System			X				Fleece liners will be coyote brown. Buttons below zipper placement will be buttoned. Velcro® closure on wrists will be secured. When hoods are worn up, appropriate head gear will also be worn. Metal rank insignia will be worn as displayed in Figure 6.20. May not be worn indoors.
8	Blue Cadet Raincoat	X	X					Will be worn in the same manner as the All Purpose Environmental Clothing System (APECS). All Velcro will be secured on pockets as well as over top of the zipper. Will be zipped no lower than the midpoint on the rank tab at all times. Metal rank insignia will be worn as displayed in Figure 6.18. Appropriate blues uniform headgear will be worn. Authorized to be worn over the blues uniform, parka, athletic jacket and service coat. May not be worn indoors.
9	OCP Fleece			X				Worn over OCP blouse. May be worn indoors IAW Commandant's instructions. OCP last name tape (with class year) centered between zipper and sleeve seam on right chest, AF tape adjacent to last name and centered between zipper and sleeve seam on left chest. Metal rank centered in Velcro square above last name on right chest. Zipped no lower than top of nametape. Must have collar folded over when zipper is not completely zipped. OCP sleeves must be rolled down.
10	Watch Cap			X	X		X	Plain Black with all outer garments and PTU from 1 Oct through 30 Apr. Wear must be directed remainder of year. May not be worn without outer garments. Plain Black/Coyote Brown with OCPs. Worn snugly with no excess material bunched on top, covering ears, but not eyebrows, and no hair protruding in front of cap. Fold excess material up around cap to allow for proper wear. No logos.
11	Scarf	X	X					Only black, issued scarf will be worn.
12	Gloves (black)	X		X	X		X	Leather, knitted, tricot or suede, or a combination of those. Maintain one pair of issue black leather gloves for formations. No logos.

**Table 6.4. Clothing/Accessory Standards.**

	A	B
<b>L I N E</b>	<b>Present proper military image</b>	<b>Must be:</b>
<b>1</b>	Watch (1 Only)	Must be conservative and <i>only</i> one can be worn around wrist while in uniform, PTU, or civilian attire in an official capacity. Conservative examples ( <i>not</i> all inclusive) are solid color black, brown, silver or gold. Prohibited examples are diamond-covered, neon, bright colors (incl white), and bands that exceed 1-inch width.

2	Bracelet (1 Only)	<b>Ankle bracelets are not authorized.</b> Airmen may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Medical alert/identification bracelets are authorized. If worn, they will be conservative and moderate being within reasonable limits. They will not be excessive or extreme, which is defined as plain, not drawing inappropriate attention. Gemstones/tennis bracelets may only be worn with the mess dress uniform. Bracelets espousing support for cause, philosophy, individual or group are not authorized (Exception: Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized).
3	Rings	Maximum of three rings on both hands combined. Will be worn only at base of finger. No thumb rings authorized.
4	Earrings (Men/Women)	<b><i>Male Cadets are not authorized to wear earrings on military installation, or while in uniform or in civilian attire for official duty.</i></b> Female Cadets may wear small (not to exceed 6 mm in diameter) spherical, conservative (moderate, being within reasonable limits; not excessive or extreme) round white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in lower earlobes. Earrings will match and fit tightly without extending below earlobe unless piece extending is connecting band on clip earrings.
5	Eyeglasses and sunglasses	Will be worn in the manner for which they are made. Eyeglasses and sunglasses will not be worn around the neck or on top/back of head or exposed hanging on the uniform. Eyeglasses and sunglasses may have conservative ornamentation on non-prescription sunglasses or eyeglasses, frames may be black or brown material or gold or silver wire. Brand name glasses may be worn with small logo on frames or lenses. Logo may contrast with frame color or lenses (conservative colors/small logos; black, brown, matte silver/gold). Conservative wrap-around sunglasses may be worn. <b>Conservative</b> , clear, slightly tinted, mirrored or photosensitive lenses are authorized (lens colors such as orange, blue, green, pink, purple, and red are not conservative). Sunglasses (to include darkened photosensitive lenses) are not authorized in formation. <b>EXCEPTION:</b> Cadets with valid Cadet Illness/Injury Report requiring sunglasses due to eye surgery will participate in Noon Meal Formation ONLY.
6	Contact Lenses	Contact lenses will be natural looking in shape and design. They will be clear in color and not change color of cadet's natural eye color.
7	Pencils/pens, pocket knives	Concealed. ( <b>EXCEPTION:</b> When carried in compartment of OCP or FDU)
8	Necklaces	Concealed under collar or undershirt; not visible.

9	Handheld Electronic Devices	Will not be worn while in uniform unless required for official duties. When worn, will be plain black, silver, dark blue, or gray. Holster and other storage devices used to carry handheld electronic devices will be plain black, silver, dark blue, or gray. One handheld electronic device may be attached to a belt/waistband on either side, clipped to a purse, or carried in left hand. While walking in uniform use of handheld electronic devices, including ear pieces, speaker phones or text messaging is limited to emergencies or when official notifications are necessary. Military customs and courtesies take precedence.
10	Headphones /Earphones	Authorized while exercising indoors. <b><i>Per AFI 36-2903, wear/use of an earpiece, any Bluetooth technology or headphone, while in uniform, indoors or outdoors is prohibited, unless specifically authorized for the execution of official duties.</i></b> Per AFI 91-207, the use of portable headphones, earphones, cellular phones, or other listening and entertainment devices (other than hearing aids) while walking, jogging, running, bicycling, skating, or skateboarding on roadways or adjacent to roadways is prohibited. Use of listening devices impairs recognition of emergency signals, alarms, announcements, approaching vehicles, human speech, and outside noise in general. EXCEPTION: Headphones and earphones (iPods, MP3-type players, etc.) are authorized during travel on public transportation (i.e. bus, train, or air travel) and/or while wearing the PTU during individual or personal PT in the fitness center.
11	Bluetooth/ Earpiece	<b><i>Wear/use of an earpiece, any bluetooth technology or headphones, while in uniform, indoors or outdoors, is prohibited, unless specifically authorized for execution of official duties.</i></b> Per AFI 91-207, the use of portable headphones, earphones, cellular phones, or other listening and entertainment devices (other than hearing aids) while walking, jogging, running, bicycling, skating, or skateboarding on roadways or adjacent to roadways is prohibited. Use of listening devices impairs recognition of emergency signals, alarms, announcements, approaching vehicles, human speech, and outside noise in general. Exception: Headphones and earphones (iPods, MP3 type players, etc.) are authorized during air travel and/or while wearing PTU during individual or personal PT in fitness center or on designated running areas. Use of a hands-free device is authorized while in uniform operating a motor vehicle.
12	Umbrella	Plain black, carried in left hand.
13	Handbags (Shoulder)	Plain black leather or vinyl without ornamentation, with or without plain fold-over flap with or without single-placed silver or gold-colored clasp. May have up to two adjustable shoulder straps with or without buckles. May be patent leather or high gloss not to exceed 13 x 9 x 4 1/2 inches deep.
14	Handbags (Clutch Style)	Plain black smooth or scotch-grain leather, patent leather, high gloss, or manmade material without ornamentation. Fabric, suede, or patent leather with mess dress, formal dress, and ceremonial dress. Purse will be no larger than 6 1/2 x 11 inches or smaller than 5 x 9 inches. It must have a concealed closure and may have a wrist strap.

15	Gym Bags	Solid dark-blue, black, olive drab, Air Force sage green or OCP pattern with matching stitching and carried in the left hand with any authorized USAFA Cadet uniform. Use of shoulder strap is authorized on the left shoulder and the strap may cross the body as long as it does not interfere with rendering the proper salute. Small logos are authorized. <b>Athletic and club teams issued gym bags may not be worn in any uniform combination (to include designated PT Gear) unless it complies with regular backpack standards.</b>
16	Back Packs/Drawstring bags	Authorized in any uniform combination-USAFA ( <i>Figure 6.23.</i> ) issued blue (Class 2023 backpack) and solid Black back packs. OCP/FDU/PTU-OCP patterned, Tan, and Coyote Brown back packs Small logos are authorized. Cadets may wear a back pack on the left shoulder or both shoulders (not to interfere with rendering the proper salute). Back packs will not have ornamentation, a high- gloss, designs, or hanging/dangling objects. <b>All drawstring bags must be solid black in color.</b> EXCEPTION: Water bottles may be attached to the outside of the bag. Small gold or silver clasp authorized, but chains are not authorized. <b>Athletic team issued backpacks may not be worn in any uniform combination (to include designated PT Gear) unless it complies with Air Force backpack standards.</b>
17	Camelbacks	Only worn when authorized in connection with a training activity or program. Camelback® must be plain solid black, tan, coyote brown, or occupational camouflage pattern (OCP).
18	Ruck Sacks	Only worn when authorized in connection with a training activity or program. Ruck Sacks must be plain solid black, tan, coyote brown, or occupational camouflage pattern (OCP).
19	Religious Items	Indoors: Installation commander and chaplain may approve plain, dark blue or black religious head covering. Outdoors: Installation commander and chaplain may approve religious head covering which are concealed under headgear. Other religious apparel and items will be concealed except when worn during religious services. Do not wear approved items during parades, ceremonial details and functions or in official photos.

19	Religious Items	Indoors: Installation commander and chaplain may approve plain, dark blue or black religious head covering. Outdoors: Installation commander and chaplain may approve religious head covering which are concealed under headgear. Other religious apparel and items will be concealed except when worn during religious services. Do not wear approved items during parades, ceremonial details and functions or in official photos.
20	Lanyards	Cadets and Permanent Party will comply with USAF guidance. Lanyards will be conservative in nature, dark colors, silver small conservative chains, or clear plastic. Access passes, identification badges, and common access cards are only authorized for wear when required within the confines of the location for which they were issued. When worn, they will be worn on the front of the body above the waist and below the neck and must not present a safety hazard. Additionally, small logos of unit patches, appropriate unit designations, and Air Force or Air Force Academy insignia are authorized so long as they are conservative in color.

## 6.16 Patches.

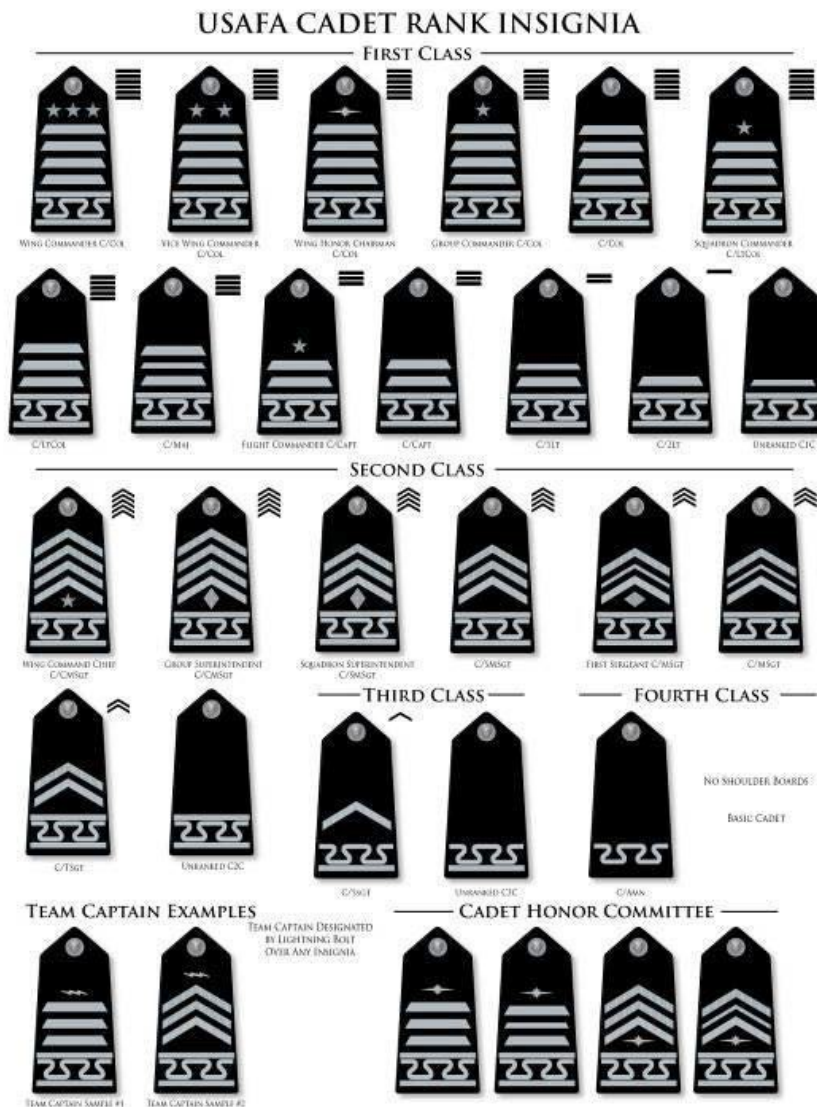
6.16.1 Special Activity Patches may only be worn on Athletic Jacket. Send requests for new or redesigned club or activity patches, including a color drawing of patch, to Cadet Extracurricular Activity Board (CEAB) Patches. Must not exceed 3 ½” in diameter.

6.16.1.1 CEAB forwards approved request, by memorandum, to the Commandant for final approval. Commandant informs, by memorandum, Support Division and 10 ABW/LGRCU in turn, of patches to be placed on approved patch list for wear on cadet uniform. CEAB maintains approved list of patches.

6.16.2 Commandant or representative will brief all new patches to be placed on approved patch list for wear on cadet uniform to Cadet Uniform Board for information and recording in Cadet Uniform Board minutes.

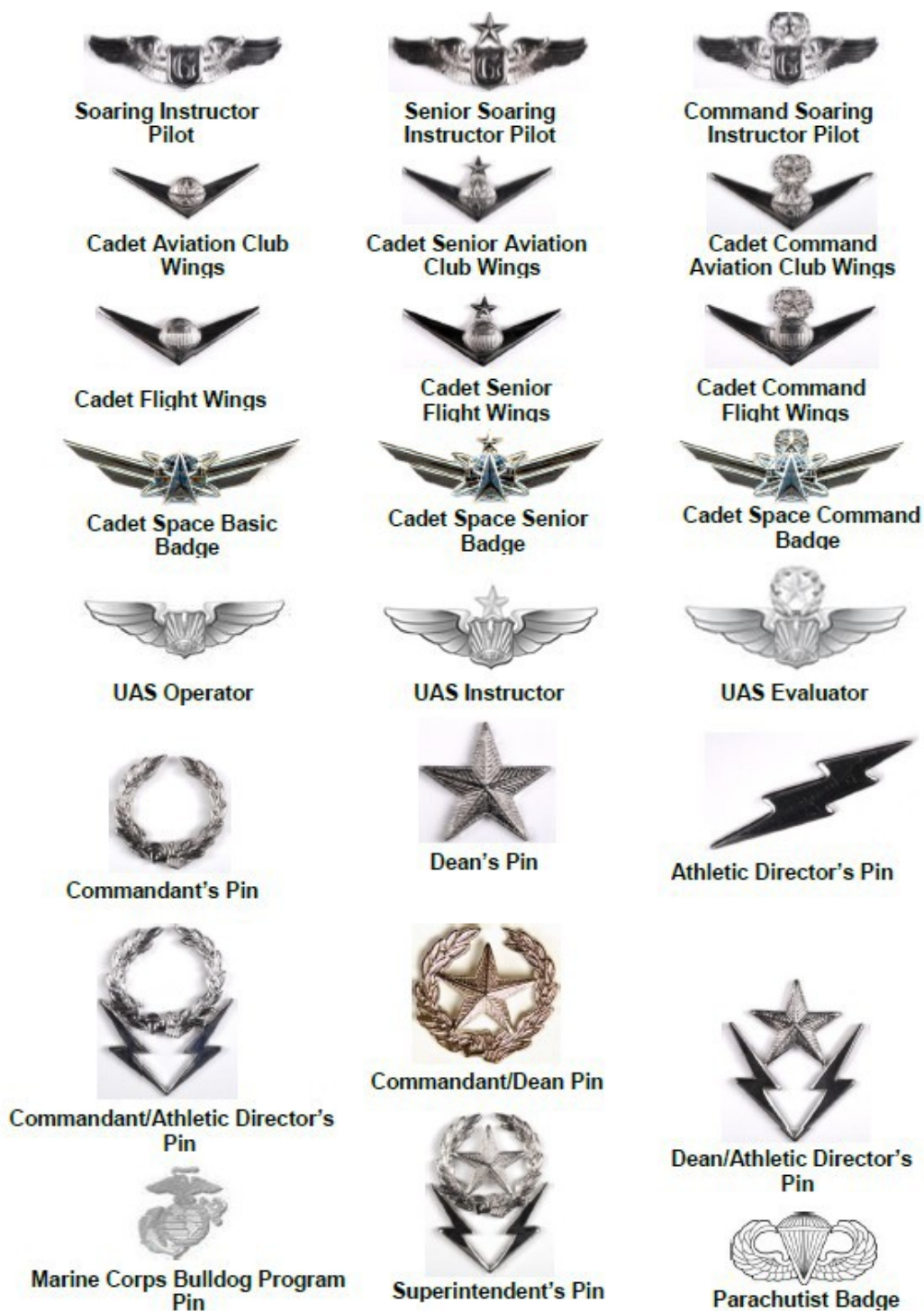


Figure 6.23. Cadet Rank Insignia.



**Note:** Team captains may be ranked as C/Maj or higher (1<sub>o</sub>), C/TSgt or higher (2<sub>o</sub>), or C/SSgt (3<sub>o</sub>) and are identified as such by a lightning bolt engraved on their shoulder boards. Team captain lightning bolt added to any rank on which it will fit horizontal to ground.

Figure 6.24. Cadet Merit Badges.



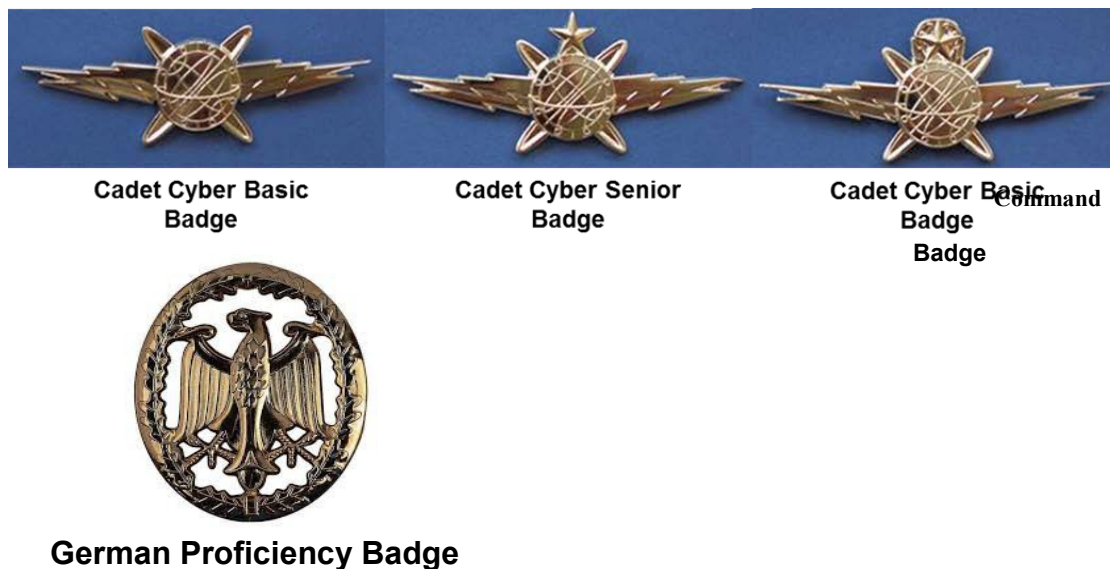


Figure 6.25 AAS Fourragere



**Note:** AAS pin is not authorized for wear on the OCP uniform.

Table 6.5. Exchange Cadet/Midshipmen Equivalent Uniforms.

USAFA	USMA	USNA	USCGA
Mess Dress	Full Dress Grey Dress Mess	Dinner Dress	Dinner Dress
Parade Dress	Full Dress Over White	Full Dress Blue	Service Dress with Combination Cover
Service Dress with Service Caps as specified	Dress Grey (Winter) White Over Grey (Summer)	Service Dress Blue (Winter) Summer White (Summer)	Full Dress Blue
Service Uniform	As For Class	Summer Working Blue Winter Working Blue	Tropical Blue Long (Summer) Winter Dress Blue (Winter)
FDU	FDU	FDU	FDU
OCP	OCP	Navy Work Uniform	ODU
Athletic Uniform (as appropriate for sport)	Gym Alpha (or team uniform applicable to sport)	PT Gear (or team uniform applicable to sport)	Gym (or team uniform applicable to sport)

Overcoat	Long-O	Overcoat	Bridge Coat
Parka	USMA Parka	Reefer	Parka
Service Cap	Service Cap	Combination Cover	Combination Cover
Flight Cap	Garrison Cap	Flight Cap	Garrison Cover
Athletic Jacket	Grey Athletic Jacket	Blue Windbreaker	Blue Windbreaker

**Note:** Exchange cadets/midshipmen wear cadet winter uniform options when USAFA cadets wear service dress with service caps in parades, march-on, or retreat formations.

**Figure 6.26. Examples of Authorized Backpacks.**



**Figure 6.27. Examples of Authorized Gym Bags.**



Figure 6.28. Examples of Unauthorized Backpacks and Gym Bags.



## Chapter 7 - SAFETY AND SECURITY

### 7.1. Emergency Response Measures.

7.1.1. Dial “911” to contact Security Forces (SF), Fire Department, or ambulance. **Note:** “911” calls will be answered by Colorado Springs 911 services. **Note:** Do NOT Hang Up, Colorado Springs 911 will dispatch USAFA emergency services.

7.1.2. Continue notification to the Cadet Wing Operations Center and the chain of command as the situation allows.

7.1.3. Gather other cadets and execute emergency action procedures.

7.1.4. Provide comfort or immediate care to injured or wounded personnel as situation allows.

7.2. **Risk Management (RM).** When participating in squadron or wing-wide training, MAE, or High-Risk Activities, the senior ranking cadet must document steps of RM, submit for approval, and be prepared to brief the chain of command and/or USAFA/SE (if explosives are involved) on inherent risks and mitigating measures.

7.2.1. All personnel are responsible for utilizing RM concepts, tools, and techniques.

7.2.2. RM will be integrated into all mission activity planning processes that our not governed via separately established requirement and guidelines, ensuring decisions are based upon risk assessment of the operation or activity.

7.2.3. For all squadron or wing wide training. MAE, spirit missions with the potential for personal injury, or high risk activities, the senior ranking cadet or designee must complete AF Form 4437, Deliberate Risk Assessment Worksheet and submit for approval based on the residual risk level. Squadron Commanders will collect risk assessments with all training plans, review them for quality control and submit to USAFA/CWTT for archiving.

7.2.4. Approval authority for risk acceptance will be in accordance with the following guidance:

Residual Risk Level	Approval Authority
Extremely High	Commandant
High	Group AOC, Division Chief
Medium	Squadron AOC, AMT, or Club OIC
Low	Senior Ranking Cadet, Cadet in Charge

### 7.3. Mishap Reporting Procedures.

7.3.1. All mishaps, regardless if medical attention is or is not sought, must be reported to the cadet’s chain of command up to the AOC and the squadron safety officer/NCO within 24 hours. This includes mishaps that involve damage to government property. Cadets in TDY status must

report all mishaps immediately to their permanent party program OIC and Cadet in Charge (CIC). EXCEPTION: cadets on break will notify their chain of command up to the AOC and the squadron safety officer/NCO within 48 hours of the incident.

7.3.2. The mishap cadet and the squadron safety officer/NCO will complete and forward AF Form 978, Supervisor's Mishap Report, within five calendar days to USAFA/SE organizational mailbox (usafa.seo@usafa.edu). TDY/deployed cadets are not exempt from this requirement. Cadets will send a copy of the AF Form 978 to the TDY/Deployed USAFA POC within 2 duty days. Cadets on break will notify their chain of command up to the AOC and the squadron safety officer/NCO within 48 hours of the incident and complete the AF Form 978 within one day upon return from break.

**7.4. Cadet Illness/Injury Report (AFCW Form 18).** The purpose of the AFCW Form 18 is to ensure cadets adhere to doctor's orders. The AOC is final approval authority for recommended actions without a medical appointment. The hard-copy AFCW Form 18 will be used as a backup to the CAMIS generated report.

7.4.1. Cadets must carry an approved AFCW Form 18 on their person until expired or no longer warranted.

7.4.2. Cadets must ensure medical personnel accurately/specifically document all duty limitations on the form, including duration of limitations and alternate uniform information. Cadet leadership should help to ensure these restrictions are met.

7.4.3. AOCs may approve bed rest for up to 24 hours. AOCs/AMTs or cadets will notify instructors and coaches of the cadet's absence. Reference USAFAI 36-3536, *Allocation of Cadet Time*.

7.4.4. Cadets on bed rest will post the AFCW Form 311, *Bed Rest or Post Duty Rest Notification*, outside their room.

## **7.5. Ground Safety.**

7.5.1. **Lightning Warnings.** Upon notification of a lightning warning, seek immediate shelter in nearest facility until the "all clear" (e.g. Giant Voice, Falcon Voice, AtHoc, text messages, phone call) is given. The route indicated in Figure 6.1 below may be used to transit within the Cadet Area. DO NOT transit across the terrazzo during a lightning warning. **Note:** Cadets will not attempt to transit to/from the athletic facilities while under a lightning warning. If already located in the AD, sheltering in their facilities is mandatory.



**Figure 7.1. Terrazzo Lightning Transit Map.**



Note: C4Cs are authorized to use inside stairwells during lightning warnings.

**7.5.2. Outdoor Activities.** The following guidelines have been established to ensure personnel are aware of all necessary protective measures while participating in physical activity along USAFA roads and trails. Reference AFI 91-207, *USAF Traffic Safety Program*, and USAFA Sup 1.

7.5.2.1. Always carry military identification card and proximity badge.

7.5.2.2. Notify someone of your planned route of travel and expected time of return.

7.5.2.3. Reflective belts or vests must be worn when exercising from one hour before sunset to one hour after sunrise and during other periods of reduced visibility.

### **7.5.3. High Risk Activities (HRA).**

7.5.3.1. These are activities having a higher potential for personal injury due to the level of competition, speed, risk, or skills needed and requiring greater agility, stamina and dexterity. Any activity that involves above average exposure to hazard which could result in injuries is considered a HRA. Some examples include, but are not limited to, parachuting, rock climbing, skiing/snowboarding, and hunting. Cadet clubs that regularly perform high risk activities, despite being supervised by USAFA staff, will have members complete AF Form 4391. This provides notification to the AOC, an additional layer of mentorship/counseling, and covers the member should they perform these activities outside the club purview.

7.5.3.1.1. Cadets will receive a briefing outlining the HRA program requirements each semester. Additional briefings will be conducted prior to major breaks. Briefing will be conducted by the squadron safety officer.

7.5.3.1.2. Cadets participating in off-duty high risk activities, will complete an AF Form 4391, *High Risk Activities Worksheet* and have a discussion with and be granted approval from AOC/AMT each semester prior to participating in high risk activities. This requirement will not be delegated to the cadet chain of command.

7.5.3.1.3. HRA will be discussed and reviewed during cadet semester feedback. Feedback will be documented in Section 7 of the CW Form 724 and any discrepancies with the HRA will be forwarded to AOC/AMT for further discussion.

7.5.3.1.4. If last minute opportunity becomes available for participation in a HRA, the AOC/AMT may, after discussion, grant approval, and then the AF Form 4391 will be completed the next duty day.

**7.5.4. Pedestrians and Joggers.** Joggers and walkers must travel single file facing oncoming traffic and will not traverse on roadway pavements or on designated bicycle lanes, except to cross intersections when no other options exist. Joggers and walkers will obey off-limit areas. The use of portable headphones, earphones, cellular phones, iPods, or other listening and entertainment devices (other than hearing aids) while walking, jogging, running, bicycling, skating, or skateboarding on roadways is prohibited. Use of listening devices impairs recognition of emergency signals, alarms, announcements, approaching vehicles, human speech, and outside noise in general.

**7.5.5. Bicycles, Scooters, Roller-Blades and Skateboards.**

7.5.5.1. Do not roller-blade, skate, skateboard, hover board, or ride bicycles or scooter (or similar devices) anywhere on the terrazzo or inside any USAFA facilities.

7.5.5.2. Approved helmets will be worn when taking part in any of the prior stated activities; including snow skiing and snowboarding.

7.5.5.3. Lock bikes in designated bike racks located near the dormitories, cadet gym, and field house.

7.5.5.4. AOC approval in writing is required to store bikes in squadron storage areas. Written approval will be posted on the wall in the squadron storage areas.

7.5.5.5. Bicycles parked in the cadet dormitory areas must be registered with Vandenberg Hall Outdoor Recreation or Cadet Wing Operations Center (CWOC).

7.5.5.5.1. Any unregistered bicycle left abandoned seven days after the graduation parade will be confiscated.

**7.6. Vehicle Safety.** Cadets must complete Traffic Safety Course I (Standard Traffic Safety Course) and Traffic Safety Course II (Local Conditions) prior to driving. Course I and Course II will be administered annually to all C4Cs in the fall semester. Course I and II must be completed prior to driving automobiles on base and is a mandatory briefing following second Basic Cadet Training (BCT).

7.6.1. Drivers and occupants of motor vehicles will comply with all federal, state, local and base laws, ordinances and instructions regarding safety and operation. Vehicles must be legal and maintained in a safe operating condition at all times. Inability to maintain a vehicle is grounds for revocation of privilege to own/maintain a vehicle at USAFA. If 10 SFS discovers an illegal or unsafe vehicle, they will impound it.

7.6.2. Do not ride in the bed of pickup trucks, stake bed trucks or gators and/or razors unless designed to carry passengers. The vehicle operator allowing others to ride in the back of these vehicles will lose driving privileges.

**7.6.3. Motorcycles/ATVs/Dirt Bikes.**

7.6.3.1. **Motorcycles:** First and Second Class Cadets are allowed to own, maintain and operate a motorcycle designed for on-road use only as a member of the Cadet Motorcycle

Club, in compliance with the Cadet Motorcycle Club Charter, guidelines and regulations, to include AFI 91-207. Cadets must be in good standing, have AOC approval and have a current and approved High-Risk Activity worksheet (AF Form 4391). All cadet club members must enroll and successfully complete an approved Motorcycle Safety Foundation Basic Motorcycle Safety course prior to operating a motorcycle. Contact CW Motorcycle Safety Representatives for procedure to request approval.

7.6.3.1.1. First Class Cadets who will riding during 60 days post-graduation are required to enroll in motorcycle safety courses in their final semester, provided it is in accordance with AFI 91-207 USAFASUP, U.S. Air Force Traffic Safety Program. Cadets must be in good standing and have AOC approval. Contact USAFA/SE (333- 3205) for procedures to request approval.

7.6.3.1.2. Cadets are not allowed to ride as a passenger on a motorcycle designed for on-road use.

7.6.3.2. **ATV/Dirt Bikes:** Cadets are authorized to legally operate off-road vehicles but are prohibited from operating off-road vehicles on roads and in unauthorized locations as defined by local and state law. Cadets are not allowed to keep or maintain off-road vehicles in cadet parking areas.

7.6.3.2.1. Cadets must adhere to all safety regulations referenced in AFI 91-207 and the DoD Traffic Safety Program 6055.04. Cadets must have a current and approved High- Risk Activity briefing before operating any off-road motorcycle or ATV.

7.6.4. Cadets must notify their AOC/AMT and their cadet chain of command within 24 hours of any on- or off-base vehicle accident or civilian citations/charges, to include arrests by civilian authorities. If unable to contact AOC/AMT, cadets must call Cadet Wing Operations Center (333-2910 or 1-877-289-5222) to report incident. Cadets must report accidents or incidents to appropriate authorities as required by base, state, or local laws. Immediately report accidents on USAFA to 10 SFS Base Defense Operations Center (BDOC) (333-2000), ref AFMAN 31-116 USAFASUP, *Air Force Motor Vehicle Traffic Supervision*, for USAFA traffic plan.

7.7. **BBQ Grills.** Propane and charcoal grills will not be used inside or within 10 feet of any facility to include the overhang of any facility. When grills are used within dormitory quads, they will not be positioned under any tree limbs.

7.7.1. Do not use turkey fryers of any kind or for any reason in the Cadet Area.

7.7.2. BBQ grills and propane tanks will be properly stored when not in use.

7.7.2.1. Due to limited storage within propane storage cages, each squadron is limited to three propane tanks. Each must be marked with correct Cadet Squadron (CS) number. Under no circumstances will propane tanks be stored outside of cages. Tanks left out of cages will be confiscated and disposed of.

7.7.2.2. Sijan Hall propane storage cages are located at northwest corner of Lower Sijan Hall parking lot, or the east end of the 2 Degree Vandenberg lot. Vandenberg Hall propane storage is located in northeast corner of Vandenberg's northwest parking lot.

7.7.2.3. Storage of charcoal in the cadet area is prohibited.

7.7.3. BBQ grills must be marked with the correct cadet squadron (CS) number and be stored in trash compactor rooms of Sijan/Vandenberg Halls. Grills must be stored against the wall (out of the way of the trash compactor), be cool to the touch and charcoal will be completely extinguished and cool to the touch before disposal. Grills/propane tanks are not allowed to be

stored under the Pavilions. Propane bottles must be removed from grills and will be stored in approved propane storage cages. Large trailer mounted grills will be stored in lower Sijan or lower C2C parking lot. Unmarked and/or inappropriately stored grills will be confiscated and disposed of.

**7.8. Fire Evacuation Procedures.** Take the following actions:

7.8.1. If fire is detected (smoke, visible fire) activate the fire alarm, or if alarm is activated in your area of a facility (Vandenberg Hall fire alarm system is zoned), immediately evacuate through nearest clear exit (do not use elevators) and travel safest route to the terrazzo infield, squadron leadership is responsible for ensuring personnel have evacuated.

7.8.1.1. Form up in the designated squadron parade location. During periods of inclement weather each squadron will have a pre-designated evacuation area in a safe indoor location for accountability.

7.8.1.2. The ranking cadet is responsible for the formation and will take accountability.

7.8.2. Once alarms cease, personnel may reenter buildings unless the incident commander and/or command post direct otherwise. The ranking cadet is responsible for the formation and will take accountability.

**7.9. Hazardous Activities.**

7.9.1. **Firearms.** Cadets are authorized to own personal firearms IAW CoCI 31-104, *Armory Operations*, but must notify their AOC in writing.

7.9.1.1. Privately owned firearms and ammunition are not allowed in the Cadet Area.

7.9.1.2. Written notification will contain the following: cadet's name, type of weapon(s), location and address where weapon(s) is/are stored and name of legal owner.

7.9.1.3. Cadets who purchase a weapon will verbally notify the AOC within 24 hours of purchase. Cadet must provide the written notification within 48 hours.

7.9.1.4. AOC/AMT will file written notification in the Cadet Personnel Record (CPRII); Section I, under general authorizations.

7.9.1.5. Cadets who maintain weapons must comply with all applicable federal, state, local and base laws, ordinances, and instructions governing registry, bearing, possession, and use of weapons and must store at an on- or off-base storage location or at sponsor's house.

7.9.1.6. Weapons/ammunition will not be kept in any vehicle on USAFA, unless weapon is being moved to or from an approved storage location for approved use.

7.9.1.7. Members of Paintball/Air Soft Clubs will store weapons within club facilities.

7.9.1.8. Cadets involved in activities involving firearms must ensure they are properly trained on safe operation of weapon.

7.9.2. **Pyrotechnics and Munitions.** Cadets will not handle munitions/explosives at any time. Only qualified and trained permanent party personnel will handle munitions/explosives.

**7.10. Security Measures.**

7.10.1. **Common Access Card (CAC).** Cadets may not use another person's CAC to gain entry into the Cadet Area, or any other restricted access area. Cadets who use a CAC or proximity card with the intent to deceive are subject to sanctions under the Honor Code. Unserviceable cards with unidentifiable photos must be replaced as soon as possible.

**7.10.2. Proximity Cards (Proxy Cards)** will not be worn outside the Cadet Area. **CACs do NOT take the place of your proxy. Proxy cards are still required to be displayed above the waist.** Contractors are required to wear proxy cards while on any part of USAFA.

7.10.2.1. Proxy cards must not be worn during any formal military formations or any other situation when being photographed.

7.10.2.2. Proxy cards are considered operational Air Force access media and must be secured appropriately. Cadets may NOT use another cadet's proximity card for any reason.

7.10.2.3. Immediately report any lost/stolen proxy card to AOC/AMT. Replace immediately through Help Desk (333-0083) located in Fairchild Hall.

7.10.2.4. Individuals not properly wearing a proxy card will be considered suspicious and should be challenged unless escorted by an authorized official.

7.10.2.4.1. Ask individual for identification. Proxy cards must be serviceable with a clearly identifiable photo.

7.10.2.4.2. If individual cannot produce proper identification, escort to nearest ECP.

7.10.2.4.3. If they refuse or display suspicious behavior, record description of person and immediately notify 10 SFS, Cadet Wing Operations Center, and/or any permanent party.

**7.10.3. Photography Restrictions.** Care must be taken when shooting photographs or videos on any military installation. Photographs and video can be used by foreign governments, terrorist cells and other organizations to identify vulnerabilities in our security, collect information about our capabilities and resources, and to develop plans to infiltrate or attack our organizations. Photography at USAFA airfield must be approved by 306 FTG.

7.10.3.1. Individuals who take pictures or videos that contain information on the Critical Information List or that contain operational security (OPSEC) or For Official Use Only (FOUO) information may have their equipment confiscated and inspected by USAFA/CW, 10 SFS, and/or Air Force Office of Special Investigations (AFOSI).

7.10.3.2. Cadets posting photographs or video on public websites must ensure photographs or videos are of good taste and represent the Academy in a positive manner.

7.10.3.3. Photographs taken by cadets as part of an official activity become property of the AF. Official AF imagery cannot be sold; it must be cleared and released (given away) through official PA channels (placement on a website or distribution via e-mail outside DoD channels is a "release"). Cadets will not provide photographs/videos to any form of public media (i.e. television networks and newspapers).

#### **7.10.4. Non-DoD Visitors.**

7.10.4.1. Visitors to the Cadet Area require escorts at all times. Cadet escort requirements are listed in USAFAI 36-2016. Each cadet may escort a maximum of 10 visitors. Cadets are responsible for conduct and behavior of guests on the installation and in the Cadet Area. Cadets must remain with visitors at all times (except within restroom facilities). Visitors are allowed in dormitories until Academic Call to Quarters (ACQ). On days with no ACQ, visitors must depart one hour prior to Taps.

7.10.4.2. Approval to Escort. AOCs are the approval authority for individual cadets to conduct personal escort duties in the Cadet Area. Outside agencies requesting cadet escorts must comply with USAFAI 36-2016, *Cadet Escort Program*.

7.10.4.3. Cadets may host high school aged visitors (i.e. athletic prospects) overnight in the dorms (at no charge) after receiving AOC/AMT approval and must comply with USAFAI 36-3501, *Cadet Screening for Youth Activities*.

7.10.5. **Bomb Threats.** Personnel must be vigilant to the potential for placement of bombs on the installation and should challenge and report suspicious activities to chain of command or SF immediately. All bomb threats must be treated seriously and steps must be taken to minimize injury to personnel and damage to property.

7.10.5.1. Do not leave bags/backpacks unattended.

7.10.5.2. Store bags/backpacks in appropriate storage areas.

7.10.5.3. Bags/backpacks should be marked with name and squadron.

7.10.5.4. Cadets who spot unattended bags must immediately notify Cadet Wing Operations Center (333-2910) and provide name, description, and location of bag.

7.10.5.5. Land-line telephones must have AF Form 440, *Bomb Threat Aid* checklists located adjacent to them for quick reference in case of threat.

7.10.6. **Computer Documentation.** Each cadet must maintain documentation, replacement authorization memorandums, copyright information, and software licenses for any non-issued hardware, application software, and/or operating systems loaded on his/her computer.

7.10.7. **Software Copyright.** Cadets are responsible for ensuring they are in compliance with copyright restrictions for each piece of software maintained on their computers.

7.10.7.1. Do not use or place any licensed software on a personal computer for which you do not have copyright authorization, nor make, or permit to be made, copies of software, either for use or another's use, unless explicitly authorized in software's copyright conditions.

7.10.7.2. Copyright conditions for commercial (issued and cadet purchased) software are normally stated in writing within software's published documentation. Cadets must read and adhere to copyright restrictions in shareware and freeware just as for commercial software.

**Note:** *Freeware and Shareware are subject to removal if vulnerabilities are found that cannot be remediated.*

7.10.8. **Network Connectivity Requirements.** Cadets may only connect issued or officially approved computers to the USAFA network. Boingo, until superseded by future instruction, is the commercial/non-official internet access service available to cadets. .EDU domain is only to be used for official purposes.

7.10.9. **Computer Virus Protection.** Cadet computer systems include authorized anti-virus software. Software must be configured to be managed by 10 CS antivirus servers. Cadets may not disable it or remove anti-virus software from systems.

7.10.10. **System Center Configuration Manager (SCCM).** Cadet computers connecting to the network will have properly installed and configured SCCM. If the computer has software installed that cannot be managed via SCCM, it is the cadet's responsibility to ensure all available patches are applied. Systems identified without SCCM will be flagged by 10 CS and users will be notified and allowed three duty days to comply. If non-compliant, computers will be disconnected from the network and remain disabled until compliant.

7.10.11. **Email.**

7.10.11.1. Sending abusive, harassing, anonymous, offensive, discriminatory, pornographic, or altered identity email to any member is strictly prohibited.

7.10.11.2. USAFA email correspondence must not contain any form of animation, colored backgrounds, or unusual fonts.

7.10.11.3. Signature blocks may contain only: name, rank, duty title, unit, and contact information. Official email should include “//SIGNED//” in upper case before the signature block. Do not add slogans, quotes or other personalization to an official signature block. Reference AFI33-119, Electronic Mail (E-Mail) Management and Use.

7.10.11.3.1. Example of approved signature block:

//SIGNED//

BILLY Q. JOEL, C1C, USAF  
Wing AT/FP Officer

7.10.11.4. Use approved procedures, labels, and formats only when actually transmitting “For Official Use Only” personal or privacy act information.

**7.10.12. File/Directory Sharing.** USAFA network will not be used for sharing or distribution of copyrighted software or material unless copyright specifically grants free and unrestricted distribution. This includes but is not limited to network shared drives, file shares, file sharing sites on internet or personal file sharing apps (e.g. Dropbox, Shareaza, BitTorrent, Bearshare, etc.).

**7.10.13. Inappropriate Use of Computers.** Cadets will not use network to interfere with or circumvent system security or integrity, obstruct users from authorized services, or conduct harassing activities toward other network users. Prohibited activities include but are not limited to:

7.10.13.1. Transmitting, downloading, accessing, displaying, or storing offensive, discriminatory, pornography, or sexually related material.

7.10.13.2. Unauthorized sharing of intellectual property (e.g., copyrighted media).

7.10.13.2.1. Do not use copyrighted material in violation of owner of copyright(s). According to federal law, it is a criminal act to download, store, or reproduce copyrighted materials without authorization from owner of the copyright. Guidance applies equally to media files and computer software.

7.10.13.2.2. Cadets, either individually or through their AOCs, will consult the servicing Staff Judge Advocate for a determination on whether a proposed use, taking, and/or copying of intellectual property is permissible.

7.10.13.2.3. Any cadet who engages in wrongful use, taking, and/or copying of intellectual property may be subject to civil prosecution, court-martial, UCMJ actions, and disenrollment.

7.10.13.3. Hacking/cracking into a system, server, or personal computer and/or accessing data files and programs without permission.

7.10.13.4. Releasing malicious logic programs that disable systems or hinder other clients.

7.10.13.5. Exploiting security gaps or efforts to circumvent security measures (i.e., MAC spoofing, point-to-point clients, password cracking, session hijacking, tunneling software, etc.).

7.10.13.6. Hindering supervisory, maintenance, or accounting functions of systems (e.g., Antivirus, SCCM, vulnerability scanning, alerting/deleting system logs/files).

- 7.10.13.7. Tapping phone or network lines.
- 7.10.13.8. Establishing unauthorized connections to servers or personal computers on the USAFA network.
- 7.10.13.9. Monopolizing network and/or computer resources.
- 7.10.13.10. Obtaining, possessing, using, or attempting to use someone else's user account or password.
- 7.10.13.11. Using electronic mail resources to disrupt or overload mail services within or outside USAFA via email bombing, spamming or propagating chain emails.
- 7.10.13.12. Using academic computing resources to engage in ethnic, racial, or sexual harassment of another person/group.
- 7.10.13.13. Communicating a threat to another person or organization.
- 7.10.13.14. Displaying any prejudicial or disparaging material based on race, color, national origin, sex, religion, age, or disability.
- 7.10.13.15. Broadcasting unnecessary advertisements or personal announcements.
- 7.10.13.16. Broadcasting unsubstantiated virus warnings.
- 7.10.13.17. Directing messages to large audiences and sending repeat reminders without proper coordination. The approving authority must be listed at the top of the email.
  - 7.10.13.17.1. Squadron-wide emails must be approved by the squadron commander, operations officer or superintendent.
  - 7.10.13.17.2. Group-wide emails must be approved by the group commander, deputy group commander, group director of operations or group superintendent.
  - 7.10.13.17.3. Wing-wide emails must be approved by the AFCW Commander, AFCW Vice Wing Commander, AFCW Director of Operations or AFCW Command Chief.
  - 7.10.13.17.4. Class-wide emails must be approved by the class president or AFCW/CC.
- 7.10.13.18. Any action taken while intentionally trying to be anonymous or untraceable such as anonimizer.com, smarhide.com, bind2.com, hidemyip.com, etc.
- 7.10.13.19. Sending an email on another individual's behalf without explicit approval from said individual.
- 7.10.13.20. Using USAFA computing and networking resources for personal or private commercial purpose or financial gain is strictly prohibited. Does not include online banking.
- 7.10.13.21. Installing unauthorized hardware, including, but not limited to network servers, gateways, hubs, routers, switches, wireless access points, video gaming consoles, personal computers that have not been authorized by 10 CS; TVs, DVRs, PDAs, Blu-Ray players, network storage appliances, etc. Cadet violations detected by 10 CS will result in immediate disabled network connectivity. Only AOC/AMT approval can reinstate.
- 7.10.13.22. Configuring wireless laptops in an ad hoc or wireless peer to peer structure.
- 7.10.13.23. Employing voice over IP hardware or software, including, but not limited to,



MagicJack, Oovoo, Skype, Ventrillo, and Team Speak, etc.

7.10.13.24. Auto forwarding email from official email account to commercial email provider.

7.10.14. Upon notification from High Performance Computing Computer Emergency Response Team (HPC CERT), the machine will immediately be isolated from the network and user will be asked to bring system to 10CS Helpdesk. Failure to comply will result in user's account being disabled after three working days. Based on extent of virus/malware machine will be cleaned or wiped and an MFR generated and given to the customer describing procedure(s) used to find and mitigate risk.

7.10.15. Do not connect or use any privately-owned media or peripheral devices (including but not limited to music/video CD/DVDs, digital music players, mobile phones, tablets, Universal Serial Bus [USB] drives, external hard drives, and flash media devices) to AF Information Systems (IS) and government furnished equipment (GFE) without prior approval.

7.10.16. Users must maintain separation of duties. Administrative computer accounts will not be used for general access such as classwork, surfing the Internet, email, etc. The user's administrative accounts are only intended for use when installing approved software or making approved configuration changes.

7.10.17. Acquire technical support from only USAFA assigned technicians; to include remote assistance.

## 7.11. Telephone Usage.

7.11.1. **CCQ Phones.** CCQ phones are used for emergencies and official business only.

7.11.2. **Information/Operational Security.** Never discuss classified or apparently sensitive information over unsecured landlines or via cellular phones.

**7.12. Personal Property Storage.** Every precaution must be taken to safeguard personal property or issued government equipment. To prevent opportunities for theft, cadets are recommended to lock doors when room is left unoccupied except during doors open period. Report any inoperable locks to Dormitory Management. Cadets are encouraged to mark name on valuables with engraving tool or ultraviolet marker available from Dormitory Management.

7.12.1. Secure all valuables in locked drawer, trunk, or high value storage room. Frequently used high monetary value items which cannot be effectively secured within storage rooms must be entered on AFCW Form 49, *High Value Storage and Inventory List*. Annotated to indicate property is maintained in room. Items considered to be of high monetary-value include, but are not limited to; jewelry, personal electronic devices, watches, etc.

7.12.2. During break periods, AOC/AMT will ensure all cadet rooms are locked.

7.12.3. Laptop computers are not to be left unattended and/or unsecured at any time. Secure laptops to desk or in locked security drawer when room is unoccupied. CAC must be removed.

7.12.4. Immediately report lost, stolen, or damaged property to chain of command and SFS.

7.12.5. Failure to properly secure high value items as annotated on AFCW Form 49 or to properly engrave or mark valuables, which cannot be secured, may be considered neglect.

7.12.6. Staff Judge Advocate has determined that unless reasonable care and precautions are taken in safeguarding personal property, claims will not be paid.

7.12.6.1. Failure to secure cadet rooms may be considered negligence and result in denial of

a claim for stolen personal property.

7.12.7. Avoid keeping any valuables in book bags.

7.12.8. **Squadron Storage Room Requirements/Authorizations.** Use of government storage is a privilege and items must be maintained following below guidance.

7.12.8.1. Cages must be secured with a key or combination padlock.

7.12.8.2. Items must fit inside storage cages unless approved by AOC/AMT.

7.12.8.3. Items outside cages must be locked and labeled with name, squadron and class year and not blocking aisles.

7.12.8.4. Cadets are authorized to rent commercial storage at own expense if needed.

7.12.8.5. No items stored on top of cages.

7.12.9. **Squadron Storage Room Maintenance.**

7.12.9.1. Squadron Security Officer ensures implementation of AOC approved storage plan, using available squadron assigned rooms, NLT the second day of transition week. Overall appearance falls under responsibility of squadron safety/security staff.

7.12.9.2. Must be inspected monthly for neat/orderly appearance (clean, free of loose personal items, garbage/excessive dust, floors swept/mopped) and no safety violations.

7.12.10. **Summer Storage.** Summer storage will be executed in accordance with the summer guidance.

## Chapter 8 - PRIVATELY OWNED VEHICLES (POV)

**81. General Information.** Maintaining and operating a POV are significant USAFA privileges. Vehicles must be maintained in good working order. A cadet is maintaining a vehicle if he or she is the primary user of the vehicle, has possession, is making payments on or insuring the vehicle, even if the vehicle is registered to a parent, guardian or sponsor. The chain of command may curtail, suspend, or limit a cadet's use of a POV for administrative or disciplinary reasons.

**82. Maintaining a POV.** Eligible C1Cs and C2Cs may maintain a single POV at USAFA or elsewhere. Joint tenancy (ownership) is not allowed (e.g., party vans or club vehicles). C3Cs or C4Cs will not maintain a vehicle at USAFA, but may maintain a vehicle at their Home of Record provided it does not cause financial hardships or interfere with their ability to perform duties as a cadet. Cadets who are not eligible to maintain a vehicle will not have another cadet maintain a vehicle for them. EXCEPTION: GAOCs or higher may approve additional ownership on a case by case basis, for C1Cs and eligible C2Cs (e.g. the Cadet Car Club).

8.2.1. **Rental Vehicles.** Cadets may operate commercial rental vehicles during authorized passes and/or break periods. All provisions within this attachment apply. Rental vehicles will be parked in the authorized cadet lots per section 8.6 of this document. Last name of the renting cadet will be displayed on the driver side dash while in the cadet area.

8.2.2. **Borrowed Vehicles.** Cadets will not rent or loan vehicles to other cadets with the intent of making a profit. Cadets who lend vehicles will ensure the borrower is authorized to drive and is familiar with the vehicle's condition, handling, has a valid driver's license and is covered under the owner's insurance. The owner of the vehicle is responsible for ensuring that upon return, the vehicle is parked in an authorized location. Cadets who borrow cars must follow all applicable information specified in this instruction.

**83. Eligibility Criteria.** To be eligible to maintain and operate a POV, C1Cs and C2Cs must achieve a minimum 2.3 cumulative Military Performance Average (MPA), Grade Point Average (GPA) and Physical Education Average (PEA) to be eligible to maintain a POV at USAFA. AOCs may grant exceptions to this requirement on a case-by-case basis provided the cadet is not on probation and is making progress toward meeting the minimum MPA, GPA, and PEA. AOCs may restrict use of POVs anytime cumulative averages drop below 2.3.

**84. Approval Process.** Eligible cadets must submit AFCW Form 42, *Request to Own and Maintain a Vehicle*, to their academic year AOC or AMT for approval. Approval requests must be submitted prior to making any commitments to own or maintain a vehicle. If the academic year AOC or AMT is unavailable, the academic year GAOC or deputy may sign. Maintain the AFCW Form 42 in the CPRII.

**85. Vehicle Registration Process.** Cadet vehicles must be registered to include affixing decals within 5 duty days of being on USAFA.

8.5.1. Submit the following documentation to his or her AOC/AMT.

8.5.1.1. Military ID card.

8.5.1.2. AFCW Form 42, signed by the AOC or AMT.

8.5.1.3. Current state registration certificate (not vehicle's title certificate).

8.5.1.4. Cadet vehicles with a temporary state registration will still receive a cadet registration tag upon registering their vehicles. Cadets will update their state registration information in database by informing their AOC/AMT on/or before temporary state registration expiration date.

8.5.1.5. Proof of insurance. Cadets owning or maintaining motor vehicles must be properly insured. Minimum insurance requirements for registration in the state of Colorado are: bodily injury/liability—each person, \$25,000; bodily injury/liability—each accident, \$50,000; property damage liability, \$15,000 per occurrence. Proof of insurance verified prior to registration, and maintained in vehicle at all times while vehicle is owned/operated. Cadets who own, maintain, or operate vehicles covered by parents' insurance should verify coverage. Certain states permit "military service" clauses in parents' policy, which may terminate coverage on insured individual once they enter military service.

8.5.1.6. Proof of Maintaining (if required). If cadet is “maintaining” vehicle and is not considered “owner” or listed on title, a notarized letter from owner or a power of attorney is required to register.

**8.5.2. Previously Registered Vehicles/Transfer of Ownership.** Vehicles previously registered at USAFA or any other government installation must have DoD stickers, rank and/or decals removed. When vehicle transfers ownership (sold, given, etc.), cadets remove any class stickers and/or DoD decal and turn in to Cadet Vehicle Registration to de-register vehicles. Also applies to cadets who trade vehicles with family members, purchase new vehicles, or vehicles become unusable due to accidents.

**8.5.3. Quick Response (QR) Codes.** AOCs/AMTs will issue one QR code upon registering vehicle. Permanently affix QR code within five duty days of vehicle arriving at USAFA (or vehicle is considered unregistered). Affix QR code to lower left corner of windshield (driver’s side bottom corner). QR codes must be permanently affixed on outside of window and be visible at all times. QR codes must not obstruct driver's view. Displaying any other way is prohibited and vehicle will be considered unregistered.

**8.5.4. Car Covers.** Cadets that use car covers must permanently and clearly annotate on rear of car cover: cadet owner's name, squadron, class year and license plate number.

**86. Cadet Parking.** Cadet owned/maintained vehicles will be parked in appropriate parking lots or will be ticketed and/or towed. Cadets will park in lots clearly identified by cadet parking signs. Vehicles parked in lined or marked parking spaces only. Parking in or on grassed/seeded areas, curbs, sidewalks, “hash-marked” areas, actual roadway or thoroughfare is strictly prohibited. Cadets may be asked to periodically vacate authorized parking locations to support mission requirements.

**8.6.1. Authorized Cadet Parking Lots.** C1Cs may park in upper- and lower- C1C lot. C1Cs or C2Cs may park in C2C lot, and may also park in the pond overflow lot located east of the C2C lots.

**8.6.2.** Cadets are only authorized to park in lots identified as “Cadet Only Lot” or “First Degree Lot”. All AD, DF, and Harmon lots are off limits and violators will be ticketed and/or towed at owner’s expense.

**8.6.3. Special Parking Passes.** A rear view hanger will be issued for the following lots: Visitor Center, Upper NW Arnold Hall Lot, and Upper NW Vandenberg Hall Lot. Handicap cadets with a profile less than 45 days long may request upper access parking from the Cadet VCO. Cadets may only park in parking slots clearly designated for cadet parking. If those spaces are full, cadet must park in C1C or C2C lots.

8.6.3.1. Cadets requesting special parking passes or upper area access will provide the following prior to receiving access or pass:

8.6.3.1.1. POV plate number.

8.6.3.1.2. POV state of plate issued.

8.6.3.1.3. Vehicle information in CAMIS.

**8.6.4. Transition/Impound Parking.** Far East end of C2C parking lot designated as Transition/Impound parking lot. Cadets away from USAFA, away for a semester, or leaving early for summer programs will park vehicles in overflow lots with name, cadet squadron and time frame it will be parked on the driver side dashboard. Information will be given to AOC/AMT prior to leaving the Air Force Academy. If vehicles are not registered and parked in area, they may be considered abandoned and towed.

**8.6.5. Cadet Overflow/Temporary Parking.** Overflow parking lot areas designated by 10 SFS through Commandant of Cadets' Support Division (CWTM) and are subject to change at any time. 10 SFS and/or CWTM notify CW Ops Center of areas cadets must park vehicles in overflow parking lot(s) when cadet designated lots are full. Cadets move their vehicles from parking lots to temporary areas during special events and when mission needs dictate.

**87. Parking/Traffic Infractions.** 10 SFS personnel and/or designated traffic wardens (to include the on duty Officer of the Day and designated cadets) are issuing authority of DD Form 1408, *Armed Forces Traffic Ticket* and/or Forms 10. Cadets who receive DD form 1408/Form 10 for traffic or parking infraction will inform AOC/AMT within 24 hours or next duty day. Within 48 hours cadets will contact the ticket issuer to provide the required information. AOC will acknowledge receipt of DD Form 1408 via instructions on back of form. Forms 10 will be tracked through completion and actions taken will be tracked and monitored by AFCW Director of Operations. Ref AFMAN 31-116 USAFASUP for USAFA traffic plan.

**8.7.1. Enforcement.** The Wing Vehicle Control and Parking Officer manages the cadet parking lot vehicle sweeps and ticketing of cadet vehicles. Unauthorized/unregistered vehicles are subject to the following:

8.7.1.1. First Offense: 15 days loss of driving privileges

8.7.1.2. Second Offense: 30 days loss of driving privileges

8.7.1.3. Third and Subsequent Offenses: At the discretion of the AOC/GAOC

**8.7.2.** Wing Vehicle Control and Parking Officer may revoke special parking passes as need arises or for parking infractions, maintains a database of cadets and their offenses, and oversees sweeping and ticketing processes. Also, they are responsible for training cadet group and squadron staffs. Additionally, cadet group and squadron staffs will

schedule parking sweeps to ensure every cadet lot is swept every day.

8.7.2.1. First and Second Cadet Group and squadron staffs will be responsible for Northwest and Northeast Vandenberg Hall lots, North Arnold Hall lot, C1C and C2C lots.

8.7.2.2. Third and Fourth Cadet Group and squadron staffs will be responsible for Upper West, Upper East and Lower Sijan Hall lots, Harmon Hall lot, and cadet parking area at Visitor's Center parking lot.

8.7.2.3. SODs will patrol lots/Cadet Area as required by checklist for unauthorized parking.

8.7.3. **Consequences.** Corrective/punitive action will be based on number of violations and is progressive in nature. Offenses are cumulative throughout a cadet's career. Vehicle owner responsible for ensuring vehicle is parked in authorized parking area.

8.7.3.1. Presumptive consequences (**NOTE:** To be tracked by the Wing Vehicle Control and Parking Officer and validated by a designated permanent party traffic warden). The punishments in lines 8.7.3.1-6 are recommended minimums only. Final punishments are decided per 8.7.1.2.

8.7.3.1.1. Unauthorized owning/maintaining a vehicle: Category III, Loss of privilege for one year after cadet gains eligibility.

8.7.3.1.2. Failing to register vehicle (authorized cadets): Category I, loss of privilege for 30 days or until vehicle is registered, whichever is longer.

8.7.3.1.3. Unauthorized/illegal parking: First offense— Category I, loss of driving privilege for 15 days.

8.7.3.1.4. Unauthorized/illegal parking: Second offense— Category II, loss of driving privilege for 30 days.

8.7.3.1.5. Unauthorized/illegal parking: Third offense— Category II, loss of driving privilege for six months.

8.7.3.1.6. Unauthorized/illegal parking: Fourth offense— Category III, loss of driving privilege for one year.

8.7.3.2. A compelling reason is needed to have a parking citation overturned. Wing Vehicle Control and Parking Officer will track Form 10s and CWTM will track all citations. If a cadet incurs a subsequent infraction after having a previous infraction overturned, cadet will receive presumptive consequence for additional infraction.

8.7.3.3. If cadets fail to comply with these instructions, vehicles will be issued 3 tickets (1 per day). After 3 tickets are issued or 1 duty week from the date of first ticket, whichever is later SFS will place an abandoned vehicle notification on the vehicle and the following day the vehicle will be towed at owner's expense. Illegally parked vehicles will be towed the same day.

8.7.4. **Appeals.** Submit appeals on USAFA Form 28, *Traffic Appeal*. Must notify 10 SFS/S5R (333-8421) of intent to appeal within 5 days of ticket issue date. Appeals

forwarded through squadron AOC, GAOC and then to USAFA/CWT for final disposition. The 10 SFS maintains all issued tickets. Appeals must be submitted within 14 calendar days from date ticket was written or it is not considered and disposition of infraction is final.

**88. Revoking Vehicle Privileges.** AOC may revoke motor vehicle driving privileges. Complete AFCW Form 25, *Revocation of Privately Owned Vehicle Privileges*, and maintain in Section I of CPRII. Use of POV may be revoked if cadet goes on any type of probation, has on base driving privileges revoked, or receives multiple parking tickets.

**89. Additional Driving and Parking Restrictions:**

8.9.1. Cadets will not drive POVs to physical education classes, intramurals, on base club events/practice or IC events/practice. Exception: IC games at Falcon Stadium.

8.9.2. **Restricted Access Areas.** Unless they possess a pass to park in the Cadet Area, cadets will only enter the Cadet Area for loading/unloading and pick-up/drop-off only and when doing so, will only park on driveways or unreserved parking spots along Vandenberg or Sijan Drives after retreat for periods not to exceed 30 minutes with flashers on. Cadets will not drive under Vandenberg or Sijan dormitories. Infraction is an automatic loss of upper access for 30 days.

8.9.2.1. Cadets without parking passes will be required to sign-in on the Cadet Area Temporary Vehicle Access/Parking Log (Form 3126) maintained by the ECP Gate Guard prior to gaining temporary access into the Cadet Area. Temporary access is strictly limited to 30 minutes and is for loading/unloading and pick-up/drop-off only. Cadets will sign- out upon departing.

8.9.2.2. Nightly checks by SOD/OD will be conducted to ensure that cadets do not remain parked in the Cadet Area past the 30 minute timeframe. SOD/OD (as required) checks with Charlie 1 ECP (333-0577) prior to Taps, and contacts any cadets that still have not signed out and/or have exceeded the 30 minute time limit. It is presumed that the cadet's vehicle is unauthorized if the time the vehicle identified has surpassed 30 minutes from the time it was signed into the log.

8.9.2.3. Properly trained personnel that will be monitoring vehicle and parking violations will be granted ticketing authority by the 10 SFS (See paragraph A4.7), and will ensure that violations are tracked by a designated permanent party traffic warden.

8.9.3. **Automobile Parts and Accessories.** Designated parking areas are not to be used as storage areas (i.e., car batteries, tires/rims, boats, jeep tops and doors, T-Tops, trailers, etc.) Boats, boat trailers, horse trailers, campers, camper trailers, and utility trailers will not be kept in cadet parking lots longer than 24 hours and will be parked to load, unload, or clean only. These vehicles must be stored in RV storage lot, through Outdoor Recreation (333-4356).

8.9.4. **Abandoned Vehicles.** Trailers, cars, etc., not licensed and/or registered that remain in Cadet Area parking lot for over 30 days will be considered abandoned. All items will be towed to towing company's lot. Contact SFS for locations. To obtain towed vehicle, contact SFS.

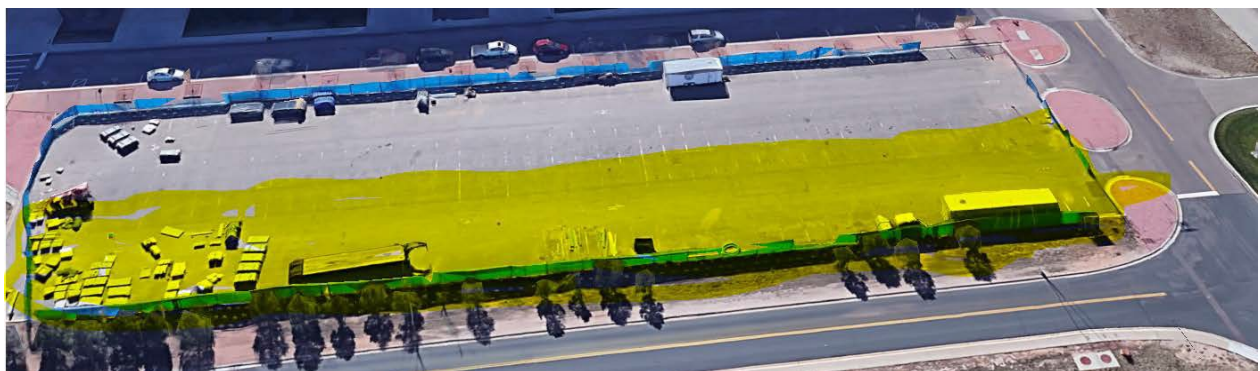
**Figure 8.1. Lower Sijan Lot.**



**Figure 8.2. Visitor Center Lot.**



**Figure 8.3. Upper NW Vandenberg Lot.**



**NOTE:** *Parking spots only include ONLY the northern-most 2 rows*



**Figure 8.4. Upper NW Arnold Lot.**



**Figure 8.5. Stillman Field Lot.**



**Figure 8.6. Vandenberg Side Upper Lot (C1Cs).**



## Chapter 9 - FOOTBALL GAME RULES OF ENGAGEMENT

9.1. **Home Games.** Home football games are mandatory events for all cadets not excused by higher authority (SCA, higher priority duty, GAOC/AOC, TDY, etc.). However, cadets must attend the game if the event for which they were excused is cancelled.

9.2. **Uniform.** Uniform will be OCPs for all football games unless the Commandant approves otherwise or the cadet is located in the Falcon's Nest. Regardless of the required UOD, cadets will comply with all uniform standards as outlined in AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel* and this instruction.

9.2.1. All cadets will wear the prescribed uniform with the exception of the following groups:

9.2.1.1. The Falconers.

9.2.1.2. Wings of Blue & Soaring Static Display.

9.2.1.3. Drum and Bugle Corps.

9.2.1.4. Cadet Security Team.

9.2.1.5. Cadets performing usher detail.

9.2.1.6. Cadets sitting in the Falcon's Nest

### 9.3. Transportation.

9.3.1. **Personally Owned Vehicles (POV).** C1Cs and C2Cs may drive to Falcon Stadium in their POVs and are encouraged to take upper-class passengers. The class sticker will serve as a free parking pass. All cadet POVs must park in Lot 5A (see Figure 1.). Do not park along Academy Drive and obey all "No Parking" signs. Violators will be ticketed and/or towed. C4Cs will not ride to or from games in POVs and they must ride in the bus convoys.

3.2. **Shuttle Buses.** All cadets not using POVs will load their designated buses in accordance with the published NOTAM.

9.4. **Falcon Walk.** 2+30 prior to game time, the football team will walk through the tailgate areas in front of Falcon Stadium in a show of spirit and solidarity with fans. The AFCW is expected to form a receiving line in a designated location. While all cadets are welcome to participate, squadrons will be tasked for a minimum level of support for this event.

9.5. **Tailgates.** Two hours prior to march-on, only one vehicle and trailer per squadron will be present in the tailgate area. Each squadron will be given two passes – one for the vehicle allowed inside the tailgate area and one for drop-off/pick-up purposes only.

9.5.1. The designated cadet tailgate area is a no hat/no salute area. Cadet guests and the general public are free to access the tailgate area to interact with the AFCW. All bags are subject to search.

9.5.2. AOCs/AMTs may authorize up to four cadets to wear attire IAW the Falcon's Nest ROEs from each squadron to serve as tailgate support crew. These cadets will remain behind to clean their respective tailgate area and ensure all support equipment is returned to the Cadet Area.

### 9.6. March-On.

9.6.1. The March-On duties for each home game will be determined by the GAOC serving as the Commander of Troops. Squadrons will form up 40 minutes prior to game time. As the Wing marches on, all cadets in the stands will stand until the Wing is dismissed.

9.6.2. Formations will be 7x7 and led by the Squadron Commanders and Guidon Bearers.

9.6.3. After being dismissed by the flag signals, cadets will clear the field in an expedited but orderly manner. Clearing the field for the Wings of Blue is vital as USAFA may be fined by the NCAA if the game begins late. Cadets shall not go through the opposing team's bench area and will not push or shove other cadets or Cadet Security while doing so. Spirit is encouraged, but safety and professionalism are paramount.

## 9.7. Seating. (Reference Figure 2.)

9.7.1. Cadet Area Seating. The primary duty location from 15 minutes prior to kick-off until the end of the 3rd verse of the Air Force Song is in the designated cadet seating area (sections L17-L21) or escort seating. Cadets will stay in the cadet section until after the singing of the 3rd verse.

9.7.1.1. Cadets are not allowed to sit outside of the cadet seating area or designated escort seating area for any reason (unless approved by USAFA Superintendent). The only time cadets are allowed on the west side of the stadium is during half-time. All cadets will return to the cadet section prior to second- half kick-off.

9.7.1.2. No civilians will be permitted to sit in the cadet seating area, with the exception of recruited athletes approved by the Athletic Department and escorted by cadet athletes. Recruits will be clearly identified by a lanyard or other means.

9.7.1.3. Cadets escorting official visitors will comply with Cadet Scheduling Office (CWTS) per USAFAI 36-2016.

9.7.2. Cadet Escort Area. In order to designate a section for some cadets to sit with family and friends at Air Force home football games, escort tickets may be purchased by designated cadets. Cadet squadron commanders will coordinate with their AOCs to determine who can purchase escort tickets. Cadet squadrons may authorize a total of five escort tickets per game, per squadron for guests of cadets. A cadet may only purchase escort tickets during one home football game each season. The Cadet Escort Area does not apply during Parent's Weekend.

9.7.2.1. Cadets will abide by all published guidance and ROE that apply to USAFA football games, with the exception that cadets in the escort section may sit down in the stands if desired.

9.7.2.2. Cadet escort tickets are available for purchase in section L-16 of Falcon Stadium. Cadets can purchase escort tickets at the Air Force ticket office in Clune Arena from 0900-1700 Monday-Friday. Cadets are highly encouraged to purchase tickets prior to 1200 on the Friday before home game days. Any escort tickets not purchased by 1700 the Friday prior to game day will be released back for sale to the general public.

9.8. **Conduct and Decorum.** Cadets are expected to support their fellow cadets and to present a positive military image at all times. The following procedures are not all-inclusive and it is expected that each cadet will apply sound judgment when making individual decisions. It is also expected that the Cadet Wing will hold each other accountable to the rules while at football games, just as the AFCW does while "on the Hill."

9.8.1. **The stadium is a no-salute area.** Anywhere within the stadium fence will be considered "the stadium." However, all military members in uniform will salute during the National Anthem and extend the proper customs and courtesies towards the flag.

9.8.2. Cadets are not required to stand during the duration of the football game. However, cadets will stand during significant events in the game, including but not limited to scoring events, first downs, red zone, turnovers, and kick-offs."

9.8.3. Cellphones and other electronic devices will not be used during any active portion of the game.

9.8.4. Cadets will not do homework or read books in the stands. A2.8.5. Cadets will not loiter in concession areas or latrines.

9.8.5. The AFCW must follow all Falcon Stadium policies with respect to what can and cannot be brought into the stadium. The current policy may be found at:

[https://goairforcefalcons.com/documents/2018/8/17//2018\\_Falcon\\_Stadium\\_Entrance\\_Policies.pdf?id=11942](https://goairforcefalcons.com/documents/2018/8/17//2018_Falcon_Stadium_Entrance_Policies.pdf?id=11942)

9.8.6. Alcohol is prohibited at cadet tailgates and no cadet may consume alcohol at any home football game.

9.8.7. Cadets will not “pass-up” any individual, either in the stands or in the tunnel. Crowd surfing is prohibited and cadets must keep all uniform items on at all times, unless otherwise approved by the Commandant.

9.8.8. No “Spirit Cheese” or other object will be thrown around the stands or onto the field. Cadets will not accept items from USAFA graduates or the general public to throw.

9.8.9. Cadets may only exchange their left shoulder board with other cadets. Exchanged shoulder boards must be returned to the owner by TAPs on game day. Shoulder board exchange with permanent party is unauthorized.

9.9. **Spirit.** Cadets will follow spirit mission guidance as outlined in para 1.9. of this instruction.

9.9.1. See the Falcon Stadium policies at the link in para A2.8.6. for allowed sign sizes. Enthusiasm and spirit are welcome, but signs should be in good taste.

9.9.2. When the Falcons score a touchdown or field goal, designated C4Cs will exit onto the field and perform the number of pushups equal to the Falcon’s score. C4Cs will only do pushups beyond the north end zone, touching no part of the playing field. Pushups will NOT be done in the stands.

9.10. **Falcon’s Nest.** The Falcon’s Nest is a cadet spirit section and privilege for members of the Falcon’s Nest Club and top performing squadrons who are energetic, embody the principles of good sportsmanship, full of pride, and enthusiastic about our Air Force Academy and Air Force.

9.10.1. The Falcon’s Nest is located in Section L-21 of Falcon Stadium, or as designated in the specific NOTAM. All squadrons and Falcon’s Nest participants will meet at their tailgate locations for eyes-on accountability.

9.10.2. Cadets must present their CAC, Proxy, and be validated via roster before they are given blue wristbands to easily identify them to group superintendents / support members monitoring Falcon’s Nest. The wristbands will be needed to enter Falcon Stadium.

9.10.3. Selection of cadets sitting in the Falcon’s Nest is based on either membership in the Falcon’s Nest Club or being a member of the top performing squadron (based on OSS) within each respective cadet group. Members of the Falcon’s Nest Club and the top squadrons may sit in Falcon’s Nest when their cadet group is not responsible for “march-on”. No more than 75 members of the Falcon’s Nest Club and no more than 230 cadets from the top performing squadrons are permitted to sit in this section. Falcon’s Nest participants will be in the stands no later than 30 minutes prior to kick-off.

9.10.4. Alcohol is prohibited; the same policy on alcohol for all cadets in uniform applies to cadets in the Falcon’s Nest. Cadets will abide by Falcon Stadium Entry Policy and the Fan Code of Conduct. They must stand when the ball is in play.

9.10.5. No issued uniform items of any kind will be worn. Attire must be pre-approved by the cadet squadron commander and AOC (via PAI at the tailgate). It must appropriately represent the Air Force Academy and the military at-large. Attire will adhere to the AFCWI 36-3501 section 5.7.1.1 dress code. Shorts must be at or longer than the fingertips when arms are straight at your sides. No spaghetti straps are allowed; straps must be at least one inch wide. There will be no low cut shirts, no sagging pants, and no personally cut shirts (shirts must cover torso entirely). Cadets will follow the same jewelry regulations as if in uniform. They will not show midriff, nor will items be removed to show skin. Attire must be Air Force spirit gear or match a pre-coordinated theme (example: black out). Fourth Class Cadets who are members of the selected top performing squadrons may wear the Cadet Informal Uniform or appropriate Air Force spirit gear. No body paint is allowed, but face paint is permitted. Themes will be coordinated with the Cadet Wing Commander the day before the football game for final approval. The Cadet Wing Commander will update the Commandant of Cadets and Vice Commandant with the theme for the game.

9.10.6. Cadets violating the dress and appearance guidance will return to the cadet area, change into the appropriate game UOD, and is no longer eligible to sit in the Falcon's Nest section for the remainder of their time at USAFA. If a cadet must change, they will be directed by their respective squadron commander to immediately return to the cadet area, change, and report back to the squadron commander in the appropriate UOD. The cadet with uniform violations and the cadet's squadron commander will report to their respective group commander the following academic day.

#### **9.11. Conclusion of the Game.**

9.11.1. At the conclusion of the game, all cadets must be in the full uniform specified for the game. All cadets will be in the appropriate seating area and will remain there until the conclusion of the 3rd verse of the Air Force Song. Cadets will not be in the aisles of the bleacher sections. When D&B plays the 3rd verse, cadets will stand at attention and join in singing. No cadet may leave the seating/escort areas until the conclusion of the "Air Force Toast."

9.11.2. The first return buses will leave the stadium 15 minutes after the game (end of the 3rd verse). Buses will load on a first-come, first-served basis to ensure the efficient, timely flow of transportation. Cadets unable to load the first buses must wait for the second shuttle buses.

Figure 9.1. Cadet Parking and Tailgate Area Designation.

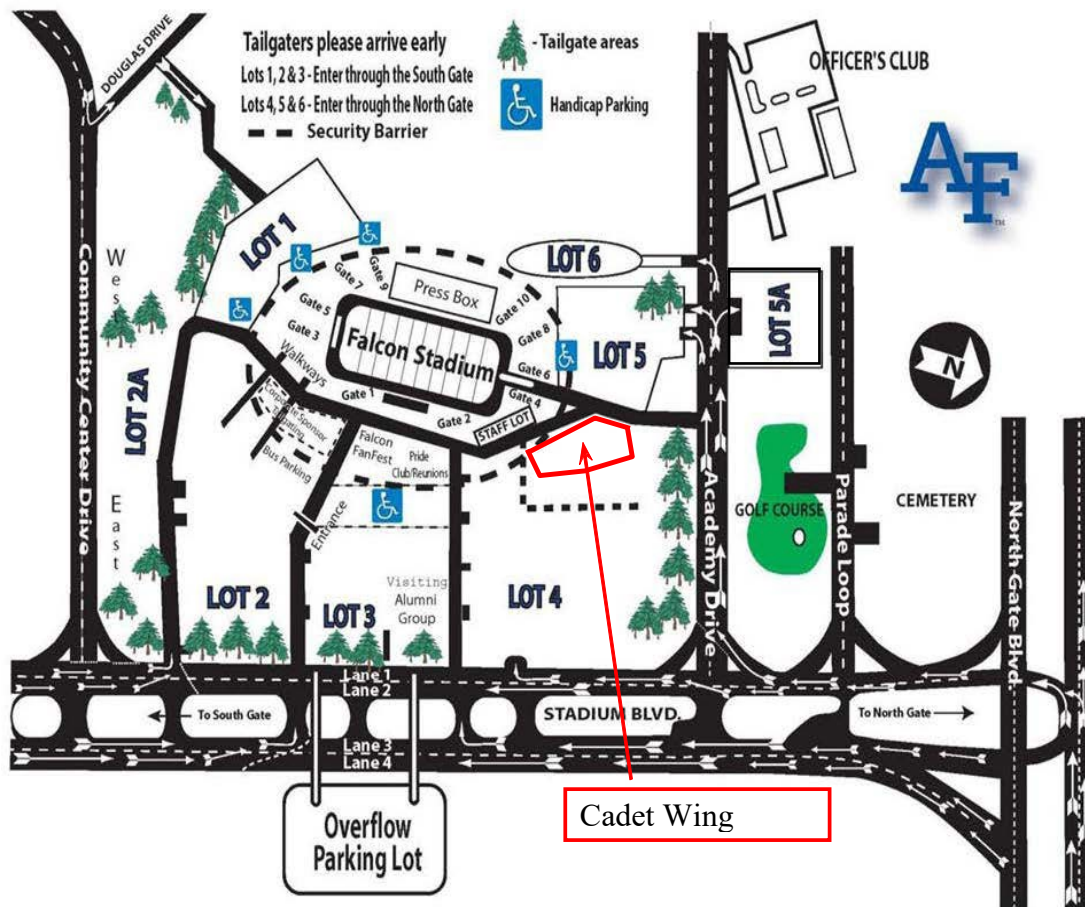
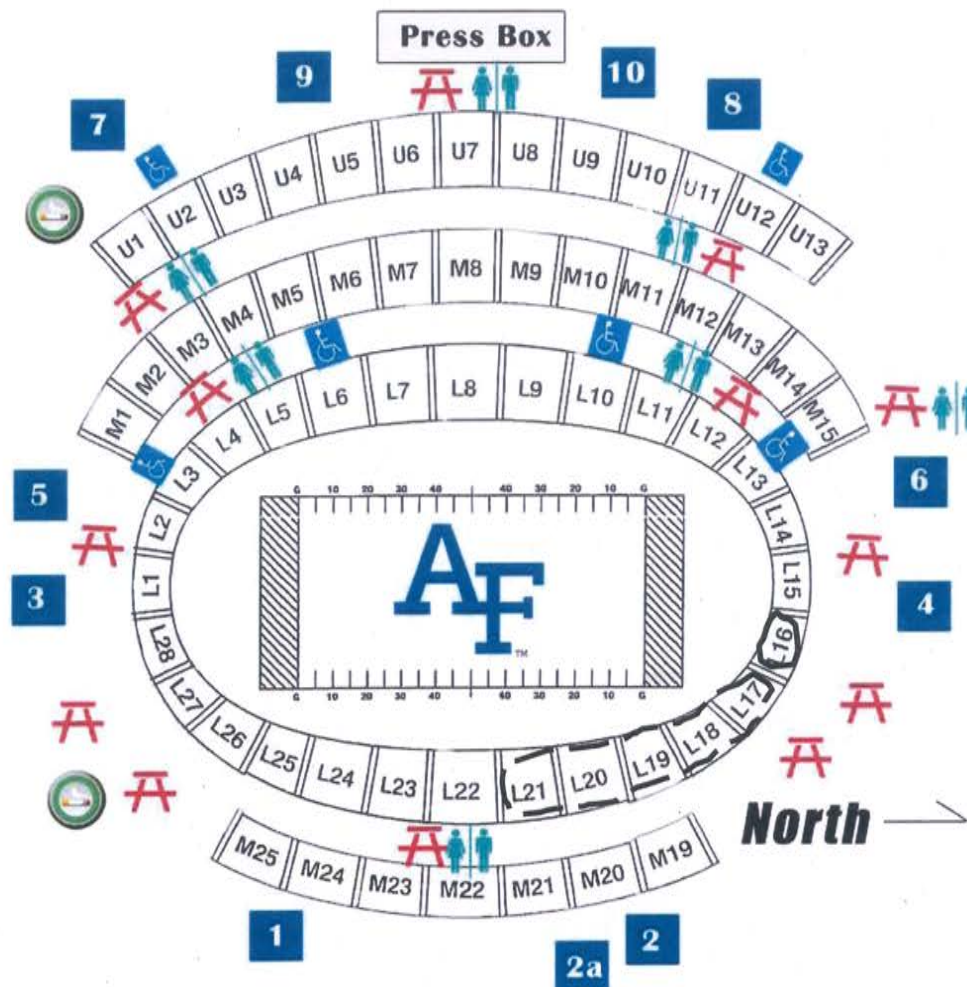
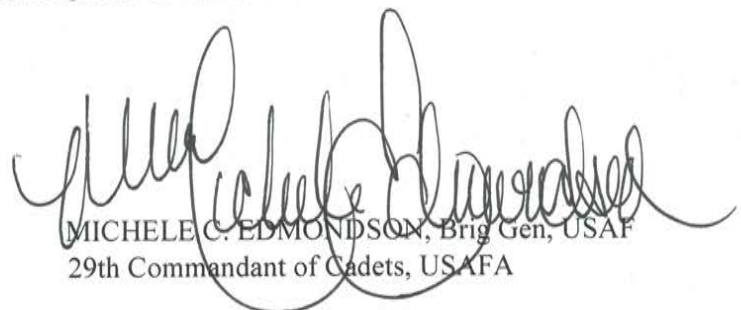


Figure 9.2. Stadium Seating.



### Cadet Seating Areas

- **Cadet Seating Area:** L17 to L21. (Circled with dashed lines)
- **Cadet Escort Area:** L16. (Circled with solid line)
- **C4Cs:** This section will be confirmed by the CW Representative at the initial pre-season meeting.
- **D & B:** Northern portion of Section L20 and southern portion of L19. (Note: This section will be confirmed by the USAFA/CW Representative at the initial pre-season meeting.)
- **All remaining cadets** will fill all remaining seats in each section beginning with Section L17-L21.

  
 MICHELE C. EDMONDSON, Brig Gen, USAF  
 29th Commandant of Cadets, USAFA

**Attachment 1 - GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION****Prescribed Forms**

AFCW Form 49, *High Value Inventory and storage AFCW*

Form 226, *Cadet Dormitory Room Inventory*

AFCW Form 300, *AMI Checklist*

AFCW Form 301, *SAMI Checklist*

**Adopted Forms**

DD Form 1408, *Armed Forces Traffic Ticket*

DD Form 2536, *Request for Armed Forces Participation in Public Events (Non-Aviation)*

DD Form 2910, *Victim Reporting Preference Statement*

DD Form 2923, *Privacy Act Data Cover Sheet*

AF Form 440, *Bomb Threat Aid*

AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*

AF Form 847, *Recommendation for Change of Publication*

AF Form 978, *Supervisor's Mishap Report*

AF Form 1768, *Staff Summary Sheet*

AF Form 3902, *Application and Approval for Off-Duty Employment*

AF Form 4391, *High Risk Activities Worksheet*

AF Form 4437, *RM Deliberate Risk Assessment Worksheet*

USAFA Form 10, *Report of Conduct*

USAFA Form 11, *Emergency Management Program Reports*

USAFA Form 11a, *Emergency Management Specialized Team Continuation*

USAFA Form 18, *Cadet Injury/Illness Report*

USAFA Form 28, *Traffic Appeal*

USAFA 68, *Cadet Academic Deficiency Evaluation and Probation Action Plan*

USAFA Form 3126, *Cadet Area Temporary Vehicle Access/Parking Log*

AFCW Form 1, *Unit Accountability Record AFCW*

Form 19, *Sign In/Out Register*

AFCW Form 25, *Revocation of POV Privileges*

AFCW Form 42, *Request to Own/Maintain a Motor Vehicle*

AFCW Form 99, *Request to Exceed Limits, Special Pass*

AFCW Form 310, *Official Crew Rest Notification*

AFCW Form 311, *Bed Rest or Post Duty Rest Notification*

**References**

DoD 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*

AFI 1-1, *Air Force Standards*

AFI 10-207, *Command Posts*

AFI 10-2501, *AF Emergency Management Program*

AFI 17-130, *Cybersecurity Program Management*

AFMAN 17-1301, *Computer Security*

CoCI 31-104, *Armory Operations*

AFMAN 31-116 USAFASUP, *Air Force Motor Vehicle Traffic Supervision*

USAFAI 32-2001, *Fire Prevention Practices and Fire Protection Engineering*

CoCI 32-6005, *Air Force Cadet Wing Morale, Health, and Welfare Inspections*

USAFAI 33-118, *USAFA Information Technology Enterprise Use and Management*

AFI 33-360, *Publications and Forms Management*

AFMAN 33-363, *Management of Records*

AFPD 36-27, *Equal Opportunity*

AFPD 36-29, *Military Standards*

AFPD 36-35, *United States Air Force Academy*

AFI 34-219, *Alcoholic Beverage Program*

AFCWI 34-243, *Cadet Honor Guard*



USAFAI 36-2002, *Cadet Weight and Fitness Programs*  
 AFMAN 36-2203, *Drill and Ceremonies*  
 USAFA 36-2401, *Military Performance Appraisal*  
 AFH 36-2618, *Enlisted Force Structure*  
 AFI 36-2706, *Equal Opportunity Program Military and Civilian*  
 AFCWI 36-2809, *Outstanding Squadron System*  
 AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*  
 AFI 36-2906, *Personal Financial Responsibility*  
 AFI 36-2909, *Professional and Unprofessional Relationships*  
 AFI 36-3101, *Fundraising*  
 USAFA 36-2016, *Cadet Escort Program.*  
 AFCWI 36-3501, *Cadet Standards and Duties*  
 USAFA 36-3504, *Disenrollment of United States Air Force Academy Cadets*  
 USAFA 36-3510, *Recognizing Cadet Achievement*  
 USAFAI 36-3518, *Intercollegiate Athletic Programs*  
 USAFA 36-3521, *Cadet Extracurricular Activities Program*  
 USAFA 36-3536, *Allocation of Cadet Time*  
 AFMAN 44-197, *Military Drug Demand Reduction Program*  
 AFI 48-104, *Tobacco Free Living*  
 AFI 48-110, *Immunizations and Chemoprophylaxis*  
 USAFA 48-151, *Aerospace Medicine*  
 AFCWI 51-201, *Administration of Cadet Discipline*  
 USAFA 51-902, *Fundraising and on Base Solicitation*  
 AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*  
 AFI 91-207, *USAF Traffic Safety Program*

### **Abbreviations and Acronyms**

AAFES – Army & Air Force Exchange Service  
 AAR – After Action Report  
 ABW – Air Base Wing  
 ACQ – Academic Call to Quarters AFCW – Air Force Cadet Wing  
 AD – Athletic Department  
 ADP – Athletic Department Physical Education  
 AED – Automated External Defibrillator  
 AF – Air Force  
 AFCWI – Air Force Cadet Wing Instruction  
 AFOSI – Air Force Office of Special Investigations  
 AFPAAS – Air Force Personnel Accountability Assessment System  
 AFRC – Airman and Family Readiness Center  
 AFT – Aerobic Fitness Test  
 AMI – AM Inspection  
 AMT – Academy Military Training NCO  
 AMTI – Academy Military Training Instructor  
 AOC – Air Officer Commanding  
 AOG – Association of Graduates  
 APECS – All-Purpose Environmental Clothing System  
 ASB – Alternative Spring Break  
 ATFP – Antiterrorism/Force Protection  
 AWG – Academic Working Group  
 AY – Academic Year  
 BCT – Basic Cadet Training  
 BDOC – Base Defense Operations Center  
 CAC – Common Access Card  
 CAMIS – Cadet Administrative Management Information System

CAT – Crisis Action Team  
CBRN – Chemical, Biological, Radiological and Nuclear  
CC – Commander  
CCLD – Center for Character Development  
CCQ – Cadet in Charge of Quarters CDS – Cadet Discipline System  
CE – Commissioning Education  
CEAB – Cadet Extracurricular Activities Board CIC – Cadet in Charge  
CFC – Cadet Fitness Center  
CHG – Cadet Honor Guard  
CIL – Critical Information List  
CMETP – Cadet Military Education Training Plan  
CoCI – Commandant of Cadet Instructions  
COI – Course of Instruction  
CONUS – Contiguous United States  
CPRII – Cadet Personnel Record  
CQ – Cadet Quarters  
CS – Cadet Squadron  
CSL – Cadet Service Learning Partnerships  
CW – Cadet Wing  
CWCQ – Cadet Wing Charge of Quarters  
CWOC – Cadet Wing Operations Center  
CWSS- Cadet Wing Status Summary  
D&B – Drum and Bugle  
D&C – Drill & Ceremony  
DF – Dean of Faculty  
DI – Dormitory Inspection  
DO – Director of Operations  
DoD – Department of Defense  
DP Weekday Sign Out Period/Day Pass (DP)  
DTA – Designated Tobacco Areas  
ECP – Entry Control Point  
EM – Emergency Management  
EMT – Emergency Medical Technician  
EMR – Emergency Medical Response  
EOC – Emergency Operations Center  
EST – Expeditionary Survival Training  
EXPLAN – Exercise Plan  
FDU – Flight Duty Uniform  
FMD – First Military Duty  
FOUO – For Official Use Only  
FPCON – Force Protection Condition  
FRAGO – Fragmentation Orders  
FSRT – Full Spectrum Readiness Training  
FSS – Force Support Squadron  
FTG – Flying Training Group  
GAOC – Group Air Officer Commanding  
GAR – Geographic Area of Responsibility  
GDO – Group Duty Officer  
GFE – Government Furnished Equipment  
GPA – Grade Point Average  
G4SE – GoodforStanEval  
IAW – In Accordance With  
IC – Intercollegiate  
IG – Inspector General

JPPSO – Joint Personal Property Shipping Office  
KIA – Killed In Action  
LEWS – Lightning Early Warning System  
LGM – Leadership Growth Model  
LMD – Last Military Duty  
LOS – Limited On-Season  
MAE – Major Assessment Event  
MCQ – Military Call to Quarters  
MFR – Memorandum for Record  
MIA – Mission In Action  
MPA – Military Performance Appraisal  
MSG – Mission Support Group  
MWH – Morale, Wellness and Health inspection  
MWR – Morale, Welfare, and Recreation  
NCAA – National Collegiate Athletic Association  
NCLS – National Character and Leadership Symposium  
NCO – Noncommissioned Officer  
NET – Network Equipment Technologies  
NLT – No Later Than  
NMF – Noon Meal Formation  
NOTAM – Notice to Airman  
NP - Weekday Overnight Pass  
OCONUS – Outside Contiguous United States  
OCP – Occupational Camouflage Pattern  
OD – Officer of the Day  
ODS – officer Development System  
OIC – Officer-in-Charge  
OPORD – Operation Order  
OPR – Office of Primary Responsibility  
Ops AF – Operational Air Force  
OPSEC – Operational Security  
ORI – Open Ranks Inspection  
OSS – Outstanding Squadron System  
PA – Public Affairs  
PAI – Personal Appearance Inspection  
PCM – Primary Care Manager  
PE – Physical Education  
PEA – Physical Education Average  
PEERs – Personal Ethics and Education Representative  
PFMP – Personal Financial Management Program  
PFT – Physical Fitness Test  
POC – Point of Contact  
POV – Privately Owned Vehicle  
POW – Prisoner of War  
PTU – Physical Training Uniform  
RAMs – Random Anti-Terrorism Measures  
RECONDO – Reconditioning Program  
RM –Risk Management  
RO – Routine Order  
ROTC – Reserve Officers’ Training Corps  
Rx - Prescription  
SA – Squadron Area  
SAMI – Saturday AM Inspection  
SAP – Spiritual Accommodation Pass

SARC – Sexual Assault Response Coordinator  
SCA – Scheduling Committee Action  
SCCM – System Center Configuration Manager  
SDO – Squadron Duty Officer  
SFS – Security Forces Squadron  
SIP – Shelter In Place  
SME – Subject Matter Expert  
SNCO – Senior Noncommissioned Officer  
SOC – Schedule of Calls  
SOD – Senior Officer of the Day  
SOI – Schedule of Instruction  
SPIN – Special Instructions  
SSS – Staff Summary Sheet  
TC – Table Commandant  
TDY – Temporary Duty  
UCC – Unit Command Center  
UCMJ – Uniform Code of Military Justice  
UDM – Unit Deployment Manger  
UOD – Uniform of the Day  
USAFA – United States Air Force Academy  
USB – Universal Serial Bus  
VA – Victim Advocate  
VCO – Vehicle Control Officer  
WACQ – Weekend Academic Call to Quarters  
WKND - Weekend

**Cadet Mailing Address**

When using United States Postal Service (USPS):

*Cadet Name*  
PO Box #####  
USAF Academy, CO 80841

When using other services (such as UPS and Fed Ex) that do not take a PO Box address:

*Cadet Name*  
2360 Vanderberg Dr  
##### USAF Academy,  
CO 80841

**This document has been substantially revised and must be completely reviewed.** This edition incorporates significant changes to cadet expectations, the chain of command, and roles and responsibilities.

## Chapter 1 - COMMAND AND ORGANIZATION

1.1. **General.** Cadets will perform duties as required by the chain of command. Any change will be submitted through the permanent party chain of command to the Director of Operations (USAFA/CWDO) and the Vice Commandant of Cadets (USAFA/CWV) as a revision to this instruction. All positions, except as noted, are one semester positions. This instruction does not provide guidance on summer programs. Summer program organization, duties, and responsibilities will be addressed in specific program instructions.

1.2. **Command and Control.** USAFA organizes the cadet wing into groups and squadrons (Title 10 USC, Sec 4349) to provide legal command and control of all assigned cadets. The USAFA chain of command models Air Force operational units. Being assigned to a cadet squadron, group or wing enables cadets to experience first-hand what it's like to live and work in an Air Force organizational structure. Cadets learn how to use the chain of command, how to function within military formations and how military units organize to accomplish collective tasks and missions.

1.3. **General Chain of Command.** The chain of command provides command, control and communication necessary for mission execution. The chain of command includes varying levels of responsibility and authority at every level, and each level is responsible for all lower levels and accountable to all higher levels. The chain of command works with loyalty at all levels, up and down the chain of command. Everyone will use the chain of command properly, resolving problems and seeking answers at the lowest level. When necessary to continue up the chain, request assistance at each level and advise that you are going up the chain.

1.4. **Commandant of Cadets (USAFA/CW) Chain of Command.** USAFA/CW is responsible for command of AFCW. Command authority flows from the USAFA/CC to USAFA/CW to GAOC to AOC. G-Series command authority (G-Series Orders Commander) resides with the squadron's AOC and no other agency or mission element on USAFA has command authority over cadets. The Cadet Administration Management Information System (CAMIS) is used to assign a cadet to a squadron and therefore designates your lawful commander.

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

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

1.5.2. **Leadership Opportunities.** Cadet wing, group, and squadron commanders share authority through their respective commanders - Commandant, GAOC and AOC. All cadet commanders will organize their units in accordance with this instruction. Deviations are not authorized unless approved by the Commandant of Cadets.

1.5.3. **Military Environment.** Life in cadet squadrons is purposefully military. Cadets sacrifice many personal freedoms enjoyed by peers in other universities. The military environment, with its focus on standardization, order, and discipline, is deliberately austere. A military environment minimizes distractions and allows cadets to focus on those tasks critical for their development as future officers of character.

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

**1.5.5. Social Support.** Squadron cohesion and spirit support cadet development by motivating and inspiring cadets to excel, persevere and accept the profession of arms.

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

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

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

**1.9. Cadet Seniority.** Seniority among cadets is determined by rank and date of rank (if different). If further determination is necessary, seniority will be decided by date of entry in service, whether active, reserve or prep school. Finally, date of birth will be used.

**1.10. Cadet Rank/Titles.** In line with service procedure, cadets normally hold rank/grade commensurate with the position assigned. Cadets may be relieved of duty and/or rank for various reasons, such as academic problems or failure to perform duties. Ranks, titles, and duties are consistent with those duties in the Air Force.

**1.11. Reporting Official.** Reporting official for a cadet will normally be his/her immediate supervisor cadet within the squadron. If a cadet is on group/wing staff, the reporting official will normally be the ranking cadet within the same staff. All cadets given supervisory responsibilities over subordinates will ensure feedback and Military Performance Appraisal rating is accomplished IAW USAFAI 36-2401, *Military Performance Appraisal*.

**1.12. Accountability.** Cadets will be assigned directly to a squadron/flight/element/staff for administrative control, accountability and military duties and responsibilities. Cadets assigned to squadron/group/wing staff positions will take and report accountability to their respective commander for formations, briefings, events, Commissioning Education classes, etc. Cadets will always utilize the chain of command to report accountability: element leader to flight commander to Squadron commander to group commander to wing commander, etc. Leaders will take accountability of their subordinates and route it up the chain of command.

**1.13. Deviations.** Requests for any deviations from the unit manning document must be submitted to the Commandant of Cadets through the Director of Operations (USAFA/CWDO). Cadets will hold only one duty at a time in CAMIS. For rare circumstances, if a cadet does hold more than one duty and is the rating official or additional rater for cadets in his/her chain of command, the cadet must hold the primary job. When the

cadet is not a rater or additional rater, the cadet can choose which duty he/she wants to receive credit for on the Cadet Personal Data Summary. To receive credit for other duties that are performed, the cadet's AOC must annotate these extra duties on a Memorandum for Cadet Record. AOC, Wing CC, or Group CC can only appoint a cadet to a duty specified as an additional/special duty IAW Annex A Chapter 6 of this publication.

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

**1.15. Permanent Party Mentors.** Each cadet duty in Chapters 3-5 is monitored by one or more permanent party mentors. Permanent party has the authority and ultimate responsibility to execute USAFA's mission. Permanent party will share that authority with cadets by utilizing a Left Seat/ Right Seat concept where they "have the plane" but the "cadets are flying." Cadets participate in matters by providing inputs and making recommendations. Commanders should share mentor responsibilities with deputy, superintendent, Air Officer Commanding, Academy Military Trainers (AMT), and/or associates as appropriate. The Commandant is responsible for mentoring and evaluating the AFCW/CC and assigns an appropriate Military Performance Appraisal (MPA).

**1.16. Leadership Credit.** Academic year cadets can earn leadership credit in the following positions: any cadet wing staff, cadet group staff, Spark Cell, squadron commander, director of operations, squadron officer-in-charge, squadron superintendent, squadron first sergeant, and NCOIC position. Every cadet is required to accomplish a minimum of two leadership credits in order to graduate.

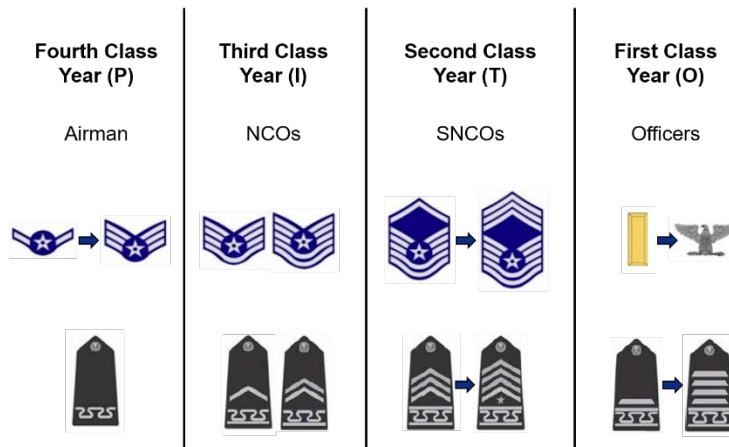
## Chapter 2 - CADET EXPECTATIONS

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

2.2. **Deliberate Development.** In order to develop officers of character, USAFA is compelled to execute a deliberate and common approach to development, progression and assumption of increased supervisory and leadership responsibilities. This is accomplished through a tiered cadet structure similar to the operational Air Force. All elements of development – education, training, and experience – are levied in the cadet wing unit manning document and tiered appropriately for growth and proficiency.

### 2.3. 4 Class System Aligned with AF Operational Tiers for deliberate development

#### 4-Class System Aligned with Operational AF Tiers



### 2.4. Fourth Class Cadet (C4C) (Airman Tier) Duties and Responsibilities:

2.4.1. **General.** Before you can lead, you must know what it is like to follow. Cadets learn to effectively follow for the first year, and then learn to lead for the remaining three.

2.4.2. **Duties.** Fourth Class Cadets are expected to adapt to military requirements, immerse in the profession of arms, achieve occupational proficiency and be a productive member of a military organization. Four degrees must ensure they are trained, qualified, ready and motivated to operate in the squadron, master technical skills required of them and prepare for increased responsibilities. Skills required include conforming to military standards,



mastery of required job knowledge and heritage, adherence to customs and courtesies, USAFA standards and execution of requirements under close supervision.

#### 2.4.3. Responsibilities:

- 2.4.3.1. Know and comply with all Cadet Standards & Duties (AFCWI 36-3501).
- 2.4.3.2. Demonstrate foundational understanding of what it means to be an Airman in the profession of Arms and a cadet at the United States Air Force Academy.
- 2.4.3.3. Understand, adopt and embody Air Force Core Values and AFA Honor Code.
- 2.4.3.4. Exhibit professional behavior, military bearing, respect for authority and high standards for dormitory and dress and appearance, on and off-duty.
- 2.4.3.5. Employ a courteous and respectful bearing and mode of speech toward senior cadets and permanent party.
- 2.4.3.6. Correct others who violate standards.
- 2.4.3.7. Accept and execute duties, instructions, responsibilities and lawful orders in a timely manner, and prioritize official duties & requirements over personal desires.
- 2.4.3.8. Understand and master resiliency pillars: social, physical, mental and spiritual.
- 2.4.3.9. Do not discredit USAFA or compromise operational security when using personal and government information systems including social media.
- 2.4.3.10. Contribute positively to a culture and climate of dignity and respect, exercise the Wingman concept and take care of others.
- 2.4.3.11. Demonstrate effective followership by enthusiastically supporting, explaining and promoting leader's policies and decisions. Promote innovation and continuous process improvement to identify and resolve deficiencies up the chain of command.
- 2.4.3.12. Pursue personal and professional development through education and involvement, act as a USAFA ambassador and participate in community events.
- 2.4.3.13. Demonstrate MPA competencies for class year at level of often or greater. For MPA information reference USAFAI 36-2401, *Military Performance Appraisal*.

#### 2.5. Third Class Cadet (C3C) (Noncommissioned Officer Tier) Duties and Responsibilities:

2.5.1. **Duties.** Third Class Cadets should be skilled technicians with training and supervisory responsibilities. They should develop as leaders, supervisors, managers and mentors. They should keep themselves and subordinates in compliance, and trained and ready to execute the mission. They should prepare for increased responsibility and continue in their development as first line supervisors and subject matter experts. Three degrees are responsible for subordinates' development and execution of assigned tasks.

#### 2.5.2. Responsibilities:

- 2.5.2.1. Know and comply with all Cadet Standards & Duties (AFCWI 36-3501).
- 2.5.2.2. Exercise effective followership in mission accomplishment.
- 2.5.2.3. Actively lead, develop, supervise and mentor subordinates.
- 2.5.2.4. Ensure subordinates comply with standards and correct them when they deviate. Ensure accountability at all levels.
- 2.5.2.5. Guide, train, instruct and develop subordinates to ensure they are technically

ready to execute the mission and ensure they are prepared to accept increased levels of responsibility and authority.

2.5.2.6. Provide feedback and counseling to subordinates on performance, conduct, developmental opportunities, strengths and weaknesses and potential future job opportunities.

2.5.2.7. Enhance personal and subordinate resiliency by advocating for social, physical, mental and spiritual domains. Visit living spaces and common areas to ensure proper living conditions and standards.

2.5.2.8. Model and facilitate a climate of effective followership by owning, explaining, promoting and executing leaders' decisions. Provide suggestions up the chain of command that will contribute directly to unit and mission success.

2.5.2.9. Employ a courteous and respectful bearing and mode of speech toward upperclass cadets and permanent party

2.5.2.10. When in charge, issue lawful orders appropriate and proportionate to mission accomplishment and appropriate level of authority.

2.5.2.11. Remain actively engaged in unit and keenly aware of individual and group dynamics. Identify, intervene and deter cadets exhibiting high-risk behaviors.

2.5.2.12. Continue professional development to cultivate skills and professionalism requirements to operate at the Senior Noncommissioned Officer tier.

2.5.2.13. Demonstrate MPA competencies for class year at level of often or greater. For MPA information reference USAFAI 36-2401, *Military Performance Appraisal*.

## **2.6. Second Class Cadet (C2C) (Senior Noncommissioned Officer Tier) Duties and Responsibilities:**

2.6.1. **Duties.** Second class cadets serve as leaders. They advise, supervise, motivate, and mentor those under their charge. Two degrees utilize their leadership experience to leverage resources and personnel against a variety of mission requirements. They execute the decision making process in a variety of technical, operational and organizational issues and mission areas. Two degrees are transitioning from first line supervisors and technical experts to leaders of operational competence with increased responsibilities. The SNCO tier requires a broader perspective, increased leadership and management skills. SNCOs accomplish the mission by merging team talents, skills and resources with other teams' functions. They continue to develop and prepare for increased responsibility and authority within the officer tier.

### **2.6.2. Responsibilities:**

2.6.2.1. Know and comply with all Cadet Standards & Duties (AFCWI 36-3501).

2.6.2.2. These duties are **in addition** to the four and three degree tiered responsibilities.

2.6.2.3. Exemplify excellence, professionalism, pride, competence, and motivation serving as a role model for all cadets to emulate.

2.6.2.4. Provide highly effective leadership with the ultimate purpose of mission accomplishment.

2.6.2.5. Lead people and manage programs with the highest levels of readiness and performance.

2.6.2.6. Employ a courteous and respectful bearing and mode of speech toward senior cadets and permanent party

- 2.6.2.7. Translate leadership's direction into specified tasks and team responsibilities for comprehension and execution.
- 2.6.2.8. Study leaders to understand their rationale, style, intent and goals.
- 2.6.2.9. Draw upon knowledge and experience to advise leaders and help them make informed decisions.
- 2.6.2.10. Be an active, visible leader. Lead by example. Comply and seek compliance.
- 2.6.2.11. Develop others into effective followers, leaders, supervisors and managers.
- 2.6.2.12. Ensure facilities, resources and funds are used in an efficient and effective manner in the best interest of USAFA.
- 2.6.2.13. Understand, manage and explain manning requirements and capabilities in accordance with the cadet unit manning documents and prioritization of positions.
- 2.6.2.14. Promote culture of innovation and continuous improvement to identify and resolve deficiencies.
- 2.6.2.15. Demonstrate and promote reasonable behaviors with all cadets. Readily detect and correct unsafe, irresponsible or unsatisfactory behavior that impact individual or unit readiness. Promote peer involvement in correcting negative behavior and rewarding cadets who employ risk management philosophies and abide by standards.
- 2.6.2.16. Ensure a climate and culture of dignity and respect.
- 2.6.2.17. Demonstrate MPA competencies for class year at level of often or greater. For MPA information reference USAFAI 36-2401, *Military Performance Appraisal*.

## **2.7. First Class Cadet (C1C) (Officer Tier) Duties and Responsibilities:**

2.7.1. **Duties.** Officers execute increased levels of leadership and management responsibilities, having built upon previous development and experience. Officers develop appropriate tactical, operational and strategic competencies associated with their rank and position.

### **2.7.2. Responsibilities:**

- 2.7.2.1. Know, comply and enforce all Cadet Standards & Duties (AFCWI 36-3501).
- 2.7.2.2. Employ a courteous and respectful bearing and mode of speech toward senior cadets and permanent party.
- 2.7.2.3. Practice the highest standards of conduct and integrity, in your job, professional relationships, personal finance dealings and community interactions.
- 2.7.2.4. Maintain professionalism, good order and discipline and unit cohesion.
- 2.7.2.5. Do your part to accomplish the mission and ensure subordinates do the same.
- 2.7.2.6. Accomplish duties in a timely and efficient manner and require same of subordinates. Quality and quantity of work is important – efficiency and productivity.
- 2.7.2.7. Lead by example. Do the right thing, for the right reasons...always.
- 2.7.2.8. Create environment of dignity and respect, where all members can reach their full potential.
- 2.7.2.9. Drive organizational norms for high performance and professional standards. Inspect and regulate the conduct and mission accomplishment of all cadets.

- 2.7.2.10. Continue to develop and practice team, interpersonal, and personal leadership.
- 2.7.2.11. Integrate efforts of small units toward broader objectives.
- 2.7.2.12. Lead the cadet wing while developing, shaping and inspiring all cadets.
- 2.7.2.13. Influence procedures and policies to improve the Cadet Wing.
- 2.7.2.14. Demonstrate MPA competencies for class year at level of often or greater. For MPA information reference USAFAI 36-2401, *Military Performance Appraisal*.

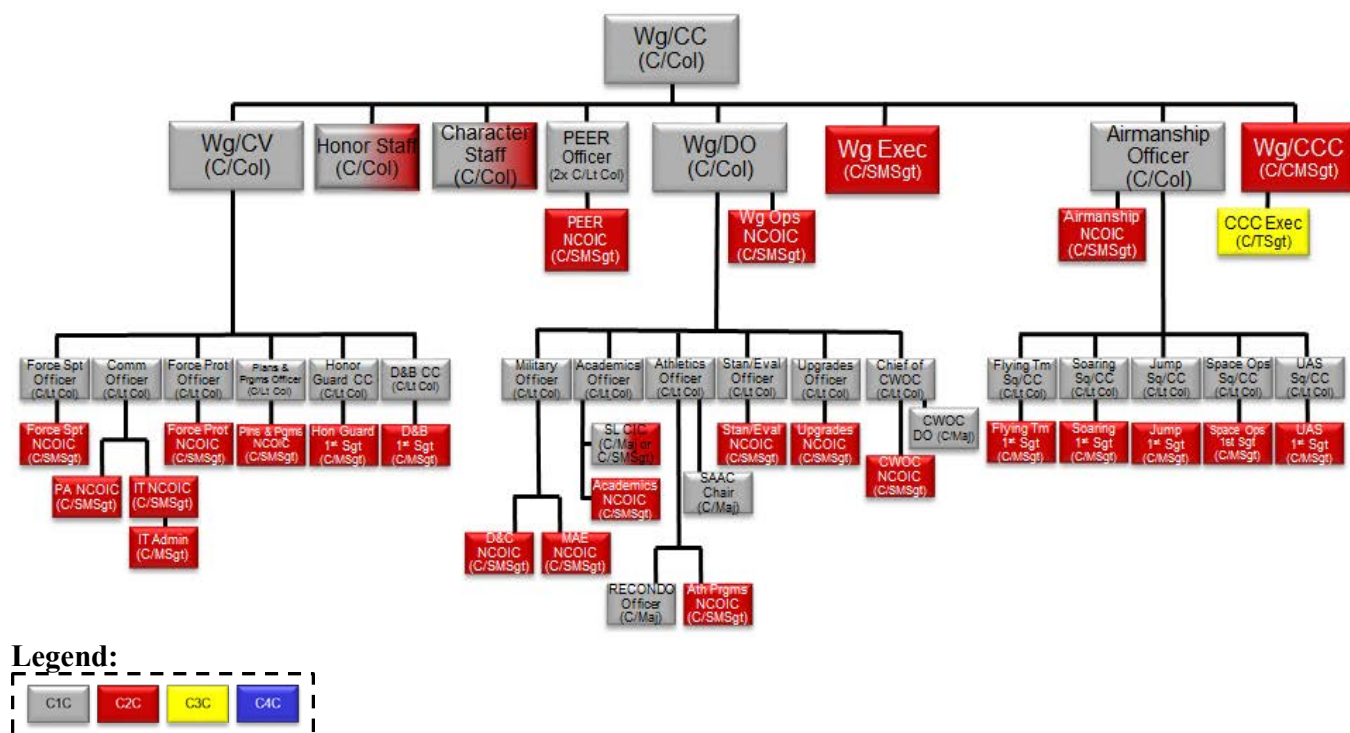
ANNEX A – CADET WING DUTIES AND RESPONSIBILITIES

Chapter 3 – CADET WING UNIT MANNING DOCUMENT (UMD)

3.1. **General.** This chapter outlines the wing infrastructure, assigned rank, duty descriptions and the rating chain. The duty descriptions are not all inclusive. All wing, group and squadron positions are responsible for ensuring prescribed programs are followed in direct support of the USAFA mission to develop officers of character. Corresponding permanent party mentors will be assigned to most cadet duty positions. Wing staff will report to the Commandant of Cadets through the cadet wing commander or vice commander for issues related to command and control of the cadet wing.

3.2. All cadet commanders will organize their units in accordance with this instruction. Deviations are **not** authorized unless approved in writing by the Commandant of Cadets.

Figure 3.1 Cadet Wing Staff Unit Organizational Structure



NOTE: Reference rating chain for duty position prioritization.

3.3. CADET WING COMMANDER (AFCW/CC) (C/Col)/(Line)

**Duties and Responsibilities:** Reports to USAFA/CWDO. Supervises cadet wing staff and oversees Stan/Eval. Develops and implements plans, programs, and policies in direct support of Commandant’s goals and objectives. Ensures subordinates execute the mission and train, mentor, counsel and evaluate cadets through Leadership Growth Model (LGM). Responsible to USAFA/CW for all duty positions executed by cadets. Enforces AF and USAFA policies and procedures. Supervises cadet wing activities. Works with Group Air Officers Commanding as needed. Delegates cadet authority to staff and subordinate commanders. Enforces discipline and conduct. Improves morale and welfare with cadet/permanent party. Advises USAFA/CW. Remains in good military, academic and athletic standing.

3.3.1. Specific Tasks:

3.3.1.1. Provides cadet wing vision and goals IAW USAFA mission.

3.3.1.2. Recommends through USAFA/CW to Dean of Faculty (DF), Director of

Athletics (AD), USAFA/CW Staff and base elements, improvements to health, welfare, morale, training and education of cadets.

- 3.3.1.3. Supervises and retains knowledge of all cadet wing activities.
- 3.3.1.4. Ensures effective communication up and down the chain of command.
- 3.3.1.5. Supervises cadet group commanders.
- 3.3.1.6. Provides Stan/Eval feedback to subordinates for corrective action.
- 3.3.1.7. Executes wing-wide projects and events.
- 3.3.1.8. Upholds Air Force Core Values and models as a leader of character.
- 3.3.1.9. Coordinates with CWC for wing character officer appointment.
- 3.3.1.10. Commander of troops (COT) during AFCW formations and football games.
- 3.3.1.11. Voting member on USAFA Cadet Pay Group per USAFAI 65-101.
- 3.3.1.12. Conducts staff meetings and commander's calls
- 3.3.1.13. Accomplishes Cadet Leadership Enrichment Seminar & CC Training.

3.3.2. **Mentor:** USAFA/CW and/or USAFA/CWV.

### **34. CADET VICE WING COMMANDER (AFCW/CV) (C/Col)/(Line)**

**Duties and Responsibilities:** Reports to Wing Commander. Principle advisor to Wing Commander. Assumes roles, responsibilities, and cadet authority in absence of Wing Commander. The AFCW Director of Staff, AFCW Inspector General (IG) and complaints monitor. Honor Review Committee Executive Panel (HRCEP) representative. Leads support, plans and programs, honor guard and drum and bugle corps functions of AFCW. Remains in good military, academic and athletic standing.

#### 34.1. Specific Tasks:

- 3.4.1.1. As AFCW IG, solicits and hears cadet complaints and refers to appropriate cadet staff or base agency through USAFA/CWV for corrective action.
- 3.4.1.2. As IG, recommends corrective action to group and squadron commanders whose units fail to comply with standards.
- 3.4.1.3. Supervises group deputy commander's IG functions.
- 3.4.1.4. As DS, manages staff and discipline. Organizes/conducts wing staff meetings.
- 3.4.1.5. Honor Review Committee Executive Panel (HRCEP) voting member.
- 3.4.1.6. Ensures permanent party mentorship of wing staff twice a semester.
- 3.4.1.7. Compiles and disseminates Weekly Activity Report.
- 3.4.1.8. Accomplishes Cadet Leadership Enrichment Seminar and CC training.

3.4.2. **Mentor:** USAFA/CWV.

### **35. WING DIRECTOR OF OPERATIONS (AFCW/DO) (C/Col)/(Line)**

**Duties and Responsibilities:** Reports to Wing Commander. Responsible for operations, readiness, and Cadet Wing Operations Center (CWOC) functions. Monitors administration of cadet discipline system. Implements and executes the Stan/Eval Program. Remains in good military, academic and athletic standing.

#### 35.1. Specific Tasks:

- 3.5.1.1. Authorizes and administers demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*. Monitors system for compliance.

3.5.1.2. Generates master list of monitors: tours, confinements, HAP's and Senior Officer of the Day. Manages and oversees cadet scheduling and monitoring execution.

3.5.1.3. Organizes and conducts cadet Status of Discipline meetings bi-weekly with all cadet group and squadron commanders with coordination of USAFA/CWVVD.

3.5.1.4. Advises wing commander on status of discipline and monitoring systems.

3.5.1.5. Implements military, athletic, academic, stan/eval and upgrade programs.

3.5.1.6. Manages AFCW Senior Officer of Day (SOD) program.

3.5.1.7. Supervises Wing Ops NCOIC.

3.5.1.8. Oversees distribution of the daily Routine Order to the cadet wing.

3.5.1.9. Accomplishes Cadet Leadership Enrichment Seminar.

3.5.2. **Mentor:** USAFA/CWDO.

### **36. WING OPERATIONS NCOIC (AFCW/DON) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and is responsible to Wing Director of Operations (DO). Assists the DO in managing and supervising operations, readiness, and Cadet Wing Operations Center (CWOC) functions. Assists in monitoring group/squadron operations to ensure military, academic, athletic, stan/eval, upgrades and CWOC programs and objectives are met. Assists command chief master sergeant in monitoring lower three classes. Remains in good military, academic and athletic standing.

3.6.1. Specific Tasks:

3.6.1.1. Assists DO with reporting status of cadet disciplinary system.

3.6.1.2. Assists wing executive in ensuring cadets read and adhere to Commandant's guidance and Special Interest Items.

3.6.1.3. Oversees creation and distribution of the Cadet Wing Routine Order (RO).

3.6.1.4. Assists AFCW/DO to oversee military, academic, athletic, stan/eval, upgrade and CWOC programs. Supports and de-conflicts operations planning.

3.6.1.5. Assists AFCW/DO in compiling master list of cadet monitors for tours, confinements, HAP's detail, and Senior Officer of the Day

3.6.2. **Mentor:** USAFA/CWDO.

### **37. WING COMMAND CHIEF (AFCW/CCC) (C/CMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Commander. Ranking C2C. Monitors wing discipline, training, morale and welfare with primary emphasis on lower three classes. Remains in good military, academic and athletic standing.

3.7.1. Specific Tasks:

3.7.1.1. Oversees/monitors all ceremonies and major formations. Ensures cadet contingents support ceremonies/special formations.

3.7.1.2. Advises wing commander on training and discipline of lower three classes.

3.7.1.3. Prepares and maintains special duty rosters/records. Reviews group records.

3.7.1.4. Oversees AFCW's Cadet in Charge of Quarters (CCQ) Program. Audits group programs monthly ensuring group file plans include six months of data.

3.7.1.5. Oversees Arnold Hall CQ Administration.

3.7.1.6. Supervises Exec to the Wing Command Chief.

3.7.1.7. Meets with group superintendents to ensure AF/USAFA compliance.

3.7.1.8. Ascertains from First Sergeants the health and wellness of cadet wing regarding discipline, compliance, training, development, welfare and morale.

3.7.1.9. Assists and advises AFCW/CC's selection, training, mentoring and development of second and third-class cadets on wing staff.

3.7.2. Accomplishes training with group and squadron superintendents each semester.

3.7.3. **Mentor:** USAFA/CW/CCC.

### **38. WING COMMAND CHIEF EXECUTIVE ASSISTANT (AFCW/CCCE) (C/TSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Command Chief. Provides administrative assistance. Remains in good military, academic and athletic standing.

3.8.1. Specific Tasks:

3.8.1.1. Administration for Arnold Hall CQ.

3.8.1.2. Helps monitor and documents training/discipline for lower three classes.

3.8.1.3. Prepares and maintains cadet special duty rosters and records.

3.8.1.4. Provides admin for AFCW's Cadet in Charge of Quarters (CCQ) Program.

3.8.1.5. Captures minutes for Command Chief/group superintendent meetings.

3.8.1.6. Proofreads Command Chief correspondence for format and accuracy.

3.8.1.7. Coordinates Command Chief appointments and commitments. Monitors calendar/agenda along with the CW master schedule.

3.8.2. USAFA/CW/CCCE.

### **39. WING EXECUTIVE ASSISTANT (AFCW/CCE) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Administrative assistant to wing commander. Remains in good military, academic and athletic standing.

3.9.1. Specific Tasks:

3.9.1.1. Proofreads wing commander correspondence for format and accuracy.

3.9.1.2. Coordinates wing commander appointments and commitments. Monitors wing commander's calendar/agenda along with the CW master schedule.

3.9.1.3. Advises wing commander on any issues among staff and units.

3.9.1.4. Coordinates with vice to facilitate staff communication.

3.9.1.5. Liaisons with USAFA/CWTS and Cadet Scheduling Office for escorts. Oversees escorting duties and fills required quotas for mandatory events.

3.9.1.6. Reserves and coordinates meeting locations.

3.9.1.7. Disseminates pertinent information via authorized wing wide emails.

3.9.1.8. Manages accurate information resources for all AFCW/CC guidance.

3.9.1.9. Manages wing tasker system and organizational box. Compiles and disseminates pertinent AFCW taskers through chain of command.

3.9.2. **Mentor:** USAFA/CWE.

### **310. WING MILITARY OFFICER (AFCW/SND) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing Director of Operations. Conducts large-scale military events and drill and ceremonies (D&C). Coordinates with USAFA/CW D&C and



AMTIs in planning, organizing, supporting and executing cadet formations including noon meal formation (NMF), reveille and retreat formations, parades, ceremonies, state funeral, inauguration and cadet march-on procedures for football games and graduations. Ensures RM is integrated in all military events. Preferred AETC experience. Remains in good military, academic and athletic standing.

### 3.10.1. Specific Tasks:

- 3.10.1.1. Monitors formations/training events and advises Wing DO of findings.
- 3.10.1.2. Coordinates military event venues including Stillman Field preparation.
- 3.10.1.3. Ensures pre and post ceremony tasks such as audio equipment, parade field set-up/tear down, scripts, narrators, key personnel briefings and/or any other special arrangements identified by USAFA/CWT Drill and Ceremonies NCOIC have been accomplished.
- 3.10.1.4. Monitors military and drill proficiency status. Schedules/conducts training/practices.
- 3.10.1.5. Executes drill and ceremony events at discretion of Commandant.
- 3.10.1.6. Liaisons with Vice Commander for security personnel use for formations.
- 3.10.1.7. Coordinates with USAFA/CWT Drill and Ceremonies NCOIC and AMTIs on the training of D&C staff and key personnel.
- 3.10.1.8. Coordinates with CWVV, USAFA/CWT Drill and Ceremonies NCOIC and AMTIs on management of the drill and ceremonies evaluation system and evaluation criteria.
- 3.10.1.9. Provides feedback to group and squadron D&C to address deficiencies.
- 3.10.1.10. Conducts training and documents accordingly.
- 3.10.1.11. Provides input to USAFA/CWTT and USAFA/CWC in planning and scheduling.
- 3.10.1.12. Ancillary Training, Commissioning Education training, MCQ, Directed Development Time, Military Knowledge Preparation and military training events.
- 3.10.1.13. Executes AFCW Training Plans as needed to meet AFCW/CC objectives.
- 3.10.1.14. Coordinates military requirements and activities with Military Officers/NCOICs.
- 3.10.1.15. Builds a streamlined staff to plan and execute major assessment training events. Delegates duties to his/her staff and group Military staff to ensure proper execution of event.
- 3.10.1.16. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of major training event planning coordination and execution.
- 3.10.1.17. Conducts a post-event HOTWASH to ensure training objectives were met and recommend areas for improvement for future training events.
- 3.10.1.18. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority.

### 3.10.2. **Mentor:** USAFA/CWT Drill and Ceremonies NCOIC and USAFA/CWTT.

## **3.11. WING DRILL AND CEREMONIES NCOIC (AFCW/SND) (C/SMSGt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing Military Officer. Program oversight for military drill and ceremonies (D&C) program. Coordinates with USAFA/CW Military

D&C NCOIC in planning, organizing, supporting and executing cadet formations including noon meal formations (NMF), Reveille and Retreat formations, parades, cadet march-on/off formations, Graduation, etc. Coordinate with USAFA/CWV, Standardization & Evaluations, on grading standards and scoring system maintenance. Works directly with AFCW/CCM. Remains in good military, academic and athletic standing.

#### 3.11.1. Specific Tasks:

- 3.11.1.1. Monitors all formations and notifies wing stan/eval officer of trend items and deficiencies.
- 3.11.1.2. Accomplishes pre and post-ceremony setup including audio equipment, venue set-up/tear down, scripts, narrators, seating, key personnel briefings and/or any special arrangements. Leverages support/logistics for manning/assistance.
- 3.11.1.3. Assesses drill proficiency status and schedules/conducts training, practices and/or events to ensure cadet wing competency and professionalism.
- 3.11.1.4. Executes all drill and ceremony events at the discretion of the wing commander with approval of the Commandant of Cadets.
- 3.11.1.5. Coordinates drill and ceremony training with Wing DO to address deficiencies in marching and formations.
- 3.11.1.6. Liaisons with Vice Commander for force protection personnel for formations.
- 3.11.1.7. Trains D&C staff and all key personnel.
- 3.11.1.8. Provides feedback to group and squadron D&C staffs to address deficiencies.
- 3.11.1.9. USAFA/CW D&C NCOIC conducts training and documents accordingly.

#### 3.11.2. Mentor: USAFA/CWT D&C NCOIC and AMTIs.

### **3.12. WING MAJOR ASSESSMENT EVENTS NCOIC (AFCW/MAE) (C/SMSGT)**

**Duties and Responsibilities:** Reports to and responsible to Wing Military Officer. Program oversight for USAFA major assessment training events. Meets Commander's Intent with objective based training and human dignity and respect. Ensures RM is integrated across all major assessment training events. Utilizes wing, group and squadron staffs to execute events. Remains in good military, academic and athletic standing.

#### 3.12.1. Specific Tasks:

- 3.12.1.1. Produces training execution/evaluation system for MAE staff.
- 3.12.1.2. Builds operations orders (OPORDs), fragmentation orders (FRAGOs) and special instructions (SPINs) for major assessment training events. Ensures timely distribution for execution. (Target is 14 days prior for OPORD release).
- 3.12.1.3. Establishes, in conjunction with USAFA/CWT, training execution plan to meet annual training plan goals and objectives for each class year.
- 3.12.1.4. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority.
- 3.12.1.5. Works with AFCW/TR and USAFA/CWTT to ensure training execution plans accomplish AFCW training objectives. Provides inputs where required to ensure groups/squadrons have standardized training opportunity to desired standards.
- 3.12.1.6. Plans and executes major training assessment events with group/squadron staffs and first line supervisors, element leaders and flight commanders as trainers/SMEs. Train SMEs to execute training plan IAW syllabus and brief/execute/debrief methodology.

3.12.1.7. Coordinates with Wg stan/eval and CWVV on requirements, design, and execution of evaluations and assessments of wing training objectives.

3.12.1.8. Provides period updates, in conjunction with USAFA/CWTT, to USAFA/CW on major training event planning, coordination, execution and lessons learned.

3.12.1.9. Conducts post-event HOTWASH to assess whether training objectives were met and recommend areas for improvement for future large-scale military events.

3.12.1.10. USAFA/CWTT provides training philosophy prior to assuming duties.

3.12.1.11. Know, develop and execute training plans IAW the CMETP.

**3.122. Mentor:** USAFA/CWTT.

### **3.13. WING ACADEMICS OFFICER (AFCW/AC) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and is responsible to Wing Director of Operations (DO). Monitors and coordinates academic matters between AFCW and Dean of Faculty (DF) staff. Works with DF to administer academic policies and procedures. Represents cadet interests. Ensures subordinates are trained in matters relating to academic performance. Remains in good military, academic and athletic standing.

3.13.1. Specific Tasks:

3.13.1.1. Acts as AFCW single point of contact with DF for coordination of curriculum matters, academic enrichment opportunities, and academic policies for cadet wing.

3.13.1.2. Ensures all academic events are sufficiently advertised.

3.13.1.3. Oversees Academic Call to Quarters (ACQ), Weekend Academic Call to Quarters (WACQ), and establishes policy for academic study environment in dorms.

3.13.1.4. Develops, implements, and oversees wing/group/squadron academic programs.

3.13.1.5. Establishes and implements developmental/rehabilitative processes for holistic academic improvement as well as academically deficient cadets.

3.13.1.6. Coordinates and advocates for DF panel cadet participation.

3.13.1.7. Maintains academic program continuity. Submits to DFRC by Lesson 40.

3.13.1.8. Submits After Action Report to DFRC. Recaps semester problems and provides recommendations for improvement - staff, curriculum and environment.

3.13.1.9. Member of DF Academic Working Group (AWG). Schedules, coordinates, and establishes agendas/minutes on at least a monthly basis. Facilitates and coordinates AWG projects and related initiatives.

3.13.1.10. Supervises and supports Science of Learning Commander and team.

3.13.2. **Mentor:** DFRSC.

### **3.14. WING ACADEMICS NCOIC (AFCW/ACN) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to, responsible to and assists Wing Academics Officer. Provides ideas, support and assistance with records of all activities. Checks and surveys squadron academic policies and programs for quality management. Remains in good military, academic and athletic standing.

3.14.1. Specific Tasks:

3.14.1.1. Prepares and files all academic paperwork.

- 3.14.1.2. Performs weekly checks of group programs, policies and execution.
- 3.14.1.3. Develops training on academic policies and procedures including registration and lesson one (1) registration/schedule changes.
- 3.14.1.4. Develops training on deficiency lists, USAFA Form 68, *Cadet Academic Deficiency Evaluation and Probation Action Plan* (with support from the Science of Learning Team), and Academic Review Committee.
- 3.14.1.5. Develops training on policy updates, distribution, and posting, along with academic items of interest.
- 3.14.1.6. Develops training and publicizes Majors' Night.
- 3.14.1.7. Enforces ACQ and WACQ study environments.
- 3.14.1.8. Assists Academics Officer in supporting and supervising Science of Learning Team, including training of squadron academic staff to support programs and improvement.

3.14.2. **Mentor:** DFRSC.

### **3.15. WING ACADEMICS SCIENCE OF LEARNING CIC (AFCW/SLCIC) (C/Maj or SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Academic Officer. Responsible to Director for the Scholarship of Teaching and Learning and Academic Working Group (AWG). Coordinates efforts with Academic Success Center. Leads, guides and operates Science of Learning Team. Provides continuity, expertise, and instruction of learning strategies to cadet wing and training of squadron academic staff. Requires nomination from the DF/DFEI, be a certified Science of Learning Instructor Trainer, and approval by AFCW/AC and the Commandant of Cadets. Remains in good military, academic and athletic standing.

3.15.1. Specific Tasks:

- 3.15.1.1. Maintains Science of Learning Instructor Trainer and Instructor qualifications.
- 3.15.1.2. Updates training/skills with new research into science of teaching/learning.
- 3.15.1.3. Teaches and leads Science of Learning Instructors.
- 3.15.1.4. Instructs all cadets in learning strategies and study skills.
- 3.15.1.5. Oversee workshops and presentations to all cadets through squadrons, sports teams, and other groups as required.
- 3.15.1.6. Executes mandatory seminars for cadets on academic probation and reports attendance accountability to the Squadron Academic Officers and in-turn the cadet chain of command.
- 3.15.1.7. Trains Squadron Academic Officers and NCOICs in learning and mentoring strategies, study skills, and tools/resources for academic success.
- 3.15.1.8. Ensures Science of Learning Team provides, updates, and publicizes resources to the cadet wing.
- 3.15.1.9. Oversees instructor training for 1st year Instructors and skills maintenance for Science of Learning Instructors and Science of Learning Instructor Trainers.

3.15.2. **Mentor:** DF/DFEI, SoTL (Director for the Scholarship of Teaching and Learning).

### **3.16. WING ATHLETICS OFFICER (AFCW/AT) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Director of Operations (DO). Monitors and coordinates athletic matters between CW and Athletic Department (AD).

Works with AD to administer athletic policies. Represents cadet interests to AD. Note: Wing Athletic Officer will not be an on-season intercollegiate athlete. Remains in good military, academic and athletic standing.

### 3.16.1. Specific Tasks:

- 3.16.1.1. Monitors Physical Education (PE), physical and aerobic fitness tests (PFTs/AFTs), wing Reconditioning (RECONDO) and unit fitness programs. Ensures accurate and timely accountability to Athletic Department Physical Education (ADP). Recommends changes to ADP when necessary.
- 3.16.1.2. Manages the Cadet Intramural Program.
- 3.16.1.3. Ensures League Sport Managers input daily attendance results. Reports problems to Athletic Department Intramurals (ADPAM).
- 3.16.1.4. Ensures cadet referee support for all intramural events.
- 3.16.1.5. Provides maximum support to Falcon sporting events. Works with Liaison/Student Athlete Affairs (USAFA/ADV) to verify maximum participation events.
- 3.16.1.6. Communicates/meets/solicits inputs from intercollegiate team captains.
- 3.16.1.7. Relays support requirements for events to Wing Support Officer.
- 3.16.1.8. Monitors group and squadron staffs for proper duty execution. Works with them to develop new ways to promote athletics and physical fitness.
- 3.16.1.9. Coordinates with AD to administer athletic policies.
- 3.16.1.10. Prepares and organizes daily intramural operations/participation IAW fall/spring Intramural Schedule of Instruction (SOI).
- 3.16.1.11. Oversees cadet extramural program via group athletic directors/mgrs.
- 3.16.1.12. Oversees all cadet intramural staff members. Selects highly qualified first or second-class cadets as league sport managers at beginning of each semester.
- 3.16.1.13. Assists/coordinates with SAAC Chair. Executes Bolt Annual Award.
- 3.16.1.14. Plans, coordinates and implements Athletic Working Groups. Briefs and plans, organizes and constructs briefing with AD staff, Recondo, SAAC, etc.
- 3.16.1.15. Monitors and supports Cadet Fitness Center (CFC) programs including Weight Room Cadet in Charge (CIC) and group fitness instructor program.

### 3.16.2. **Mentor:** USAFA/ADPAM and USAFA/ADPT.

## **3.17. WING RECONDO OFFICER (AFCW/RCIC) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports and is responsible to Wing Athletics Officer. Monitors and coordinates reconditioning matters to ADPT/R. Administers reconditioning programs with ADPT/R. May be selected as summer Reconditioning CIC. Cadet will normally hold this position for two consecutive semesters: fall semester and spring semester. Remains in good military, academic and athletic standing.

### 3.17.1. Specific Tasks:

- 3.17.1.1. Develops, implements, and oversees reconditioning workout programs under USAFA/ADPT/R guidance. This includes both M and T day programs.
- 3.17.1.2. Oversees Physical Enhancement Program (primarily C4C program) and Extreme reconditioning programs and ensures proper manning.
- 3.17.1.3. May participate as cadet instructor (PE 479) and assist with Summer RECONDO

& Fundamentals to Physical Development (PE 113).

3.17.1.4. Maintains books and records of all counseling letters and get well plans.

3.17.1.5. Ensures all cadets are maintaining safety.

3.17.1.6. Maintains discipline for all cadets and Reconditioning staff.

3.17.1.7. Develops and oversees physical fitness training and wellness programs for squadron athletic staffs.

3.17.1.8. Interviews, recommends for selection, and trains replacement.

3.17.1.9. Receives training through USAFA/ADPT/R. Preferred prerequisite is Squadron, Group, or Wing RECONDO Staff experience.

3.17.1.10. Advises Wing Athletic Officer, Wing Athletic NCOIC, Group RECONDO NCOICs and Squadron RECONDO CIC staff on Cadet Weight Management program IAW USAFAI 36-2002 (*Cadet Weight & Fitness Pgms*).

3.17.2. **Mentor:** USAFA/ADPT/R.

### **3.18. WING ATHLETICS PROGRAM NCOIC (AFCW/ATN) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing Athletics Officer. Assists Officer in his/her duties. Provides ideas, supports and assists with athletic activity records. Checks and surveys unit athletic programs/intramurals for quality management/participation. Wing athletic NCOIC will not be an on-season intercollegiate athlete. Remains in good military, academic and athletic standing.

3.18.1. Specific Tasks:

3.18.1.1. Administers/executes Cadet Intramural Program IAW Fall/Spring SOI.

3.18.1.2. Ensures wing program/policy facilitates intramural accountability.

3.18.1.3. Supports Athletic Department Physical Education (ADP) in communicating program requirements related to Physical Education (PE), PFTs/AFTs, and C1C AF commissioning Fitness Assessments.

3.18.1.4. Develops wing-wide athletic training activities to enhance fitness. Monitors PFT/AFT scores and creates plan for continuous fitness assessment improvement.

3.18.1.5. Checks squadron intramural team attendance rosters weekly in CAMIS. Provides squadron completeness/accuracy feedback to Group Athletic Officer.

3.18.1.6. Communicates monthly Malanaphy Trophy standing to groups/squadrons.

3.18.1.7. Assists Wing Military Officer in the development and execution of fitness events during Commandant's Challenge, Recognition, etc.

3.18.1.8. Monitors and supports Cadet Fitness Center (CFC) programs including the Weight Room Cadet in Charge (CIC) program and group fitness instructor program.

3.18.2. **Mentor:** USAFA/ADPAM and USAFA/ADPT.

### **3.19. STUDENT ATHLETE ADVISORY COMMITTEE CHAIR (AFCW/SAAC) (C/Maj) (Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing Athletics Officer for entire Academic year. Position required by the NCAA. The SAAC Chair is the key link between Student Athletes and the Cadet Wing. Remains in good military, academic and athletic standing.

3.19.1. Specific Tasks:

- 3.19.1.1. Serves as cadet point of contact for issues impacting Student Athletes at USAFA. Coordinates with USAFA/AD, USAFA/CW and USAFA/DF as required.
- 3.19.1.2. Assists/coordinates with SAAC Chair on issues impacting cadet athletes. Assists SAAC Chair in executing responsibilities through Liaison/Student Athlete Affairs (USAFA/ADV).
- 3.19.1.3. Attends AFCW/CC staff meetings. Provides athlete feedback as required.
- 3.19.1.4. Leads all SAAC meetings. Requires monthly, if not bi-weekly, meetings with SAAC advisor to discuss agenda and other pertinent issues. SAAC spokesperson and addresses student-athletes, coaches and administration when needed.
- 3.19.1.5. Serves as the cadet wing link to all team captains.
- 3.19.1.6. Works with AFCW/AT to highlight all USAFA intercollegiate contests.
- 3.19.1.7. Coordinates with wing Athletics for Pack the House event support.
- 3.19.1.8. Coordinates with AD and Wing Athletics (fall semester) to plan and execute the annual Bolt Awards. Initiates the planning and coordination process, and ensuring all tasks are accomplished within their designated AD departments.

3.192. **Mentor:** USAFA/AD.

### **320. WING STANDARDIZATION/EVALUATION OFFICER (AFCW/SN) (Stan/Eval) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to Wing DO. Responsible to USAFA/CWVV. Administers AFCW's Stan/Eval program. Updates Stan/Eval policies for currency/applicability. Provides reports to Wing DO on cadet wing evaluations. Provides feedback to the Wg CC and group commanders on unit performance. Develops policy, training, and guidance to improve performance. Remains in good military, academic and athletic standing.

#### 320.1. Specific Tasks:

- 3.20.1.1. Educates the cadet wing on standards and policies and assesses performance.
- 3.20.1.2. Generates evaluation tools, training, and processes to provide group and squadron feedback.
- 3.20.1.3. Coordinates with USAFA/CWVV on AF and USAFA policies. Coordinates with the Wg/CC on the development of Outstand Squadron System performance incentives IAW AFCWI 36-2809, *Outstanding Squadron System*.
- 3.20.1.4. Advises wing commander on AF and USAFA policies and programs. Evaluates cadet wing on ability to meet/exceed those standards.
- 3.20.1.5. Revises and implements stan/eval program policy changes if required.
- 3.20.1.6. Schedules wing-wide and no-notice spot inspections on behalf of wing commander. Coordinates inspections with group stan/eval and USAFA/CWVV.
- 3.20.1.7. Reports to Wing CC & DO on wing condition and areas of improvement.
- 3.20.1.8. Coordinates with staff to define plans and programs, standards in military, academic, athletic, upgrades, CWOC, support, communications, and force protection.
- 3.20.1.9. Completes inspection reports and ensures corrective actions are completed promptly and distributed to USAFA/CWVV, the Wing CC, and group stan/eval. Ensures stan/eval related programs support the Commander's Inspection Program (CCIP).
- 3.20.1.10. Directs wing-wide stan/eval training program for inspectors. The training

program will be ongoing to ensure currency, efficiency and standardization across all squadrons. Consults with CWVV, CWT Drill and Ceremonies NCOIC, and AMTIs as appropriate in the development of evaluator related training. Advises group stan/eval when additional training is required.

3.20.1.11. Coordinates with CWVV, CWTT, the Wing Military Officer, Wing Upgrades Officer and related NCOICs on evaluations and assessments requirements of wing training objectives; designs and oversees execution of said evaluations and assessments. Ensures assessment evaluators are properly trained to execute assigned evaluations and assessments.

3.20.1.12. Evaluates group and squadron inspection teams to ensure compliance with expectations as outlined in AMIs, SAMIs, PAIs, ORIs, NMF, common areas, and trash compactors.

3.20.1.13. Wing's lead for collated trend and analysis information. Publicizes stan/eval, trends, and analysis information throughout the wing.

3.20.1.14. Reviews/updates self-inspection guides and checklists each semester.

3.20.1.15. Maintains all inspection reports on file and references for unit inspections.

3.20.1.16. Builds, distributes and secures cadet military knowledge tests. Coordinates with CWT, CWC, and Wing Military Officer on knowledge test development. Develops procedures for grading tests and reporting results to USAFA/CWVV.

3.20.1.17. Maintains & secures updated stan/eval master question files (MQF) for C4C knowledge tests and cadet standards. Coordinates with Wg Military Officer and Wing Upgrades Officer on the development of C4C knowledge probooks and scheduling of MQF evaluations.

3.20.1.18. Develops and supervises stan/eval program IAW this publication.

3.20.1.19. Provides feedback to group stan/eval on evaluations, procedures, inspections, and overall standards.

3.20.1.20. Inputs accurate AMI, SAMI, and PAI scores for wing staff into MPAS.

3.20.1.21. Meets bi-weekly with CWVV to review OSS data and any other issues.

3.20.1.22. Effectively communicates OSS to the cadet wing and addresses any issues.

3.20.1.23. Performs other duties as required by wing leadership or CWVV.

3.20.1.24. Accomplishes CWVV training during transition week each semester and prior to summer for summer program evaluators.

3.202. **Mentor:** USAFA/CWVV.

### **321. WING STAN/EVAL NCOIC (AFCW/SNN) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Stan/Eval Officer. Advises Stan/Eval officer on any revisions of Air Force instructions and assists in revising cadet wing instructions and policy accordingly. Assists in disseminating policy to improve wing, group and squadron performance. Provides feedback on unit performance and ensures corrective action. Remains in good military, academic and athletic standing.

321.1. Specific Tasks:

3.21.1.1. Advises stan/eval officer on issues pertaining to cadet wing standards.

3.21.1.2. Assists in updating Stan/Eval Program procedures and policy. Coordinates revisions with USAFA/CWVV.

3.21.1.3. Solicits feedback from groups/squadrons and implements improvements.



- 3.21.1.4. Sets standards for graded areas and develops/updates inspection guides
- 3.21.1.5. Helps prepare written or oral feedback to groups/squadrons.
- 3.21.1.6. Helps develop, administer, secure and grade knowledge tests.
- 3.21.1.7. Assists in evaluations and assessments development.
- 3.21.1.8. Helps set standards/criteria for AMI, SAMI, PAI, ORI, NMF grading.
- 3.21.1.9. Ensures cadet evaluator standardization for grading events.
- 3.21.1.10. Helps input AMI, SAMI, and PAI scores for wing staff into MPA's
- 3.21.1.11. Ensures compliance with this instruction.
- 3.21.1.12. Ensures units input AMI, SAMI, PAI, k-test data timely and accurately.
- 3.21.1.13. Accomplishes CWVV Training during transition week each semester and prior to summer for summer program evaluators.

3.21.2. **Mentor:** USAFA/CWVV.

### **322 WING UPGRADES OFFICER (AFCW/UTM) (C/Lt Col) (Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing DO. Coordinates wing progress checks and upgrade requirements for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, etc. Ensures compliance with developmental milestones and commander's intent. Ensures RM is integrated across all assessment events if applicable. Ensures staff tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Remains in good military, academic and athletic standing.

#### 3.22.1. Specific Tasks:

- 3.22.1.1. Plans, schedules, and monitors milestones and upgrades for all classes.
- 3.22.1.2. Provides bi-weekly update on requirement completion to wing/group leadership.
- 3.22.1.3. Identifies deficient lessons/cadets and schedules makeup opportunity.
- 3.22.1.4. Distributes materials, schedules, policies and suspenses to cadets, AOCs, AMTs.
- 3.22.1.5. Monitors, critiques, and recommends improvements to USAFA/CWC or USAFA/CWT.
- 3.22.1.6. Coordinated with stan/eval on C4C Pro-Book development. Builds study guides for core competencies for each class.
- 3.22.1.7. Assists stan/eval staff in development, administration, and grading of all cadet year group military knowledge testing.
- 3.22.1.8. Meets with USAFA/CWTT and USAFA/CWC to receive training and curriculum philosophies prior to assuming duties.
- 3.22.1.9. Execute CMETP programs and develop leaders of character.
- 3.22.1.10. Knows CMETP, training and development philosophies, 47-month

developmental curriculum and defined military duties/responsibilities for training, education and application.

3.22.1.11. Works with Wing Military Officer to plan and execute major training assessment events. Ensure that subject matter experts (SMEs) are selected and properly trained.

3.22.1.12. Coordinates with Wing Stan/Eval and CWVV on requirements, design, and execution of evaluations and assessments.

3.22.1.13. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of upgrades and certification across the wing.

3.22.1.14. Participates in post-event HOTWASH for all major assessment events with Wing Military Officer and Wing Stan/Eval Officer to ensure training objectives were met and recommend areas for improvement for future training events.

3.22.1.15. Meets with USAFA/CWTT to receive training philosophy prior to assuming duties.

3.22.1.16. Know CMETP and develop plans to execute CMETP programs.

3.22.2. **Mentor:** USAFA/CWT.

### **323. WING UPGRADES NCOIC (AFCW/UTM) (C/SMSgt)**

**Duties and Responsibilities:** Reports to and responsible to Wing Upgrades Officer. Coordinates wing progress checks and upgrade requirements for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, etc. Ensures compliance with developmental milestones and commander's intent. Ensures RM is integrated across all assessment events if applicable. Ensures staff tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Remains in good military, academic and athletic standing.

#### 3.23.1. Specific Tasks:

3.23.1.1. Plans, schedules, and monitors milestones and upgrades for all classes.

3.23.1.2. Provides bi-weekly update on requirement completion to wing/group leaders.

3.23.1.3. Identifies deficient lessons/cadets and schedules makeup opportunity.

3.23.1.4. Distributes materials, schedules, policies and suspenses to cadets, AOCs, AMTs.

3.23.1.5. Monitors, critiques, and recommends improvements to USAFA/CWC or USAFA/CWT.

3.23.1.6. Assists with developing and building C4C Pro-Book and study guides for core competencies for each class.

- 3.23.1.7. Pro-Books and/or study guides for core competencies for each class.
- 3.23.1.8. Assists stan/eval staff in development, administration, and grading of all cadet year group military knowledge testing.
- 3.23.1.9. Meets with USAFA/CWTT and USAFA/CWC to receive training and curriculum philosophies prior to assuming duties.
- 3.23.1.10. Execute CMETP programs and develop leaders of character.
- 3.23.1.11. Knows CMETP, training and development philosophies, 47 month developmental curriculum and defined military duties/responsibilities for training, education and application.
- 3.23.1.12. Works with Wing Military Staff to plan and execute major training assessment events. Ensure that subject matter experts (SMEs) are selected and properly trained.
- 3.23.1.13. Coordinates with Wing Stan/Eval NCOIC and CWVV on requirements, design, and execution of evaluations and assessments.
- 3.23.1.14. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of upgrades and certification across the wing.
- 3.23.1.15. Participates in post-event HOTWASH for all major assessment events with Wing Military Staff and Wing Stan/Eval Staff to ensure training objectives were met and recommend areas for improvement for future training events.
- 3.23.1.16. Meets with USAFA/CWTT to receive training philosophy prior to assuming duties.
- 3.23.1.17. Know CMETP and develop plans to execute CMETP programs.

3.23.2. **Mentor:** USAFA/CWT.

### **324. CHIEF OF CADET WING OPERATIONS CENTER (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to Wing DO. Operates Cadet Wing Operations Center (CWOC) IAW AFCWI 10-207 (24- hour ops when required). Briefs USAFA/CW personnel on assigned duties and policies. Liaisons with USAFA/CWVV. Must be a C1C. Remains in good military, academic and athletic standing.

#### 3.24.1. Specific Tasks:

- 3.24.1.1. Maintains cleanliness and serviceability of Cadet Wing Operations Center (CWOC).
- 3.24.1.2. Works housing plan with AFCW/CC for staff residing in wing hallway.
- 3.24.1.3. Establishes and updates CWOC policies and procedures.
- 3.24.1.4. Monitors applicable files, written procedures, checklists, and rosters for accuracy, currency and ease of use.
- 3.24.1.5. Monitors public address system announcements for quality and necessity.
- 3.24.1.6. Monitors information management systems and force strength reporting.
- 3.24.1.7. Ensures constant state of readiness for Operations Center.
- 3.24.1.8. Ensures personnel are trained to execute wing status report. Ensures quality

report.

3.24.1.9. Trains and certifies CWOC staff members.

3.24.1.10. Rate primary staff, provide performance feedback, and recommend rankings to AOCs.

3.24.2. Training and certification requirements IAW AFCWI 10-207, Cadet Wing CCQ.

3.24.3. **Mentor:** USAFA/CWVV.

### **325. CWOC DIRECTOR OF OPERATIONS (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to CWOC Officer. Advises and assists. Monitors and spot-checks CWOC daily operations. Must be a C1C. Remains in good military, academic and athletic standing.

3.25.1. Specific Tasks:

3.25.1.1. Maintains CWOC files, documentation, written procedures and paperwork.

3.25.1.2. Assists in establishing CWOC policies and procedures.

3.25.1.3. Maintains security/custody of CWOC facility, equipment and supplies.

3.25.1.4. Coordinates and approves any non-standard, spirit-related announcements.

3.25.1.5. Takes responsibility for CWOC formations and senior controller meetings.

3.25.1.6. Rates CWOC staff, provides performance feedback & recommends rank to AOCs.

3.25.1.7. Ensures constant state of CWOC readiness.

3.25.1.8. Monitors CWOC On-Call Staff schedule and maintains rosters for CWOC teams.

3.25.2. Training and Certification is IAW specific training guidelines in AFCWI 10-207.

3.25.3. **Mentor:** USAFA/CWVV.

### **326. CWOC NCOIC (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to CWOC Officer. Advises and assists. Monitors and spot-checks CWOC daily operations. Remains in good military, academic and athletic standing.

3.26.1. Specific Tasks:

3.26.1.1. Helps maintain files, documentation, written procedures and paperwork.

3.26.1.2. Assists in establishing CWOC policies and procedures.

3.26.1.3. Helps maintain security/custody of facility, equipment and supplies.

3.26.1.4. Takes notes for CWOC and senior controller meetings.

3.26.1.5. Helps ensure constant state of CWOC readiness.

3.26.1.6. Helps monitor CWOC On-Call Staff schedule and CWOC rosters.

3.26.2. Training and Certification is IAW specific training guidelines in AFCWI 10-207.

3.26.3. **Mentor:** USAFA/CWVV.

### **327. WING FORCE SUPPORT OFFICER (AFCW/FS) (C/Lt Col)/(Staff).**

**Duties and Responsibilities:** Reports to and responsible to Vice Wing Commander. Interfaces with Support Division USAFA/CTMM, Mitchell Hall and Arnold Hall. Develops and provides resources and logistics support for wing activities. Passes requirements upward and information downward to ensure proper support. Remains in good military, academic and athletic standing.

#### 3.27.1. Specific Tasks:

- 3.27.1.1. Liaisons between USAFA/CWTM and cadet wing.
- 3.27.1.2. Provides inputs to USAFA/CWTM on desired programs/initiatives.
- 3.27.1.3. Attends USAFA/CWT weekly staff meetings when schedule permits.
- 3.27.1.4. Attends USAFA/CWTM (Support Division) Cadet Support meetings.
- 3.27.1.5. Assists in developing policy for standardization of unit special requests, functions and resource requirements.
- 3.27.1.6. Provides input to 10 FSS/FSLA (Arnold Hall Cadet Activities) on desired programs beneficial to wing including what optional classes the wing desires.
- 3.27.1.7. Provides input to 10 FSS/FSLH (Mitchell Hall) on menu. Provides cadets for Mitchell Hall Food Focus Groups.
- 3.27.1.8. Oversees cadet services, support and logistics for cadet training, sporting events and MWR activities. Works with AFCW/AT and AFCW/VC staff to address force protection and parking-related issues.
- 3.27.1.9. Liaisons with 10 FSS/FSL. Assists in developing and implementing plans, programs and policies for food, morale, leisure and spirit operations. Assists 10 FSS/FSL (Cadet Support Flit) and 10 FSS/FSK (Marketing) with events and classes.
- 3.27.1.10. Liaisons with groups and 10 FSS/FSLH for food focus groups, table seating, and nutritional promotions.
- 3.27.1.11. Works with USAFA/CWTM and 10 FSS/FSL to prepare a master schedule of all MWR-related events for the upcoming semester.
- 3.27.1.12. Informs wing of dormitory upgrades/renovation schedules. Ensures maintenance issues/self-help projects addressed with 20CES/CEOCH dorm mgt.
- 3.27.1.13. Assists wing leadership in scheduling and coordinating special events for proper timing, arrangements, tickets and parking issues.
- 3.27.1.14. Returns/dispositions cadet lost and found items (McDermott Library).
- 3.27.1.15. Voting member on Cadet Uniform Board.
- 3.27.1.16. Performs other duties as required.
- 3.27.1.17. Training and Certification IAW Chapter 2.

#### 3.27.2. **Mentor:** USAFA/CWTM.

### **329. WING FORCE SUPPORT NCOIC (AFCW/FSN) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Force Support Officer. Assists in managing wing support activities as required. Performs specialized functions supporting transportation, facilities use, logistics and supplies. Remains in good military, academic and athletic standing.

#### 3.29.1. Specific Tasks:

- 3.29.1.1. Maintains wing staff files and records on equipment and supplies.
- 3.29.1.2. Requisitions dormitory and office supplies for wing staff.
- 3.29.1.3. Attends uniform board meetings.
- 3.29.1.4. Recorder for all wing support officer meetings.
- 3.29.1.5. Updates wing force support officer as required.
- 3.29.1.6. Provides input to 10 FSS/FSL (Cadet Support Flt).
- 3.29.1.7. Coordinates with D&B, Cheerleaders, RATTEX, KAFA and squadron MWR Officers to support events and enhance MWR.
- 3.29.1.8. Performs other duties as required by the wing support officer or wing staff.
- 3.29.1.9. Training and Certification is IAW Chapter 1.

3.29.2. **Mentor:** USAFA/CWTM.

### **330. WING COMMUNICATIONS OFFICER (AFCW/CS) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Vice Wing Commander. Disseminates cadet wing information IAW USAFA PA, Cadet Wing Media and 10th CS. Responsible for internal communication, cadet wing activity media coverage, and management of wing information technology program. Remains in good military, academic and athletic standing.

3.30.1. Specific Tasks:

- 3.30.1.1. Creates and implements wing communications and PA at all levels.
- 3.30.1.2. Coordinates Comm & PA activities with squadron Comm Officers.
- 3.30.1.3. Interacts with USAFA sports, media relations and KAFA.
- 3.30.1.4. Supervises Group Comm shops. Supervises functional areas such as internal communication, media relations, community relations and sports information.
- 3.30.1.5. Completes USAFA/PA and cadet wing media training.
- 3.30.1.6. Compiles cadet wing historical documents for the academic year.
- 3.30.1.7. Provides info, events and achievements to base news agencies/KAFA.
- 3.30.1.8. Aides wing staff in communicating policies.
- 3.30.1.9. Coordinates with Wing IT Administrator and Wing IT NCOIC on behalf of the Wing Commander.

3.30.2. **Mentor:** HQ USAFA/PA (deputy PAO) and 10 FSS/FSLAM.

### **331. WING PUBLIC AFFAIRS NCOIC (AFCW/PA) (C/SMSGt) (Staff)**

**Duties and Responsibilities:** Reports to and responsible to wing communications Officer. Disseminates information for or about the cadet wing. Remains in good military, academic and athletic standing.

3.31.1. Specific Tasks:

- 3.31.1.1. Responsible for four Wing PA functional areas: Internal Information, Media Relations, Community Relations, or Sports Information.
- 3.31.1.2. Writes, screens, and ensures accuracy and compliance with AF media releases for above mediums. Routes media release info to AFCW Public Affairs.
- 3.31.1.3. Submits hometown news release articles to AFCW PA office.

- 3.31.1.4. Oversees staff tower announcements/display screen presentations.
- 3.31.1.5. Implements wing-wide email policy IAW AFCW/CC's guidance.
- 3.31.1.6. Seeks wing-wide email approval from Wing, Vice, DO, Comm Officer.
- 3.31.1.7. Updates AFCW and KAFA social media to show the cadet story in accordance with USAFA/PA's guidance.
- 3.31.1.8. Assists wing communications officer to provide base news agencies with upcoming cadet events and recent cadet achievements.
- 3.31.1.9. Receives USAFA/PA media training with Cadet Wing Media.

3.31.2. **Mentor:** AFCW/PA and HQ USAFA/PA.

### **3.32. WING INFORMATION TECHNOLOGY NCOIC (AFCW/IT) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Wing Comm Officer. Ensures cadets are represented in and informed of Information Technology (IT) concerns. Passes requirements upward and information downward to ensure required support. Supervises wing, group and squadron IT missions. Remains in good military, academic and athletic standing.

3.32.1. Specific tasks:

- 3.32.1.1. Point of contact for all AFCW information technology issues.
- 3.32.1.2. Coordinates wing needs and requirements with USAFA WISE Team.
- 3.32.1.3. Coordinates with Wing IT Administrator on behalf of Wing Commander.
- 3.32.1.4. Assists DFET with distribution, set-up, and configuration of computers to incoming fourth-classmen during fall semester. Cadet voting representative on Cadet Computer Selection Committee during spring semester.
- 3.32.1.5. Represents wing on Configuration Control Board (CCB). Provides and disseminates IT guidance and staffs network change requests through CCB.
- 3.32.1.6. Maintains functionality of Printing Obstacle Obviation Program to support cadet installation of squadron printers along with USAFA WISE Team members.
- 3.32.1.7. Informs wing of major IT issues, cadet wing impact, and mitigation efforts.
- 3.32.1.8. Wing POC for questions/concerns about IT issues and resolution.
- 3.32.1.9. Ensures effective implementation and use of AF-EIM products and services (i.e.: SharePoint Server) IAW AF-EIM guidelines.
- 3.32.1.10. Identifies needs for IT solution development, vets project suggestions through CCB, and serves as wing POC for IT services engineer interface to develop and deploy solutions to network issues.
- 3.32.1.11. Coordinates with USAFA/CIO, USAFA/DFET, 10 CS/SCO, ITWG, and ITMB to leverage and fit cadet program with USAFA.EDU enterprise architecture.

3.32.2. **Mentor:** USAFA/DFET.

### **3.33. WING IT ADMINISTRATOR (AFCW/ITN) (C/MSgt)/(Staff)**

**Duties and responsibilities:** Reports to and responsible to Wing IT NCOIC. Responsible for IT administrative functions. Monitors group and squadron IT functions. Maintains and prepares files, correspondence, and distribution. Remains in good military, academic and athletic standing.

3.33.1. Specific Tasks:

- 3.33.1.1. Works closely with USAFA/CWVV on Military Performance Appraisal (MPA) timelines to ensure group and squadron IT NCOs are prepared to assist raters.
- 3.33.1.2. Instructs wing, group, squadron comm teams on MPA System (MPAS) functions and data input.
- 3.33.1.3. Inputs and updates wing staff positions in MPAS each semester.
- 3.33.1.4. Provides audio visual support as necessary in Mitchell Hall and operates 3.5 mm auxiliary analog input to the server room amplifiers.
- 3.33.1.5. Maintains a master directives library for wing staff using Air Force-Enterprise Information Management (AF-EIM) resources.
- 3.33.1.6. Assists wing staff members in duties and leverages available IT to do so.
- 3.33.1.7. Liaisons between Academy printing office and AFCW. Coordinates with USAFA/CWTM for printing needs and funding requirements.
- 3.33.1.8. Coordinates/disseminates IT guidance to all cadet comm shops.
- 3.33.1.9. Passes feedback and requirements from CGXX/ITNs to AFCW/IT.
- 3.33.1.10. Ensures network share drives (i.e. K Drive) are used IAW established policies. Wing POC for network shared drive access, misuse, disposition and quotas.
- 3.33.1.11. Site administrator on wing SharePoint site; responsible for appearance, currency and accuracy of information stored therein.

3.33.2. **Mentor:** USAFA/CWVV.

### **334. WING FORCE PROTECTION OFFICER (AFCW/SE) (C/LtCol)/(Staff)**

**Duties and Responsibilities:** Reports to Vice Wing Commander. Ensures safety and security for the cadet wing. Ensures compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions and directives. Coordinates weekly safety/security inspections, random access measures (RAMs) and emergency response/lockdown exercises. Incorporates safety/security/force protection measures in all major cadet activities. Distributes safety/security/force protection information throughout the wing. Integrates Risk Management (RM) and USAFA/SEO review and/or approval into all wing activities. Disseminates guidance for safety incident reporting via AF Form 978. Oversees wing vehicle control and parking program. Cadet will hold this position for two consecutive semesters: fall semester and spring semester. Remains in good military, academic and athletic standing.

334.1. Specific Tasks:

- 3.34.1.1. Point of contact for wing security/safety/ATFP issues.
- 3.34.1.2. Oversees and coordinates all required security, safety, and risk management briefings for the cadet wing. Distributes security, safety, and force protection related information throughout the cadet wing.
- 3.34.1.3. Develops/provides/disseminates security and safety guidance and oversight for wing, group, and squadron levels. Staffs safety documents through the chain of command and to group force protection staffs for implementation of safety awareness and mishap prevention programs (seatbelt checks, designated driver, inspection findings, etc.). Furthers AF and USAFA safety goals/policies/directives.
- 3.34.1.4. Ensures RM Deliberate Risk Assessment Worksheet (AF Form 4437) is included and followed on every major event and reviewed by USAFA/SEO. Conducts safety spot inspections.
- 3.34.1.5. Ensures the RM Deliberate Risk Assessment Worksheet (AF Form 4437) is



accomplished and coordinated with USAFA/SEO for all on duty high risk events and spirit missions. Ensures RM decisions and approval are made at the appropriate levels IAW Para 7.2.4. of this instruction.

3.34.1.6. Educates force protection staff on mishap reporting requirements: including time frame, correct AF Form 978 completion IAW USAFA/SEO, cadet mishap interviews with USAFA/SEO, and vehicular mishaps with/without injuries. Ensures timely routing of all AF Form 978 mishap reporting and tracks overall compliance.

3.34.1.7. Provides guidance, expectations and focus areas for weekly safety/security inspections. Mitigate security and safety concerns immediately. Ensure proper management of hazardous and unsecured materials. Maintain violation records.

3.34.1.8. Reviews and coordinates all security/ATFP drills, fire evacuation plans, shelter plans for natural disasters and force protection plans for the cadet wing.

3.34.1.9. Ensures force protection staffs are properly trained for and perform duties ISO football games and major events. Coordinates with Force Support Officer and 10th SFS to determine transport, timelines, training and locations for security duties. Relays requirements, accounts for all security personnel prior to and during the required event and ensures overall mission accomplishment.

3.34.1.10. Coordinates cadet Emergency Medical Technician (EMT) support.

3.34.1.11. Disseminates all OPSEC related information through wing to include the USAFA Tip of Week. CD/DVD training will be required as directed by USAFA OPSEC POC. AFCW/SEN will have access to the OPSEC CoP.

3.34.1.12. Receives safety Training from USAFA/SEO during transition week. Receives Security training from SFS or base AT/FP program manager as well.

3.34.1.13. Commands, coordinates and employs cadet security: augments 10 SFS for formations, major military events, sporting events/tailgates, parades, graduation and other cadet wing events; performs security/accountability sweeps at major events

3342. **Mentor:** USAFA/CWTM and USAFA/SEO.

### **335. WING FORCE PROTECTION NCOIC (AFCW/SEN)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Force Protection Officer. Ensures compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions and directives. Builds/coordinates weekly safety/security inspections, random access measures (RAMs), emergency response/lock-down exercises. Incorporates safety/security in all major events. Distributes security/force protection/safety information throughout wing. Assists wing FP Officer with integrating Risk Management (RM) in all activities (with USAFA/SEO review and/or approval). Manages wing vehicle control and parking program. Cadet will hold this position for two consecutive semesters: fall semester and spring semester. Remains in good military, academic and athletic standing.

335.1. Specific Tasks:

3.35.1.1. Performs safety/security officer duties in Officer's absence.

3.35.1.2. Disseminates security/ATFP/safety info to all FP shops.

3.35.1.3. Ensures proper and timely routing of all safety mishap reporting (AF Form 978) and risk assessments (AF Form 4437).

3.35.1.4. Aids in development and execution of wing security plan for major events.

3.35.1.5. Creates and publishes RAM Key and schedule for each semester, verifies

execution with group FP staff and CWOC.

3.35.1.6. Conducts, records and reports security/safety sweeps for violations. Incorporates real-world violations/feedback into wing policy to enhance security.

3.35.1.7. Manages vehicle control and parking program, to include registration and parking enforcement for all cadets and cadet area parking lots.

3.35.1.8. Coordinates with the Wing FP Officer to disseminate OPSEC information through cadet wing, to include the USAFA Tip of Week. CD/DVD training will be required as directed by USAFA OPSEC POC. Will have access to the OPSEC CoP.

3.35.1.9. Receives Safety training from USAFA/SEO during transition week. Receives Security training from SF and/or base AT/FP program manager as well.

3.34. **Mentor:** Wing Security Officer and USAFA/CWTM, USAFA/CWSEO.

### **336. WING PLANS AND PROGRAMS OFFICER (AFCW/PP) (C/Lt Col) (Staff)**

**Duties and Responsibilities:** Reports to Wing Commander. Responsible for policy, directives, NOTAMs, OPORDs, training plans, continuity and execution of USAFA reoccurring events such as transition/break periods, Parents Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit Mission coordination and dining ins/outs. Monitors administration of policies, procedures and event execution. Remains in good military, academic and athletic standing.

3.36.1. Specific Tasks:

3.36.1.1. Develops and implements policy IAW USAFA/CW vision and mission.

3.36.1.2. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution.

3.36.1.3. Maintains and utilizes AARs and continuity to execute reoccurring events.

3.36.1.4. Coordinates with appropriate staff teams to implement policy and execute events.

3.36.1.5. Manages and updates publications and continuity file plans.

3.36.1.6. Supervises Plans and Programs NCOIC.

3.36.1.7. Oversees group plans and programs shops. Coordinates, solicits inputs and disseminations information up and down the chain of command.

3.36.1.8. Accomplishes Cadet Leadership Enrichment Seminar.

3.36.2. **Mentor:** USAFA/CWDO & USAFA CWVX.

### **337. WING PLANS AND PROGRAMS NCOIC (AFCW/PP) (C/SMSgt) (Staff)**

**Duties and Responsibilities:** Reports to Plans and Programs Officer. Assists with policy, directives, NOTAMs, OPORDs, training plans, continuity and execution of USAFA reoccurring events such as transition/break periods, Parents Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit Mission coordination and dining ins/outs. Monitors administration of policies, procedures and event execution. Remains in good military, academic and athletic standing.

3.37.1. Specific Tasks:

3.37.1.1. Develops and implements policy IAW USAFA/CW vision and mission.

3.37.1.2. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution.

3.37.1.3. Maintains and utilizes AARs and continuity to execute reoccurring events.

3.37.1.4. Coordinates with appropriate staff teams to implement policy and execute events.

- 3.37.1.5. Manages and updates publications and continuity file plans.
- 3.37.1.6. Liaisons with group and unit shops for policy reviews and event execution.
- 3.37.1.7. Oversees group plans and programs shops. Coordinates, solicits inputs and disseminations information up and down the chain of command.

3.37.2. **Mentor:** USAFA/CWDO & USAFA CWVX.

### **338. COMMANDER, CADET HONOR GUARD (CHG/CC) (C/Lt Col)/(Line)**

**Duties and Responsibilities.** Reports to and responsible to Vice Commander. Leads Cadet Honor Guard health, morale, welfare, safety, and operation. Accountable for all Cadet Honor Guard activities. Must be a C1C. Remains in good military, academic and athletic standing.

3.38.1. Specific Tasks:

- 3.38.1.1. Selects and trains members for color guard duty and ceremonial details.
- 3.38.1.2. Coordinates necessary training and trips with other agencies.
- 3.38.1.3. Maintains assigned equipment.
- 3.38.1.4. Coordinates CHG personnel and activities for BCT or AY training.
- 3.38.1.5. Assists wing commander in selecting successor.
- 3.38.1.6. Provides CHG vision and goals IAW USAFA mission.
- 3.38.1.7. Ensures CHG accomplishes goals, objectives, and mission in all areas.
- 3.38.1.8. Supervises all CHG activities through delegation of authority to CHG staff while requiring necessary feedback to retain knowledge of CHG performance. Learn to delegate and hold CHG officers, NCOs and clerks accountable for their people.
- 3.38.1.9. Ensures CHG compliance with standards IAW AFCW directives/policies.
- 3.38.1.10. Holds staff meetings and commander's calls to keep team informed.
- 3.38.1.11. Counsels CHG cadets as required. Eliminate or limit member participation for those who demonstrate substandard performance.
- 3.38.1.12. Ensures an effective communication system is in place to pass information rapidly up and down the CHG chain of command.
- 3.38.1.13. Informs USAFA/CWS, CHG Officer and NCOIC on team status.
- 3.38.1.14. Responsible for ensuring all CHG personnel are properly recognized and promoted for outstanding performance and achievements.
- 3.38.1.15. Acts as the protocol liaison for distinguished visitors and special guests.
- 3.38.1.16. Lives in assigned CHG rooms. Attends staff meetings and activities.
- 3.38.1.17. Works SCA requests and off-base duties relating to CHG activities.
- 3.38.1.18. Works housing plan with AFCW/CC for staff residing in wing hallway.

3.38.2. Knows and adheres to all CHG Regulations and Policies.

3.38.3. **Mentor:** USAFA/CWS and CHG Officer/NCO.

### **339. COMMANDER, DRUM AND BUGLE CORPS (D&B/CC) (C/Lt Col)/(Line)**

**Duties and Responsibilities:** Reports to and responsible to Wing Vice Commander. Administers Officer's command of the Corps. Responsible for D&B duty functions. Supervises corps activities. Advises Officer on state of corps. Ensures corps compliance IAW USAFAI 36-3521. Complies with policies/directives when on temporary duty (TDY) status. Must be a C1C.

Remains in good military, academic and athletic standing.

3.39.1. Specific Tasks:

- 3.39.1.1. Supervises corps staff performance.
- 3.39.1.2. Advises Officer on disposition of disciplinary cases and personnel status.
- 3.39.1.3. Prepares and submits trip reports to D&B Director, Training Support Directorate, and (USAFA/CWTD) within 48 hours after corps TDY return.
- 3.39.1.4. Represents corps at official ceremonies.
- 3.39.1.5. Assists Officer/Supt with trip preparations and formal briefings.
- 3.39.1.6. Trains IAW D&B corps regulations and policies.

3.39.2. **Mentor:** USAFA/CWTD.

**340. WING AIRMANSHIP OFFICER (AFCW/AM) (C/ Col)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Commander. Responsible to 306 FTG/CC. Communicates and liaisons between 306 FTG and CW. Ensures cadet participation in airmanship programs builds on cadet life and academic responsibilities in respective academic year squadrons and is not used as a detractor. Remains in good military, academic and athletic standing.

3.40.1. Specific Tasks:

- 3.40.1.1. Increases airmanship awareness throughout cadet wing.
- 3.40.1.2. Disseminates airmanship opportunity information to cadets such as ENJJPT, UPT, selections boards and waivers.
- 3.40.1.3. Observes airmanship program performance (Soaring, Jump, Flying).
- 3.40.1.4. Establishes cadet goals and expectations for all airmanship programs.
- 3.40.1.5. Relays pertinent airmanship information to the cadet wing.

3.40.2. **Mentor:** 306 FTG/CC or designated representative.

**341. WING AIRMANSHIP NCOIC (AFCW/AMN) (C/SMSGt)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Airmanship Officer. Responsible to 306 FTG/CC. Ensures crosstalk between wing and Airfield regarding airmanship programs. Remains in good military, academic and athletic standing.

3.41.1. Specific Tasks:

- 3.41.1.1. Responsible for fulfilling airmanship duties in absence of Officer.
- 3.41.1.2. Prepares follow-on aviation leadership for transition of duties.
- 3.41.1.3. Maintains continuity binder with all events, activities, and procedures.
- 3.41.1.4. Creates and maintains continuity plans for summer and academic year transitions, to include pre-planned room arrangements, dorm inspection policies, and AMI policies for summer aviation periods.
- 3.41.1.5. Assists in organization and execution of all airmanship events including those associated with Parent's Weekend, Commandant's Challenge, Unit Compliance Inspection, Graduation, etc.
- 3.41.1.6. Responsible for maintaining and updating all airmanship websites.
- 3.41.1.7. Increases awareness of airmanship programs throughout the cadet wing.
- 3.41.1.8. Creates airmanship exposure and opportunities for all cadets.

3.41.2. **Mentor:** 306 FTG/CD or designated representative.

### 3.42. SOARING SQUADRON COMMANDER (C/Lt Col)/(Line)

**Duties and Responsibilities:** Reports to Wing Airmanship Officer. Responsible to 94 FTS/CC. Responsible for the appearance, performance, conduct and training of all cadet Soaring Instructor Pilots, Upgrading Students and Cadet Fourth Class Orientation Students. Supervises all cadet activities relating to 94 FTS. Must be a C1C. Remains in good military, academic and athletic standing.

#### 3.42.1. Specific Tasks:

- 3.42.1.1. Supervises the performance of soaring squadron cadet staff.
- 3.42.1.2. Conducts monthly soaring staff currency training meetings.
- 3.42.1.3. Responsible for efficient and effective selection of cadet upgraders.
- 3.42.1.4. Ensures all sailplane training is accomplished effectively and safely.
- 3.42.1.5. Ensures cadet Soaring IPs and Upgraders meet USAFA academic, military and athletic standards.
- 3.42.1.6. Conducts staff meetings focused on improving unit operations and training, informs the squadron on applicable policies and the current state of unit training.
- 3.42.1.7. Counsel Cadet IPs and Upgraders as required.
- 3.42.1.8. Ensures effective communication up and down chain of command.
- 3.42.1.9. Represents cadet Soaring Instructors and Upgraders at official functions, and provides IPs for orientation rides.
- 3.42.1.10. Commands 140 cadet instructor pilots, 75 student upgraders and a group of 900 orientation students per year.

3.42.2. Soaring squadron commander will be a qualified cadet Soaring Instructor.

3.42.3. **Mentor:** 94 FTS/CC.

### 3.43. FLYING TEAM SQUADRON COMMANDER (C/Lt Col)/(Line)

**Duties and Responsibilities:** Reports to Wing Airmanship Officer. Responsible to 557 FTS/CC and 306 FTG/CC. Responsible for appearance, performance, conduct and training of all Flying Team members and upgrade candidates. Supervises all 557 FTS cadet activities. Must be a C1C. Remains in good military, academic and athletic standing.

#### 3.43.1. Specific Tasks:

- 3.43.1.1. Supervises performance of all Flying Team members.
- 3.43.1.2. Responsible for conducting weekly stand-up.
- 3.43.1.3. Responsible for efficient and effective selection of new team members.
- 3.43.1.4. Ensures all Flying Team training is accomplished effectively and safely.
- 3.43.1.5. Responsible to the 557 FTS/DO for the condition and upkeep of T-51 aircraft.
- 3.43.1.6. Ensures Flying Team members and Upgraders meet USAFA academic, military and athletic standards.
- 3.43.1.7. Holds team meetings, highlights upcoming event and competitions.
- 3.43.1.8. Counsels team members and Upgraders as required.
- 3.43.1.9. Effectively communicates up and down the squadron chain of command.

3.43.1.10. Represents Flying Team members and Upgraders at official functions.

3.43.1.11. Provides 557 FTS Flt/CC with planning, preparation, and operation of all demonstrations and deployments.

3.43.2. AF Form 8 check rides and NIFA certifications are completed and tracked by the 557 FTS/DOV and 557 FTS/DOT.

3.43.3. **Mentor:** 557 FTS/CC.

#### **344. PARACHUTE TEAM SQUADRON COMMANDER (Wings of Blue) (C/Lt Col)/(Line)**

**Duties and Responsibilities:** Reports to Wing Airmanship Officer. Responsible to 98 FTS/DO. Responsible for the appearance, performance, conduct and training of all Parachute Team members (AM-496, Wings of Blue) and upgrade candidates (AM-491/492). Supervises all 98 FTS cadet activities relating. Must be a C1C. Remains in good military, academic and athletic standing.

3.44.1. Specific Tasks:

3.44.1.1. Supervises performance of all Parachute Team members

3.44.1.2. Responsible for conducting monthly Parachute Team meetings.

3.44.1.3. Ensures Parachute Team training is accomplished effectively and safely.

3.44.1.4. Responsible to 98 FTS/CC for condition/upkeep of parachute equipment.

3.44.1.5. Ensures Parachute Team members and Upgraders meet USAFA academic, military and athletic standards.

3.44.1.6. Conducts meetings to inform policies, training and state of the team.

3.44.1.7. Counsels team members and Upgraders as required.

3.44.1.8. Effectively communicates up and down the chain of command.

3.44.1.9. Represents Wings of Blue at official functions, and provides Parachute Team members for orientation tours and demos in support of the 306 FTG and Cadet Wing.

3.44.1.10. Provides 98 FTS/DOJ Flt/CC with planning, preparation, and operation of all competitions and demonstrations.

3.44.2. Parachuting squadron commander will be a qualified cadet Parachuting Instructor.

3.44.3. **Mentor:** 98 FTS/CC.

#### **345. UNMANNED AERIAL SYSTEM SQUADRON COMMANDER (C/Lt Col)(Line)**

**Duties and Responsibilities:** Reports to Airmanship Officer. Responsible to 306 FTG/CC. Responsible for appearance, performance, conduct and training of unmanned aerial system (UAS) members. Supervises 306 FTG cadet activities. Must be a C1C. Remains in good military, academic and athletic standing.

3.45.1. Specific Tasks:

3.45.1.1. Leads DO, scheduler, logistics, safety, stan/eval, training, superintendent, and instructors (including officers and contractors).

3.45.1.2. Outlines schedule and coordinates with staff to create working schedule.

3.45.1.3. Assesses and addresses discipline issues.

3.45.1.4. Coordinates with SOF and other base personnel to ensure flight capabilities at the various launch/recovery sites.

3.45.1.5. Manages individual staff branches and uses SMEs for specialized projects.

3.45.1.6. Ensures good order and discipline of the flying squadron. Maintains situational awareness of all other programs/events conflicting with UAS operations.

3.45.1.7. Arranges training completion for all UAS cadets.

3.45.2. **Mentor:** UAS Program CC (USAFA/DFXU).

### **346. CADET SPACE OPERATIONS SQUADRON COMMANDER (C/Lt Col)(Line)**

**Duties and Responsibilities:** Reports to Airmanship Officer. Responsible to Space Systems Research Center (SSRC) Director. Responsible for appearance, performance, conduct and training of Cadet Space Operator Instructors (Space 472/473), upgrade candidates (Space-350), and Students (Space-251). Supervises all space ops cadet activities. Must be a C1C. Remains in good military, academic and athletic standing.

3.46.1. Specific Tasks:

3.46.1.1. Supervises CSOPS staff performance. Ensures cadet Space Operator Instructors and upgrade candidates meet academic, military and athletic standards.

3.46.1.2. Responsible for the currency and proficiency of all CSOPS members.

3.46.1.3. Enforces proper discipline, conduct and counsels as appropriate.

3.46.1.4. Ensures all on-orbit experiment and mission requirements are met as defined by the SSRC Director.

3.46.1.5. Conducts monthly staff meetings to inform policies and state of squadron.

3.46.1.6. Administers Space 251, 350, 472, and 473 curricula IAW SSRC staff.

3.46.1.7. Liaisons between USAFA Space Operations and the Department of Astronautics capstone Falcon SAT program.

3.46.1.8. Represents Cadet Space Operators at official functions. Escorts visitors in SSRC and works in conjunction with capstone FalconSAT program.

3.46.1.9. Selects CSOPS staff, Instructors and Instructor upgrade candidates.

3.46.2. CSOPS squadron commander will be a certified Cadet Space Instructor.

**3.46.3. Mentor:** Space Systems Research Center (SSRC) Director

### **347. CHG/D&B/FLYING/SOARING/JUMP/SPACE/UAS FIRST SERGEANT (AFCW/CCF) (C/MSgt)**

**Duties and Responsibilities:** Reports to and responsible to squadron commander. Provide dedicated personnel support for all squadron cadets. Advises commander on discipline, morale, health, welfare, mentoring, recognition, and professional development of the squadron. Echoes commander's intent, policies, goals and objectives. Ensures equitable and effective discipline. Monitors unit climate. Works closely with command chief and group superintendents to ensure unit's lower three classes execute all assigned tasks. Remains in good military, academic and athletic standing.

3.47.1. Specific Tasks:

3.47.1.1. Routinely inspects and interacts with cadets to obtain morale, health, welfare and good order and discipline. Enforces AF and USAFA policies.

3.47.1.2. Reviews cadet disciplinary action and makes recommendations to the commander.

3.47.1.3. Provides weekly report to commander on morale, health, and welfare of unit.

3.47.1.4. Reviews PEER report and reports observations/climate AOC and

commander.

3.47.1.5. Counsels cadets lower three classes to enhance personal and team performance.

3.47.1.6. Executes unit recognition program IAW commander's approval.

3.47.2. First sergeant training will be conducted at the start of each semester.

3.47.3. **Mentor:** Squadron AMT.

### **348. WING PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER) x2 & PEER NCOIC (AFCW/PK) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and is responsible to Wing Commander. Provides education material regarding professional ethics, outreach, listening and referral services to cadets facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations issues or sexual assault. Remains in good military, academic and athletic standing.

3.48.1. Specific Tasks:

3.48.1.1. Maintains PEER hotline 24/7 operations.

3.48.1.2. Ensures PEER attendance at appropriate events.

3.48.1.3. Meets with Culture & Climate (USAFA/CWP) and PEER manager monthly.

3.48.1.4. Reads, collects, and discusses activity logs weekly with PPC, Human Relations Training & Education (CWPH) office and PEER Program Manager.

3.48.1.5. Develops collaborative relationship with wing leadership and activities.

3.48.1.6. Meets with group PEER representatives bi-monthly.

3.48.1.7. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1. **PEERs should never be tasked as approving officials for spirit banners, bulletin board data, posters, etc.** This is a function for permanent party and cadet wing leadership. PEERs should consult with CWPH prior to addressing any HR/MEO-related issues.

3.48.1.8. Plans, executes, and facilitates PEER assistance with approval from CWP, wing commander, PEER program manager, SME and appropriate AOC.

3.48.1.9. Consults AOCs, faculty and staff for excusal permissions as needed.

3.48.1.10. Conducts outreach with multiple agencies for implementation of programs such as Alcohol Awareness, Sexual Assault Awareness, Suicide Prevention and human relations training, education and awareness.

3.48.1.11. Receives specialized training and certification through CWP, in consultation with nationally-recognized peer education organizations.

3.48.2. **Mentor:** USAFA/CWP, USAFA/CWPS, USAFA/CWPH.

### **349. WING HONOR CHAIRPERSON (AFCW/HO) (C/Col) x2 /(Staff)**

**Duties and Responsibilities:** Responsible to Commandant of Cadets. Develops, recommends, and implements, via Honor Review Committee (HRC), policies and procedures for administration of USAFA honor code system. Administers honor system and honor climate. Cadet wing authority on honor code system policies, procedures, and education questions. Remains in good military, academic and athletic standing.

3.49.1. Specific Tasks:

3.49.1.1. Primary advisor on honor.



- 3.49.1.2. Supervises honor investigations. Monitors and coordinates all ongoing honor cases. Informs AFCW leadership on current state of honor cases.
  - 3.49.1.3. Primary honor liaison between USAFA permanent party and cadets.
  - 3.49.1.4. Works housing plan with AFCW/CC for staff residing in wing hallway.
  - 3.49.1.5. Chairs EXCO meetings. Voting member of HRC and Honor Review Committee Executive Panel (HRCEP).
  - 3.49.1.6. Attends or sends appointee to honor meetings required by CWVS.
  - 3.49.1.7. Permanent member of CSRP and WHBSRP. Validates honor violation admissions and recommends sanctions to the CSRP chairman. The WHC may delegate this responsibility to WHCD-E or WHCD-R as necessary.
  - 3.49.1.8. Prepares end-of-tour report: 1) state of honor in the AFCW; 2) degree to which USAFA culture is conducive/detrimental to honor development; 3) specific honor problem areas; and 4) degree of trust for the Honor Code System and those operating it. Submit report to CWCH NLT 15 May.
  - 3.49.1.9. Ensures HCRH is current and procedures properly followed by CHC.
  - 3.49.1.10. Ensures all CHC positions are filled.
  - 3.49.1.11. Meets with CWCH to provide regular updates on open honor cases.
  - 3.49.1.12. Ensures Squadron Honor Representative elections are held. Selects alternates to fill vacant positions in CHC. Provides list of newly elected Honor Representatives to the Stan/Eval (USAFA/CWVV) office prior to CWVS and Commandant review.
  - 3.49.1.13. Removes CHC members for cause.
  - 3.49.1.14. Nominates conference and seminar attendees to CCLD Director.
  - 3.49.1.15. Ensures all Honor Representatives are properly trained and certified.
  - 3.49.1.16. Executes additional duties outlined in the Honor Code Handbook.
- 3.49.2. **Mentor:** USAFA/CWVS.

### **3.50. DEPUTY WING HONOR CHAIRPERSON FOR EDUCATION (WHCD-E) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Responsible to Wing Honor Chairman. Informs AFCW on honor issues. Ensures quality honor education. Ensures Group and Squadron Honor Officer's execute professional academic year and BCT honor education lessons. Coordinates with scheduling (USAFA/CWT) office to project lessons. Recommends honor education improvements. Remains in good military, academic and athletic standing.

#### 3.50.1. Specific Tasks:

- 3.50.1.1. Coordinates with Wing Honor Chairman. Provides information to USAFA organizations.
- 3.50.1.2. HRC voting member.
- 3.50.1.3. Coordinates with Office of Institutional Research and Assessment regarding biannual honor survey.
- 3.50.1.4. Drafts and distributes Cadet "X" letters.
- 3.50.1.5. Creates, coordinates, and collects all honor lesson feedbacks.
- 3.50.1.6. Provides input to the Wing Honor Chairman for end of tour report.
- 3.50.1.7. Assists, advises, and assumes role of WHC or WHCD-R as required.

3.50.2. **Mentor:** USAFA/CWVS.

### **351. DEPUTY WING HONOR CHAIRPERSON FOR REMEDIATION (WHCD-R) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Responsible to Wing Honor Chairman. Informs AFCW on honor issues. Ensures quality honor remediation. Remains in good military, academic and athletic standing.

#### 3.51.1. Specific Tasks:

3.51.1.1. Responsible for the honor remediation program. Mentors all cadets sanctioned with honor remediation. Develops, administers, and directs honor remediation program, to include meeting, evaluating, and recommending retention or disenrollment of cadets in honor remediation. Consults CHC when deciding whether to recommend restoration to cadet in good standing.

3.51.1.2. Administers a semiannual critique of honor remediation students to ensure honor remediation is doing the best job it can at helping those who are rehabilitating.

3.51.1.3. Responsible for special projects and initiatives of the CHC.

3.51.1.4. Provides input to the WHC for end of tour report.

3.51.1.5. Assists, advises and assumes role of WHC or WHCD-E as required.

3.51.1.6. Voting member of the HRC.

3.51.2. **Mentor:** USAFA/CWVS.

### **352. WING HONOR NCOIC (WHNCO), WING HONOR EDUCATION NCOIC (WHENCOIC), AND WING HONOR REMEDIATION NCOIC (WHRNCOIC).**

**Duties and Responsibilities.** Responsible to and assists the WHC, WHCD-E, and WHCD-R in the accomplishment of their tasks. Becomes proficient to assume the positions of WHC, WHCD- E, and WHCD-R the following year. Remains in good military, academic and athletic standing.

#### 3.52.1. Specific Tasks

3.52.1.1. Serves as liaison between the WHC and the CHC NCOICs.

3.52.1.2. Responsible for selection of EXCO NCOICs for the following year.

3.52.2. **Mentor:** USAFA/CWVS.

### **353. WING CHARACTER OFFICER (AFCW/CH) (C/Col)/(Staff)**

**Duties and Responsibilities.** Responsible to Wing Commander. Administers character program. Provides accessible resources for character development. Facilitates character specific seminars and conferences for cadets, in concert with CCLD. Enables cadet involvement in character symposiums and leadership-oriented activities. Inspires and encourages cadets to understand and live by AF Core Values. Facilitates involvement in voluntary character-related events, Cadet Service Learning opportunities and mandatory seminars for character development. Contributes to CCLD vision and planning. Must have impeccable character and be above reproach. Cadets will serve two consecutive semesters in this position. Professional qualities, military performance, leadership and character will be measured against wing staff peers. Remains in good military, academic and athletic standing.

#### 3.53.1. Specific Tasks:

3.53.1.1. Provides executive oversight and integrates character-related events into USAFA development: Falcon Heritage Forum (FHF), National Character and Leadership Symposium (NCLS) and Cadet Service Learning Partnerships (CSL).

3.53.1.2. Generates cadet participation for character-related conferences.

- 3.53.1.3. Wing character focal point. Liaisons with CCLD, the Commandant and Climate & Culture (CCP). Synchronizes efforts with PEERs, Honor, IC's, etc. to understand and address issues for overall positive effect on cadet wing climate.
- 3.53.1.4. Supervises and accountable for character staff duties and responsibilities.
- 3.53.1.5. Oversees training, development, and management of character staff.
- 3.53.1.6. Integrates with USAFA/CWP branches for support and climate/culture input.
- 3.53.1.7. USAFA/CWC selects AFCW/CH. USAFA/CCLD ensures AFCW/CH receives proper training and resources to perform these duties.
- 3.53.1.8. Mentors cadets on Conduct-Aptitude Probation.

3.53.2. **Mentor:** USAFA/CCLD.

### **354. WING ASSISTANT CHARACTER OFFICER FOR OPERATIONS (AFCW/CHO) (C/Lt Col)/(Staff)**

**Duties and Responsibilities.** Responsible to wing character officer. Plans and executes Cadet Service Learning (CSL) and outreach opportunities. Coordinates events through squadron community partnerships and addresses periodic volunteer requests from local, national, and international service organizations. Coordinates logistics, administration, and support for character-related at USAFA or in the community. Inspires and encourages cadets to understand and live by AF Core Values. Generates involvement in voluntary character-related events and CSL opportunities. Must have impeccable character and be above reproach. Cadets will serve two consecutive semesters in this position. Professional qualities, military performance, leadership and character will be measured against their wing staff peers. Remains in good military, academic and athletic standing.

3.54.1. Specific Tasks:

- 3.54.1.1. Manages community CSL partnership selection with all 40 squadrons.
- 3.54.1.2. Analyzes unit character reports on status of community CSL partnerships and corresponding volunteer events.
- 3.54.1.3. Vets/addresses volunteer requests received from community organizations.
- 3.54.1.4. Advertises volunteer opportunities to the wing. Coordinates SCA requests, GOVs, box lunches, etc. for POCs for community event support.
- 3.54.1.5. Coordinates publicity with wing comm Officer for RO additions, staff tower announcements and other requirements.
- 3.54.1.6. Manages training and development of wing character operations staff. USAFA/CCL selects AFCW/CHE. USAFA/CWC ensures AFCW/CHO receives proper training and resources to perform these duties.

3.54.2. **Mentor:** USAFA/CCLD.

### **355. WING ASSISTANT CHARACTER OFFICER FOR DEVELOPMENT (AFCW/CHE) (C/Lt Col)/(Staff)**

**Duties and Responsibilities.** Responsible to wing character officer. Plans and executes character development events including Cadet Respect squadron focus sessions, controversial dialog or Senior Leader "Hot Topic" town hall meetings, and CSL preparation and reflection training. Ensures character specific seminars and conferences benefit cadet development IAW CCLD. Generates opportunities for cadet participation character symposiums and leadership-oriented activities. Inspires and encourages cadets to understand and live by AF Core Values with involvement both voluntary and mandatory character seminars. Must have impeccable character and

be above reproach. Cadets will serve two consecutive semesters in this position. Professional qualities, military performance, leadership and character is measured against wing staff peers. Remains in good military, academic and athletic standing.

3.55.1. Specific Tasks:

- 3.55.1.1. Plans and executes Cadet Respect squadron focus sessions including gender, race, religion, etc. Works with Permanent Party to train cadet facilitators.
- 3.55.1.2. Coordinates Senior Leader “Hot Topic” town hall meetings with MEs to facilitate maximum participation/communication for contentious current events.
- 3.55.1.3. Responsible for cadet application of Conduct Aptitude probation.
- 3.55.1.4. Organizes TDY travel for character-related symposiums and conferences.
- 3.55.1.5. Coordinates and organizes cadet participation for all Colorado Leadership Alliance events attended by the Cadet Wing.
- 3.55.1.6. Manages training and development of wing character staff.
- 3.55.1.7. USAFA/CWC selects FCW/CHE and ensures proper training/resources.
- 3.55.1.8. Conducts annual audit/critique of cadet application of Conduct and Aptitude probation for problems with effectiveness, remediation and education.

3.55.2. **Mentor:** USAFA/CCLD.

**356. WING CHARACTER OPERATIONS NCOIC (AFCW/CHON)(C/SMSGt)(Staff)**

**Duties and Responsibilities.** Responsible to Wing Assistant Character Officer for Operations. Plans and executes Cadet Service Learning (CSL) and outreach opportunities. Coordinates events through squadron community partnerships addressing volunteer requests from local, national, and international service organizations. Coordinates all logistics, administration, and support for character-related events at USAFA or in the community. Inspires and encourages cadets to understand and live by AF Core Values with involvement in voluntary character-related events and CSL opportunities. Must have impeccable character and be above reproach. Cadets will serve one semester in this position. Professional qualities, military performance, leadership and character will be measured against their wing staff peers. Remains in good military, academic and athletic standing.

3.56.1. Specific Tasks:

- 3.56.1.1. Collects CSL hours from groups/squadrons. Creates monthly report with hours served and CSL highlights for CWC. Compiles data for Core Values Trophy.
- 3.56.1.2. Vets/executes volunteer requests from community organizations.
- 3.56.1.3. Advertises volunteer opportunities to wing and coordinates SCA requests, GOVs, box lunches, etc. for POCs and community event support.
- 3.56.1.4. Coordinates Alternative Spring Break (ASB) with CIC and CWC.
- 3.56.1.5. Learns AFCW/CHO’s role in preparation for the following year.

3.56.2. **Mentor:** AFCW/CHO.

**357. WING CHARACTER DEVELOPMENT NCOIC (AFCW/CHEN)(C/SMSGt)(Staff)**

**Duties and Responsibilities.** Coordinates with Wing Assistant Character Officer for Development. Helps organize all wing forums and training, including Cadet Respect squadron focus sessions, controversial dialog or Senior Leader “Hot Topic” town hall meetings, and CSL preparation and reflection training. Recommends topics for forums and town halls. Helps inspire and encourage cadets to understand and live by AF Core Values with involvement in voluntary and mandatory character seminars. Must have impeccable character and be above reproach. Cadets will serve one

semester in this position. Professional qualities, military performance, leadership and character will be measured against wing staff peers. Remains in good military, academic and athletic standing.

3.57.1. Specific Tasks:

3.57.1.1. Assists the Wing Assistant Character Officer for Development. Assumes Wing Character Officer or Wing Assistant Character Officer for Operations or Development the following year.

3.57.1.2. Works with Wing Assistant Character Officer for Operations and NCOIC to resource and educate Squadron Character Officers (SCO) for their respective CSL events.

3.57.1.3. Assists AFCW/CHE with coordinating/organizing cadet participation for Colorado Leadership Alliance events attended by the Cadet Wing.

3.57.1.4. Learns AFCW/CHE's role in preparation for the following year.

3.57.2. **Mentor:** AFCW/CHE.

**358. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM (NCLS) OFFICER (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to Wing Character Officer and National Character and Leadership Program Director. Implements and executes NCLS, one of USAFA's most visible character and leadership development events. NCLS motivates and equips participants for honorable living and effective leadership, mentorship, and followership. NCLS content and activities leverage and reinforce honorable living IAW USAFA's overall Course of Instruction (COI). USAFA demonstrates its relevance as national center of gravity for advanced learning. Remains in good military, academic and athletic standing.

3.58.1. Specific Tasks:

3.58.1.1. Selected by Wing Character Officer and NCLS Program Director.

3.58.1.2. Enables NCLS staff developmental experience with opportunity to practice character-based leadership in real world context.

3.58.1.3. Leads 30-50 cadet planning team and 300 execution team.

3.58.1.4. Fosters USAFA culture that openly, deeply and maturely discusses issues of character and leadership. Affords opportunity for participants to engage in open and respectful expression of ideas and opinions.

3.58.1.5. Ensures attendees gain meaningful knowledge, insight, character and leadership development and remain motivated to apply that learning to their life.

3.58.1.6. Meets commander's intent. Showcases USAFA as a unique and valuable AF and national character and leadership resource. Understands, updates, and executes NCLS Plan Order, USAFA Plan 10-46 and NCLS OPORD with timely distribution.

3.58.1.7. Reviews previous After Action Report (AAR) and Final Program Evaluation (FPE) for improvement. Prepares and submits AAR. Supervises team leads for proper staff development. Communicates consistently and accurately to the wing. Reviews team plans, checklists and calendars with team leads and approves/rejects revisions.

3.58.1.8. Staffs NCLS positions from unit plans and programs shops. Executes staffing plan IAW NCLS Program Director and USAFA Senior leader guidance.

3.58.1.9. Updates USAFA Senior Leaders on NCLS IAW Interim Program Review (IPR). Involves Wing Commander for NCLS information dissemination.

3.58.1.10. Provides cadet perspective to NCLS Program Director. Provides weekly updates to Program Director with weekly updates. Organizes and executes cadet NCLS

meetings and briefings in a timely and efficient manner.

3.58.1.11. Serves as Master of Ceremonies (“Emcee”) in key NCLS events and identifies cadet emcees for concurrent keynote sessions (i.e., Videos, Opening Ceremony, Symposium dinner, and Keynote Sessions as identified).

3.58.1.12. Enacts accountability process to ensure all post-NCLS actions are complete prior to Spring Break, including cadet staff superior performance recognition.

**3.58.2. Mentor: USAFA/CCLD.**

**3.59. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM NCOIC (C/SMSGt) (Staff)**

**Duties and Responsibilities:** Reports to NCLS Officer and Program Director. Implements and executes NCLS. Motivates and equips participants for honorable living and effective leadership, mentorship and followership. NCLS leverages and reinforces honorable living IAW USAFA’s overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Remains in good military, academic and athletic standing.

**3.59.1. Specific Tasks:**

3.59.1.1. Understand USAFA Plan 10-46, NCLS OPORD and team plans.

3.59.1.2. Ensures compliance with roles and responsibilities IAW USAFA Plan 10-46 and the NCLS OPORD.

3.59.1.3. Implements areas of improvement identified by AAR/Executive Team.

3.59.1.4. Prepares and coordinates NCLS Committee Meetings, training, and staffing events to include location, time, room preparation and briefing slides.

3.59.1.5. Ensures efficient and timely task distribution and management. Monitors and reports accountability.

3.59.1.6. Executes event objectives and NCLS cadet staff training.

3.59.1.7. Assist Officer with review of plans, checklists, and milestones. Provides recommendations to Program Director for revisions.

3.59.1.8. Provide bimonthly report on status of plans, checklists, and milestones prior to NCLS planning meetings.

3.59.1.9. Ensure teams have updated plans, checklists, calendars, milestones through conclusion of event.

3.59.1.10. Emcee for key NCLS events.

3.59.1.11. Uploads all data necessary to complete assigned tasks.

3.59.1.12. Provides training to NCLS team on AAR process and expectations.

3.59.1.13. Prepare AAR and submits for approval.

3.59.1.14. Prepares next year’s OPORD, incorporating lessons learned for approval.

**3.59.2. Mentor: USAFA/CCLD.**

**3.60. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM SPEAKER OFFICER (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to NCLS Officer and Program Director. Implements and executes NCLS. NCLS motivates and equips participants for honorable living and effective leadership, mentorship and followership. NCLS leverages and reinforces honorable living IAW USAFA’s overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Remains in good military, academic

and athletic standing.

3.60.1. Specific Tasks:

- 3.60.1.1. Understand USAFA Plan 10-46, NCLS OPORD and team plans.
- 3.60.1.2. Ensure each team understands their roles and responsibilities and is in compliance in accordance with the USAFA Plan 10-46 and the NCLS OPORD.
- 3.60.1.3. Prepare implementation plan for areas of improvement identified by AAR and Speaker Team.
- 3.60.1.4. Leads speaker team with one C2C and staff of 8 additional cadets.
- 3.60.1.5. Responsible for speaker management.
- 3.60.1.6. Prepares speaker participant information packages providing time relevant information for dissemination through registration system.
- 3.60.1.7. Coordinates with Mission Element point of contacts.
- 3.60.1.8. Solicits and tracks speaker nominations.
- 3.60.1.9. Identifies Speaker line up; vets and coordinates for approval.
- 3.60.1.10. Ensures speaker honorariums are coordinated and approved IAW prescribed budget and NCLS guidelines per Program Director.
- 3.60.1.11. Provide USAFA/CC with speaker invitations for signature, as required.
- 3.60.1.12. Contact and communicate with speakers and staffs, as necessary, with concise, accurate, timely and consistent communication within specified guidelines.
- 3.60.1.13. Provides speakers with NCLS theme and defined USAFA expectations.
- 3.60.1.14. Theme is broad enough to facilitate highly desired speaker's presentation with little tailoring, and specific enough for relevance to overall NCLS construct.
- 3.60.1.15. Assist speakers with development of discussion points. Ensures applicability and relevance of their presentations to theme objectives.
- 3.60.1.16. Provides speaker with presentation assessment tool questionnaire.
- 3.60.1.17. Ensures accurate information provided for all symposium speakers (i.e., lodging, medical coverage, recreation, attire, etc.) via registration system.
- 3.60.1.18. Ensures speaker registration is complete.
- 3.60.1.19. Coordinates details regarding travel and departure information, and addresses specific speaker related inquiries.
- 3.60.1.20. Administers escort duties to include speaker and distinguished visitors.
- 3.60.1.21. Disseminates escort information to relevant MEs/AOCs/AMTs.
- 3.60.1.22. Recruits additional permanent party and cadet escorts, as required.
- 3.60.1.23. Coordinates with Assistant Program Director and NCLS NCOIC for dates and SCAs for escort training.
- 3.60.1.24. Ensures coordination of protocol requirements for escort training.
- 3.60.1.25. Prepares and conducts escort training.
- 3.60.1.26. Prepares and submits Speaker Team AAR.

3.60.2. **Mentor:** USAFA/CCLD.

3.60.3.

### 3.61. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM PA/MARKETING OFFICER (C/Maj)/(Staff)

**Duties and Responsibilities:** Reports to NCLS Officer and Program Director. Implements and executes NCLS. NCLS motivates and equips participants for honorable living and effective leadership, mentorship and followership. NCLS leverages and reinforces honorable living IAW USAFA's overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Remains in good military, academic and athletic standing.

#### 3.61.1. Specific Tasks:

- 3.61.1.1. Understand USAFA Plan 10-46, NCLS OPORD and team plans.
- 3.61.1.2. Ensure each team understands their roles and responsibilities and is in compliance in accordance with the USAFA Plan 10-46 and the NCLS OPORD.
- 3.61.1.3. Prepares implementation plan for areas of improvement identified by AAR and Executive Team.
- 3.61.1.4. Leads registration team of one C2C and staff of 12 additional cadets.
- 3.61.1.5. Provides comprehensive strategic communications plan to USAFA/PA and CM via the Executive Team.
- 3.61.1.6. Coordinates and executes NCLS messaging, publicity and marketing to:
  - 3.41.1.6.1. USAF
  - 3.61.1.6.2. USAFA
  - 3.61.1.6.3. Cadet Wing
  - 3.61.1.6.4. AOG
  - 3.61.1.6.5. Community
  - 3.61.1.6.6. High Schools
  - 3.61.1.6.7. City of Colorado Springs employees
  - 3.61.1.6.8. Local military installations
  - 3.61.1.6.9. High Schools
- 3.61.1.7. Assists with development of Opening and Closing Ceremonies.
- 3.61.1.8. Coordinates, as appropriate, for production of NCLS marketing videos.
- 3.61.1.9. Prepares all correspondence ISO NCLS for consistent and timely message.
- 3.61.1.10. Coordinates with Executive and Registration teams. Ensures accurate and current information posted on the external webpage. Pre-coordinates with Executive Team on all external NCLS correspondence prior to release.
- 3.61.1.11. Coordinates with USAFA/PA NCLS program publication, articles in base paper, off base articles, air force times, press releases, AF network, speaker press releases, radio interviews, oral history interview projects, etc.
- 3.61.1.12. Coordinates all sign production with multi-media.
- 3.61.1.13. Coordinates NCLS sign and program requirements with all relevant teams (such as welcome, directing traffic, transportation, etc.).
- 3.61.1.14. Coordinates posting and distribution of signs, flyers, base/club/Fairchild marquis, ads, cadet group staff briefings, staff tower announcements, Mitchell Hall slides, Routine Order (RO) and radio advertising (KAFA).



- 3.61.1.15. Coordinates with USAFA/DFH for oral history interviews (as needed).
- 3.61.1.16. Prepares introductory and closing master rolling slide deck for all venues.
- 3.61.1.17. Submits work orders for NCLS graphic designs.
- 3.61.1.18. Prepares PA/Marketing team AAR.

3.61.2. **Mentor:** USAFA/CCLD.

### **3.62. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM REGISTRATION OFFICER (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to NCLS Officer and Program Director. Implements and executes NCLS, one of the United States Air Force Academy's most visible character and leadership developmental events. NCLS motivates and equips participants for honorable living with effective leadership, mentorship, and followership. NCLS leverages and reinforces honorable living IAW USAFA's overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Remains in good military, academic and athletic standing.

3.62.1. Specific Tasks:

- 3.62.1.1. Understand USAFA Plan 10-46, NCLS OPORD and team plans.
- 3.62.1.2. Ensures teams understand their roles and responsibilities and is in compliance in accordance with the USAFA Plan 10-46 and the NCLS OPORD.
- 3.62.1.3. Prepares implementation plan for areas of improvement identified by AAR and Registration Team.
- 3.62.1.4. Leads registration team that includes one C2C and staff of 12 cadets.
- 3.62.1.5. Manages registration.
- 3.62.1.6. Prepares participant information packages providing time relevant information for dissemination through registration system.
- 3.62.1.7. Executes all NCLS participant registration and participant check-in.
- 3.62.1.8. Employs NCLS information desks and welcome center and staffs with trained and knowledgeable personnel.
- 3.62.1.9. Provides copy of Registration System address book to CCLD deputy, USAFA Endowment, Association of Graduates, and NCLS Protocol to ensure all DVs included and ensure accuracy of data no later than 1 Sep.
- 3.62.1.10. Coordinates official invitation list.
- 3.62.1.11. Distributes approved external messaging for all NCLS participants.
- 3.62.1.12. Operates the on-line registration system, ensuring clear information and guidance is available for all registrants.
- 3.62.1.13. Approves visiting student registration requests.
- 3.62.1.14. Prepares, prints and disseminates all NCLS nametags.
- 3.62.1.15. Prepares and distributes welcome folders and gift bags (from Admin Team).
- 3.62.1.16. Prepares and disseminates team reports from registration system.
- 3.62.1.17. Prepare Registration team AAR.

3.62.2. **Mentor:** USAFA/CCLD.

### 3.63. NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM DELEGATES OFFICER (C/Maj)/(Staff)

**Duties and Responsibilities:** Reports to NCLS Officer and Program Director. Implements and executes NCLS, one of the United States Air Force Academy's most visible character and leadership developmental events. NCLS motivates and equips participants for honorable living with effective leadership, mentorship, and followership. NCLS leverages and reinforces honorable living IAW USAFA's overall Course of Instruction (COI). USAFA demonstrates its continuing value as a national center of gravity for advanced thought and learning. Remains in good military, academic and athletic standing.

#### 3.63.1. Specific Tasks:

- 3.63.1.1. Understand USAFA Plan 10-46, NCLS OPORD and team plans.
- 3.63.1.2. Ensure each team understands their roles and responsibilities and is in compliance in accordance with the USAFA Plan 10-46 and the NCLS OPORD.
- 3.63.1.3. Prepares implementation plan for areas of improvement identified by AAR and Delegates Team.
- 3.63.1.4. Leads delegate team that includes one C2C and staff of 12 additional cadets.
- 3.63.1.5. Hosts all visiting students and provides routine updates to Cadet Groups as well as AOCs/AMTs for approval.
- 3.63.1.6. Creates marketing plan with communication/registration teams to advertise and recruit cadet volunteers to host students.
- 3.63.1.7. Coordinates logistics for bed-down of visiting students (bedding, cots, etc.).
- 3.63.1.8. Coordinates with Executive team cadet host and visiting student training plan.
- 3.63.1.9. Provides comprehensive delegate training to cadet host.
  - 3.43.1.9.1. Ensures cadets comply with responsibilities/accountability for student visitors.
  - 3.43.1.9.2. Informs cadet delegates of accountability for visiting student bed down equipment and the distribution and collection plan of equipment.
- 3.63.1.10. Determines student pairing assignments.
- 3.63.1.11. Plans and coordinates the operation of the visiting student reception center.
- 3.63.1.12. Communicates directly with visiting students and delegates for rules of conduct, expectations and any visiting student needs.
- 3.63.1.13. Prepares standardized annual team plan to meet responsibilities NLT 1 Oct.
- 3.63.1.14. Coordinates all SCAs through the Admin Team and Assistant Program Director.
- 3.63.1.15. Ensures all continuity items and data is stored on team SharePoint site bi-weekly.
- 3.63.1.16. Prepare Delegates team AAR.

#### 3.63.2. **Mentor:** USAFA/CCLD

#### 3.63.3.

3.64. **CADET WING RATING CHAIN.** Table 1 outlines the Cadet Wing Staff Rating Chain with position, rater and permanent party mentor.

**Table 1: Cadet Wing Staff Rating Chain and Mentors**

<b>CADET POSITION</b>	<b>RATER</b>	<b>MENTOR</b>
Wing Commander	USAFA/CWDO	USAFA/CW
Vice Wing Commander	USAFA/CWDO	USAFA/CWV
Wing Director of Operations	USAFA/CWDO	USAFA/CWDO
Wing Honor Chairperson (x2)	Wing Commander	USAFA/CWVS
Wing Character Officer	Wing Commander	USAFA/CCLD
Wing Asst Character Officer (Ops)	Wing Character Officer	USAFA/CCLD
Wing Asst Character Officer (Dev)	Wing Character Officer	USAFA/CCLD
Wing Character Ops NCOIC	Wing Character Officer	USAFA/CCLD
Wing Character Dev NCOIC	Wing Character Officer	USAFA/CCLD
NCLS Officer	Wing Character Officer	USAFA/CCLD
NCLS NCOIC	NCLS Officer	USAFA/CCLD
NCLS Speaker Officer	NCLS Officer	USAFA/CCLD
NCLS PA/Mktg Officer	NCLS Officer	USAFA/CCLD
NCLS Registration Officer	NCLS Officer	USAFA/CCLD
NCLS Delegates Officer	NCLS Officer	USAFA/CCLD
Wing Airmanship Officer	Wing Commander	306 FTG/CC
Wing Airmanship NCOIC	Airmanship Officer	306 FTG/CD
Wing Command Chief	Wing Commander	USAFA/CW/CCC
Wing Exec	Wing Commander	USAFA/CWE
Deputy Wg Honor Chair (Education)	Wing Honor Chairperson	USAFA/CWVS
Deputy Wg Honor Chair (Remediation)	Wing Honor Chairperson	USAFA/CWVS
Wing Honor NCOIC	Wing Honor Chairperson	USAFA/CWVS
Wing Honor NCOIC for Education	Wing Honor Chairperson	USAFA/CWVS
Wing Honor NCOIC for Remediation	Wing Honor Chairperson	USAFA/CWVS
Exec to the Wing Command Chief	Wing Command Chief	USAFA/CW/CCCE
Wing Operations NCOIC	Wing Director of Operations	USAFA/CWDO

Wing Force Support Officer	Vice Wing Commander	USAFA/CWTM
Wing Communications Officer	Vice Wing Commander	HQ USAFA/PA
Wing Force Protection Officer	Vice Wing Commander	USAFA/CWTM
Wing Plans & Programs Officer	Vice Wing Commander	USAFA/CWDO & CWVX
Honor Guard CC	Vice Wing Commander	CHG/OIC
D&B Commander	Vice Wing Commander	USAFA/CWTD
Wing Military Officer	Wing Director of Operations	USAFA/CWTT
Wing Academics Officer	Wing Director of Operations	USAFA/DFRSC
Wing Athletics Officer	Wing Director of Operations	USAFA/ADPAM
Wing Stan/Eval Officer	Wing Director of Operations	USAFA/CWVV
Wing Upgrades Officer	Wing Director of Operations	USAFA/CWT
Chief of CWOC	Wing Director of Operations	USAFA/CWVV
Wing Force Support NCOIC	Wing Force Support Officer	USAFA/CWTM
Wing PA NCOIC	Wing Comm Officer	HQ USAFA/PA
Wing IT NCOIC	Wing Comm Officer	USAFA/DFET
Wing IT Admin	Wing Comm Officer	USAFA/CWVV
Wing Force Protection NCOIC	Wing Force Protection Officer	USAFA/CWTM
Wing Plans & Programs NCOIC	Wing Plans & Programs Officer	USAFA/CWDO & CWVX
Honor Guard First Sergeant	Honor Guard CC	CHG/OIC
D&B First Sergeant	D&B CC	USAFA/CWTD
Wing Military NCOIC	Wing Military Officer	USAFA/CWTT
Wing Academics NCOIC	Wing Academics Officer	USAFA/DFRSC
Wing SL NCOIC	Wing Academics Officer	USAFA/DFEI
Wing Athletic Programs NCOIC	Wing Athletics Officer	USAFA/ADPAM
Wing RECONDO Officer	Wing Athletics Officer	USAFA/ADPT/R
Wing SAAC Chair	Wing Athletics Officer	USAFA/AD
Wing Stan/Eval NCOIC	Wing Stan/Eval Officer	USAFA/CWVV
Wing Upgrades NCOIC	Wing Upgrades Officer	USAFA/CWT

CWOC Director of Operations	CWOC Officer	USAFA/CWVV
CWOC NCOIC	CWOC Officer	USAFA/CWVV
Flying Team Squadron Commander	Airmanship Officer	557 FTS/CC
Soaring Squadron Commander	Airmanship Officer	94 FTS/CC
Jump Squadron Commander	Airmanship Officer	98 FTS/CC
Space Ops Squadron Commander	Airmanship Officer	Space System Research Center Director (SSRC)
UAS Squadron Commander	Airmanship Officer	USAFA/DFXU
Wing PEER (x2)	Wing Command Chief	USAFA/CWPS
Wing PEER NCOIC	Wing PEER	USAFA/CWPS
Airmanship First Sergeants	Airmanship Sq CCs	Cadet Squadron AMT(s)

ANNEX A – CADET WING DUTIES AND RESPONSIBILITIES

Chapter 4 - GROUP UNIT MANNING DOCUMENT, DUTY DESCRIPTIONS AND RATING CHAIN

4.1. **General.** This chapter outlines the group infrastructure, assigned rank, duty descriptions and rating chain. The duty descriptions are not all inclusive. All wing, group and squadron positions are responsible for ensuring prescribed programs are followed in direct support of the USAFA mission to develop officers of character. Corresponding permanent party mentors will be assigned to most cadet duty positions.

4.2. All cadet commanders will organize their units in accordance with this instruction. Deviations are not authorized unless approved in writing by the Commandant of Cadets.

4.3. GROUP STAFF UNIT MANNING DOCUMENT

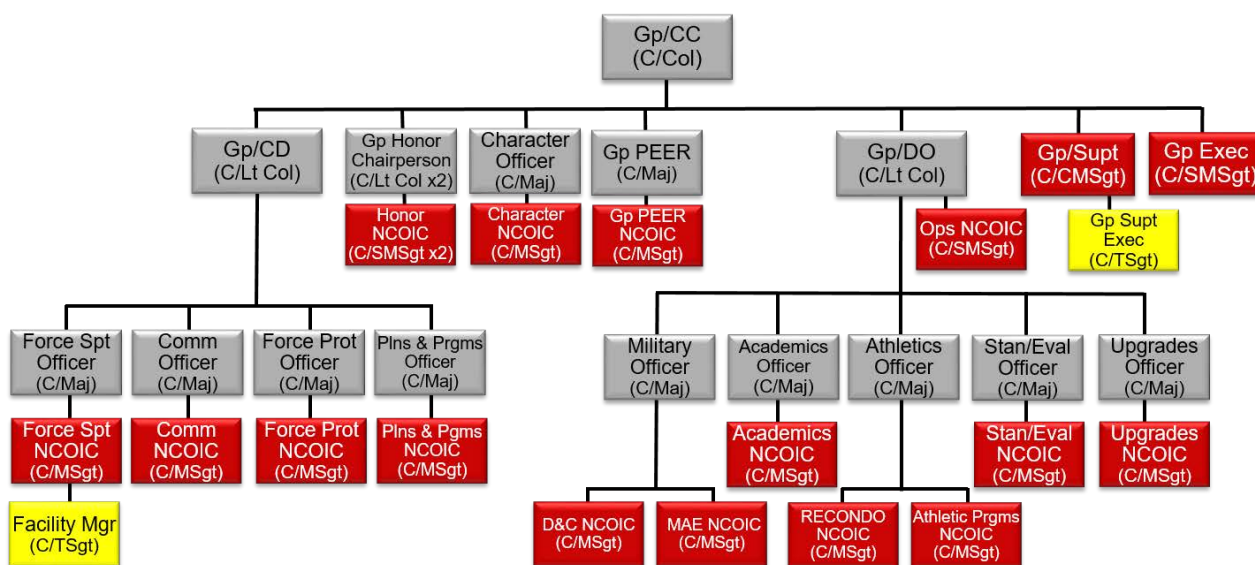
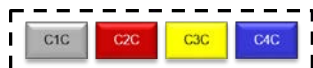


Figure 4.2

Legend:



NOTE: Reference rating chain for duty position prioritization

#### 4.4. GROUP COMMANDER (CGXX/CC) (C/Col)/(Line)

**Duties and Responsibilities:** Reports to and responsible to Wing Commander. Implements wing plans, programs and policies ISO Commandant's goals and objectives. Responsible to GAOC and wing commander for all cadet duty functions. Establishes group goals, processes and objectives for mission success. Supervises cadet group activities. Ensures subordinates execute the mission and train, mentor, counsel and evaluate cadets through Leadership Growth Model (LGM). Enforces discipline and conduct. Advises GAOC and wing commander on state of the group. Remains in good military, academic and athletic standing.

##### 4.4.1. Specific Tasks:

- 4.4.1.1. Executes wing commander's plans, programs and policies.
- 4.4.1.2. Provides cadet group vision and goals IAW USAFA mission.
- 4.4.1.3. Supervises and retains knowledge of all cadet group activities.
- 4.4.1.4. Holds staff meetings and commander's calls to keep group informed.
- 4.4.1.5. Ensures effective communication up and down cadet/PP chain of command.
- 4.4.1.6. Coordinates with wing commander for guidance/inputs on cadets meeting boards or committees for unsatisfactory performance, behavior or honor.
- 4.4.1.7. Supervises group activities, tasks/directs staff and requires feedback to retain knowledge of group performance.
- 4.4.1.8. Supervises ten squadron commanders. Mentors, councils, directs and leads squadron commanders to execute the USAFA mission and adhere to standards.
- 4.4.1.9. Executes group-wide projects. Compiles and disseminate Weekly Group Activity Report.
- 4.4.1.10. Chairs Group CC Review Board (GRB) as approved by GAOC. Coordinates attendance with squadron/group staff. Recommends Wing Commander Review Board (WRB)
- 4.4.1.11. Accomplishes Cadet Leadership Enrichment Seminar & CC training.

##### 4.3.2 Mentor: Group AOC.

#### 4.5. DEPUTY GROUP COMMANDER (CGXX/CD) (C/Lt Col)/(Line)

**Duties and Responsibilities:** Reports to and responsible to group commander. Principal advisor to the group commander. Assumes roles, responsibilities and cadet authority in absence of Group Commander. Leads force support, communications, force protection, and plans and programs group functions. Remains in good military, academic and athletic standing.

##### 4.5.1. Specific Tasks:

- 4.5.1.1. Executes group and wing commander's plans, programs and policies.
- 4.5.1.2. Supervises and retains knowledge of group activities.
- 4.5.1.3. Ensures effective communication up & down cadet/PP chain of command.

4.5.1.4. Implements group force support, communications, force protection, and plans and programs functions.

4.5.1.5. Helps compile and disseminate Weekly Group Activity Report.

4.5.1.6. Handles staff, mission execution and discipline issues for subordinates.

4.5.1.7. Schedules and supervises group duty officers (GDO).

4.5.1.8. Accomplishes Cadet Leadership Enrichment Seminar and CC Training.

4.5.2. **Mentor:** Group Deputy AOC.

#### **4.6. GROUP DIRECTOR OF OPERATIONS (CGXX/DO) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to group commander. Responsible for operations and readiness functions including group stan/eval and upgrades. Monitors administration of group's cadet discipline system. Remains in good military, academic and athletic standing.

4.6.1. Specific Tasks:

4.6.1.1. Authorizes and administers demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*. Monitors system for compliance.

4.6.1.2. Advises Group CC & GAOC on status of discipline and monitoring systems.

4.6.1.3. Implements group military, athletic, academic, stan/eval and upgrade programs.

4.6.1.4. Manages daily operations and implements USAFA policy.

4.6.1.5. Ensures military officer's development of supportive D&C and MAE programs maximize military performance at group and squadron levels.

4.6.1.6. Ensures academic officer's program maximizes cadet academic potential and adequately addresses problem areas and/or cadets at risk.

4.6.1.7. Ensures group participation in athletic events. Ensures athletic officer's program meets mission requirements at squadron and wing levels.

4.6.1.8. Implements and monitors group stan/eval program. Executes wing's training/evaluation system for D&C and key personnel.

4.6.1.9. Utilizes group and squadron trends and analysis data to address deficiencies. Provides feedback and/or remedial training to squadrons as needed.

4.6.1.10. Implements and monitors group upgrades program to ensure progress checks and upgrade requirements for all classes meet training/developmental milestones.

4.6.2. **Mentor:** Group AOC and Deputy Group AOC.

#### **4.7. GROUP SUPERINTENDENT (CGXX/CCC) (C/CMSgt)/(Line)**

**Duties and Responsibilities:** Reports to and responsible to group commander. Ranking C2C in group. Monitors group discipline, training, development, mission execution and morale and welfare with primary emphasis on lower three classes. Remains in good military, academic and athletic standing.

4.7.1. Specific Tasks:



- 4.7.1.1. Monitors all ceremonies, major functions and inspections.
- 4.7.1.2. Advises group commander on training and discipline of lower three classes.
- 4.7.1.3. Advises Command Chief on compliance & mission execution issues/trends.
- 4.7.1.4. Prepares and maintains records/rosters for all special duties and details.
- 4.7.1.5. Ascertain from First Sergeants health and wellness of cadet group regarding discipline, compliance, training, development, welfare and morale.
- 4.7.1.6. Properly executes and administers group and squadron CCQ programs.
- 4.7.1.7. Trains, schedules and supervises group CCQs. Ensures squadron superintendents do the same.
- 4.7.1.8. Collects AFCW Form 3, *Cadet-in-Charge of Quarters Duty Log* and AFCW Form 10, *Report of Conduct* from group CCQs daily. Review and forward to Grp CC and GAOC and maintain forms in a file plan for minimum of six months.
- 4.7.1.9. Accomplishes training during the first week of each semester as directed.

4.7.2. **Mentor:** Group Superintendent.

#### **4.8. GROUP EXECUTIVE ASSISTANT (CGXX/CCCE) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Commander. Administrative assistant. Remains in good military, academic and athletic standing.

4.8.1. Specific Tasks:

- 4.8.1.1. Proofreads group commander correspondence for format/accuracy.
- 4.8.1.2. Advises group commander of any issues among staff and units.
- 4.8.1.3. Consolidates tasks/documents/inputs and to CC for approval/submittal.
- 4.8.1.4. Compiles and submits escort quotas to wing exec and USAFA/CWTS.
- 4.8.1.5. Manages group taskers; compiles/disseminates to wing/staff/units.
- 4.8.1.6. Reserves and coordinates meeting locations.

4.8.2. **Mentor:** Group AOC and Deputy Group AOC.

#### **4.9. GROUP SUPERINTENDENT EXEC (CGXX/CCCE) (C/TSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Group Superintendent. Provides administrative assistance. Remains in good military, academic and athletic standing.

4.9.1. Specific Tasks:

- 4.9.1.1. Administration for group/squadron accountability and CCQ Programs.
- 4.9.1.2. Helps monitor and documents training/discipline for lower three classes.
- 4.9.1.3. Prepares and maintains cadet special duty rosters and records.
- 4.9.1.4. Provides admin for Group's Cadet in Charge of Quarters (CCQ) Program.
- 4.9.1.5. Captures minutes for group superintendent's meetings.

4.9.1.6. Proofreads Superintendent correspondence for format and accuracy.

4.9.1.7. Coordinates Superintendent appointments and commitments. Monitors calendar/agenda along with the CW master schedule

4.9.2. **Mentor:** Deputy Group Superintendent.

#### **4.10. GROUP OPERATIONS NCOIC (CGXX/DON) (C/SMSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group DO. Assists Group DO. Assists DO with leading/managing operations and readiness functions including group stan/eval and upgrades. Monitors administration of group's cadet discipline system. Remains in good military, academic and athletic standing.

4.10.1. Specific Tasks:

4.10.1.1. Compiles, reviews and transmits weekly squadron tour/confinement/detail reports showing outstanding/served to both Group DO and Wing Ops NCOIC.

4.10.1.2. Compiles and routes up Group WAR inputs to cadet chain, and courtesy copies the Group Unit Program Coordinator and Deputy Group Superintendent.

4.10.1.3. Collects and compiles all Squadron of the Month points. Supervises Squadron of the Month grading and compilation.

4.10.1.4. Liaises between wing and squadron operations staff, compiles list of cadet monitors for "Haps," details, tours, confinements and Senior Officer of Day.

4.10.2. Mentor: Group Superintendent.

#### **4.11. GROUP HONOR CHAIRPERSON (2) (CGXX/HO) (C/Lt Col)/(Staff)**

**Duties and Responsibilities:** Reports to Group Commander. Primary honor advisor. Responsible to Wing Honor for honor system administration. Develops, recommends, and implements, via Honor Review Committee (HRC), policies and procedures for administration of USAFA honor code system. Administers group honor system and climate. Ensures squadron honor representatives are standardized and conform to HCRH guidelines. Cadet group authority on honor code system policies, procedures, and education questions. Remains in good military, academic and athletic standing.

4.11.1. Specific tasks IAW Cadet Wing Honor Code Reference Handbook.

4.11.1.1. Establishes and maintains sense of personal integrity; responsible for honor administration and health.

4.11.1.2. Ensures practical and proper administration of the Honor Code System.

4.11.1.3. Cadet Honor Executive Committee (EXCO) member.

4.11.1.4. Attends or sends appointee to honor meetings required by CWVS.

4.11.1.5. Honor NCOs must receive specialized training by USAFA/CWC

staff

4.11.1.6. Accomplishes specialized training by USAFA/CWC staff.

4.11.2. **Mentors:** USAFA/CWVS, Group AOC and Deputy Group AOC.

#### **4.12. GROUP HONOR NCOIC (2) (CGXX/HON) (C/SMSGt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Honor Officer. Tracks investigation progress and provides updates to the Group and Wing Honor. Assists Group Honor in implementing special honor-related programs in group and assumes position of Group Honor Officer the following year. Remains in good military, academic and athletic standing.

4.12.1. Specific tasks:

4.12.1.1. Outlined in Air Force Cadet Wing Honor Code Reference Handbook.

4.12.1.2. Establishes and maintains sense of personal integrity; responsible for honor administration and health.

4.12.1.3. Ensures practical and proper administration of Honor Code System.

4.12.1.4. Cadet Honor Executive Committee (EXCO) member.

4.12.1.5. Attends or sends appointee to honor meetings required by CWVS.

4.12.1.6. Receives specialized training by USAFA/CWC staff.

4.12.2. **Mentor:** USAFA/CWVS and Group Superintendent.

#### **4.13. GROUP MILITARY OFFICER (CGXX /SND) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to Group DO. Oversees large-scale military events and drill and ceremonies (D&C). Coordinates with USAFA/CW D&C, AMTIs, and Wing Military Officer in planning, organizing, supporting and executing cadet formations including noon meal formation (NMF), reveille and retreat formations, parades, ceremonies, state funeral, inauguration and cadet march-on procedures for football games and graduations. Ensures RM is integrated in all military events. Preferred AETC experience. Remains in good military, academic and athletic standing.

4.13.1. Specific Tasks:

4.13.1.1. Monitors formations/training events and advises Group DO of findings.

4.13.1.2. Coordinates military event venues and preparation.

4.13.1.3. Ensures pre and post ceremony tasks such as audio equipment, parade field set-up/tear down, scripts, narrators, key personnel briefings and/or any other special arrangements identified by USAFA/CWVV have been accomplished. Coordinates with group and squadron support shops for assistance.

4.13.1.4. Monitors military and drill proficiency status. Schedules/conducts group training/practices.

- 4.13.1.5. Executes drill and ceremony events at discretion of Wing & Group CC's.
- 4.13.1.6. Liaises with Group Deputy for security personnel use for formations.
- 4.13.1.7. Produces training/evaluation system for D&C staff and key personnel.
- 4.13.1.8. Provides feedback to squadron D&C to address deficiencies.
- 4.13.1.9. Conducts training and documents accordingly.
- 4.13.1.10. Provides input to USAFA/CWTT and USAFA/CWC in planning and scheduling Ancillary Training, Commissioning Education training, MCQ, Directed Development Time, Military Knowledge Preparation and military training events.
- 4.13.1.11. Executes Training Plans as needed to meet AFCW/CC objectives.
- 4.13.1.12. Coordinates requirements and activities with squadron military teams.
- 4.13.1.13. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of major training event planning coordination and execution.
- 4.13.1.14. Conducts post-event HOTWASH to ensure training objectives met and recommended areas for improvement for future military events.
- 4.13.1.15. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority.

**4.13.2. Mentor:** USAFA/CWT Drill and Ceremonies NCOIC and USAFA/CWTT.

**4.14. GROUP D&C NCOIC (CGXX/SND) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to group Military Officer. Conducts training and manages group military drill and ceremonies program. Coordinates with D&C NCOIC in planning, organizing, supporting and executing formations and marching activities. Works directly with group superintendent. Provides drill evaluation reports to group stan/eval. Remains in good military, academic and athletic standing.

4.14.1. Specific Tasks:

- 4.14.1.1. Assists wing D&C NCOIC on pre and post ceremony tasks such as audio equipment, parade field set-up/tear down, scripts, narrators, seating, key personnel briefings and/or any other special arrangements identified by NCOIC.
- 4.14.1.2. Monitors drill proficiency status and schedules/conducts practices of major formations and events to ensure competency of the group's marching.
- 4.14.1.3. Executes drill and ceremony events at discretion of the wing and group commander with approval of the group AOC.

4.14.1.4. Coordinates drill and ceremony training with group DO and group training officer and wing D&C NCO to address deficiencies in marching and formations.

4.14.1.5. Evaluates group's and individual squadron's proficiency in marching, parades, and D&C procedures. Provide direction to squadrons on areas for improvement to enhance squadron training and overall proficiency in D&C.

4.14.1.6. Collects marching scores from squadron D&C NCOs and monitors group performance by squadron.

4.14.1.7. USAFA/CW D&C NCOIC trains and documents accordingly.

4.14.2. **Mentor:** USAFA/CWVV D&C NCOIC.

#### **4.15. GROUP MAE NCOIC (CGXX/SND) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Military Officer. Program oversight for USAFA major assessment events. Meets Commander's Intent with objective based training and human dignity and respect. Ensures RM is integrated across all major assessment training events. Utilizes wing, group and squadron staffs to execute events. Remains in good military, academic and athletic standing.

##### 4.15.1. Specific Tasks:

4.15.1.1. Produces training execution/evaluation system for MAE.

4.15.1.2. Builds operations orders (OPORDs), fragmentation orders (FRAGOs) and special instructions (SPINs) for major assessment training events. Ensures timely distribution for execution. (Target is 14 days prior for OPORD release).

4.15.1.3. Establishes, in conjunction with USAFA/CWT, training execution plans to meet annual training plan goals and objectives for each class year.

4.15.1.4. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority.

4.15.1.5. Works with AFCW/TR and USAFA/CWTT to ensure training execution plans accomplish AFCW training objectives. Provides inputs where required to ensure groups/squadrons have standardized training opportunity to desired standards.

4.15.1.6. Plans and executes major training assessment events with group/squadron staffs and first line supervisors, element leaders and flight commanders as trainers/SMEs. Train SMEs to execute training plan IAW syllabus and brief/execute/debrief methodology.

4.15.1.7. Coordinates with Wg Stan/Eval and CWVV to outline requirements and design and execute evaluations and assessments.

4.15.1.8. Provides period updates, in conjunction with USAFA/CWTT, to USAFA/CW on major training event planning, coordination, execution and lessons learned.

4.15.1.9. Conducts post-event HOTWASH to assess whether training objectives were met and recommend areas for improvement for future large-scale military events.

4.15.1.10. USAFA/CWTT provides training philosophy prior to assuming duties.

4.15.1.11. Know, develop and execute training plans IAW the CMETP.

4.15.2. **Mentor:** USAFA/CWTT.

#### 4.16. GROUP ACADEMICS OFFICER (CGXX/AC) (C/Maj)/(Staff)

**Duties and Responsibilities:** Reports to and responsible to Group DO. Monitors and coordinates academic matters between group and wing. Works with Wing Academics Officer to administer/enforce academic policies and procedures. Represents cadet interests to wing. Working with the Wing Academic Science of Learning Officer or NCOIC, ensures subordinates are trained in matters relating to academic performance. Remains in good military, academic and athletic standing.

##### 4.16.1. Specific Tasks:

- 4.16.1.1. Creates guidelines and procedures for academic monitoring/reporting of “at risk” or academically deficient cadets to Group Commander and GAOC.
- 4.16.1.2. Oversees Academic Call to Quarters (ACQ), Weekend Academic Call to Quarters (WACQ) and establishes policy for academic study environment in dorms.
- 4.16.1.3. Develops, implements and oversees group and squadron academic programs.
- 4.16.1.4. Provides bi-weekly feedback to Wing Academic Officer regarding group academic issues. Implements policy to enhance group’s academic proficiency.
- 4.16.1.5. Provides input to wing academic officer for end of semester AAR.
- 4.16.1.6. Monitors and coordinates academic matters between AFCW, group and squadrons. Forwards cadet concerns to Wing Academics Officer.

##### 4.16.2. **Mentor:** USAFA/DF Group Academic Advisor and GAOC.

#### 4.17. GROUP ACADEMICS NCOIC (CGXX/ACN) (C/MSgt)/(Staff)

**Duties and Responsibilities:** Reports to and responsible to Group Academics officer. Provides ideas, support and assistance with records of all activities. Checks and surveys squadron academic policies and programs for quality management. Remains in good military, academic and athletic standing.

##### 4.17.1. Specific Tasks:

- 4.17.1.1. Prepares and files all academic paperwork.
- 4.17.1.2. Performs weekly checks of squadron programs, policies and execution.
- 4.17.1.3. Develops procedure and solicits inputs for annual Curriculum Handbook theme/sketch contest.
- 4.17.1.4. Ensures squadron academic officers/NCOICs advertise all academic events. Publicizes Major’s Night.
- 4.17.1.5. Enforces ACQ and WACQ study environments with weekly checks.
- 4.17.1.6. Trains subordinate academic officers/NCOs to include deficiency lists, USAFA Form 68, Cadet Academic Deficiency Evaluation and Probation Action Plan (with support from the Science of Learning Team) and Academic Review Committee.
- 4.17.1.7. Distributes and posts academic policy changes/updates and academic items of interest to include procedures for academic tutoring programs.
- 4.17.1.8. Academic Working Group member. Sends monthly agenda items intended to improve cadet academic performance.

4.17.2. **Mentor:** USAFA/DF Group Academic Advisor and Deputy Group Superintendent.

#### **4.18. GROUP ATHLETICS OFFICER (CGXX/AT) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group DO. Monitors and coordinates athletic matters between the group, wing and AD. Works with athletics officers to administer athletic policies. Represents cadet interests to wing and AD. Group athletics officer will not be an on-season intercollegiate athlete. Remains in good military, academic and athletic standing.

##### 4.18.1. Specific Tasks:

- 4.18.1.1. Monitors Physical Education (PE), physical and aerobic fitness tests (PFTs/AFTs), wing Reconditioning (RECONDO) and unit fitness programs. Ensures accurate and timely accountability to Athletic Department Physical Education (ADP). Recommends changes to ADP when necessary.
- 4.18.1.2. Coordinates and monitors cadet participation in intramurals.
- 4.18.1.3. Prepares and organizes daily intramural operations/participation IAW fall/spring Intramural Schedule of Instruction (SOI).
- 4.18.1.4. Compiles referee/intramural team rosters, forwards to wing athletics officer.
- 4.18.1.5. Ensures squadrons complete semester weigh-ins IAW weight mgt program.
- 4.18.1.6. Compiles and submits group athletic performance measures to wing athletics.
- 4.18.1.7. Develops and executes fitness events during Commandant's Challenge, Recognition, etc.
- 4.18.1.8. Monitors squadron staffs for proper duty execution through monthly grading and routine meetings. Works with them to develop new ways to promote athletics and physical fitness.
- 4.18.1.9. Coordinates with AD to administer athletic policies.
- 4.18.1.10. Relays support requirements for events to Wing Support Officer.
- 4.18.1.11. Manages all aspects of extramural operations to include planning, conducting and executing contests.
- 4.18.1.12. Promotes physical fitness and participation in athletic events.
- 4.18.1.13. Ensures squadrons maintain cadets on an intercollegiate, intramural or limited on-season roster.
- 4.18.1.14. Monitors and supports Cadet Fitness Center (CFC) programs including Weight Room Cadet in Charge (CIC) and group fitness instructor program.

4.18.2. **Mentor:** USAFA/ADPAM, USAFA/ADPT and Deputy Group AOC.

#### **4.19. GROUP RECONDITIONING (RECONDO) NCOIC (AFCW/RNCOIC) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports and is responsible to Group Athletics Officer. Monitors and coordinates reconditioning matters to ADPT/R. Administers reconditioning programs with ADPT/R. Cadet will normally hold this position for two consecutive semesters: fall semester and spring semester. Remains in good military, academic and athletic standing.

##### 4.19.3. Specific Tasks:

- 4.27.3.1. Develops, implements, and oversees reconditioning workout programs under USAFA/ADPT/R guidance. This includes both M and T day programs.
- 4.27.3.2. Oversees Physical Enhancement Program (primarily C4C program) within group and Extreme reconditioning programs and ensures proper manning.
- 4.27.3.3. May participate as cadet instructor (PE 479) and assist with Summer RECONDO & Fundamentals to Physical Development (PE 113).
- 4.27.3.4. Maintains books and records of all counseling letters and get well plans.
- 4.27.3.5. Ensures all cadets are maintaining safety.
- 4.27.3.6. Maintains discipline for all cadets and Reconditioning staff within the group.
- 4.27.3.7. Develops and oversees physical fitness training and wellness programs for squadron athletic staffs.
- 4.27.3.8. Interviews, recommends for selection, and trains replacement.
- 4.27.3.9. Receives training through USAFA/ADPT/R. Preferred prerequisite is Squadron, Group, or Wing RECONDO Staff experience.
- 4.27.3.10. Advises Group Athletic Officer, and Squadron RECONDO staff on Cadet Weight Management program IAW USAFAI 36-2002 (*Cadet Weight & Fitness Pgms*).

4.27.4. **Mentor:** USAFA/ADPT/R.

#### **4.20. GROUP ATHLETIC PROGRAMS NCOIC (CGXX/ATN) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Athletic Officer. Monitors and coordinates athletic matters between the group, wing and AD. Works with athletics officers to administer athletic policies. Represents cadet interests to wing and AD. Remains in good military, academic and athletic standing.

##### 4.20.1. Specific Tasks:

- 4.20.1.1. Monitors Physical Education (PE), physical and aerobic fitness tests (PFTs/AFTs), wing Reconditioning (RECONDO) and unit fitness programs. Ensures accurate and timely accountability to Athletic Department Physical Education (ADP). Recommends changes to ADP when necessary.
- 4.20.1.2. Coordinates and monitors cadet participation in intramurals. Ensures each squadron knows its weekly competition schedule.
- 4.20.1.3. Performs weekly checks of squadron intramural attendance rosters in CAMIS for completeness/accuracy. Provides squadrons feedback/corrections.
- 4.20.1.4. Assists group athletics officer in tracking completion of squadron weigh-ins.
- 4.20.1.5. Develops group-wide athletic training activities to enhance fitness. Monitors PFT/AFT scores and creates plan for continuous fitness assessment improvement
- 4.20.1.6. Compiles and submits athletic performance measures through group to wing.
- 4.20.1.7. Assists in development and execution of fitness events during Commandant's Challenge, Recognition, etc.
- 4.20.1.8. Monitors squadron staffs for proper duty execution through monthly



grading and routine meetings. Helps develop new ways to promote athletics and physical fitness.

4.20.1.9. Coordinates with wing and AD to administer athletic policies.

4.20.1.10. Relays support requirements for events to Wing Support Officer.

4.20.1.11. Manages all aspects of extramural operations to include planning, conducting and executing contests.

4.20.1.12. Promotes physical fitness and participation in athletic events.

4.20.1.13. Ensures squadrons maintain cadets on an intercollegiate, intramural or limited on-season roster.

4.20.1.14. Monitors and supports Cadet Fitness Center (CFC) programs including Weight Room Cadet in Charge (CIC) and group fitness instructor program.

4.20.1.15. Compiles athletic performance numbers for all squadrons for inclusion into Outstanding Squadron System. Reports numbers to Group DO.

4.20.2. **Mentor:** USAFA/ADPAM, USAFA/ADPT and Deputy Group Superintendent.

#### **4.21. GROUP STANDARDIZATION/EVALUATION OFFICER (CGXX/SN) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group DO. Executes Stan/Eval Program, under the guidance of GAOC, Group Commander, Wing Stan/Eval, AOC and USAFA/CWVV. Conducts inspections, both formal and informal, within the group. Remains in good military, academic and athletic standing.

4.21.1. Specific Tasks:

4.21.1.1. Educates the group on standards and policies, and assesses compliance.

4.21.1.2. Coordinates inspections with wing stan/eval and USAFA/CWVV.

4.21.1.3. Monitors group inspector training program. Provides status updates to USAFA/CWVV, through wing stan/eval, as well as feedback to squadron evaluators.

4.21.1.4. Evaluates squadron inspection teams to ensure compliance with expectations as outlined in AMIs, SAMIs, PAIs, ORIs, NMF and trash compactors.

4.21.1.5. Conducts inspections at the direction of Wing/Group Commander or wing stan/eval IAW this instruction and USAFA/CWVV instructions/guidance.

4.21.1.6. Provides Group and Squadron CC's feedback on unit performance for inspections, training and military knowledge testing.

4.21.1.7. Reviews/updates group self-inspection guides/checklists each semester.

4.21.1.8. Inputs accurate AMI, SAMI, and PAI scores into MPAS.

4.21.1.9. Compiles group and squadron performance for AMIs, SAMIs, PAIs, and ORIs and parades/marching. Provides reports results to commanders and trends/analysis teams.

4.21.1.10. Knows, adheres to and enforces Cadet Standards IAW this publication.

4.21.1.11. Helps wing stan/eval develop and administer knowledge testing for all four classes. Collects results and provides feedback to squadrons.

4.21.1.12. Executes group self-inspection program. Assesses squadron self-inspection programs in preparation for annual CUI. Reports findings to squadron/group/wing.

4.21.1.13. Performs other duties as required by group commander, wing stan/eval officer or USAFA/CWVV.

4.21.1.14. Trained by wing stan/eval at the beginning of the semester.

4.21.1.15. Collects/validates OSS data from squadrons and group, informs commanders.

4.21.1.16. Assists in answering any questions in regards to OSS.

4.21.1.17. Advises AFCW OSS staff on any issues with OSS.

4.21.2. **Mentor:** USAFA/CWVV.

#### **4.22. GROUP STANARDIZATION/EVALUATION NCOIC (CGXX/SNN) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Stan/Eval Officer. Assists stan/eval officer in Stan/Eval Program execution. Conducts group/squadron inspections, both formal and informal. Remains in good military, academic and athletic standing.

4.22.1. Specific Tasks:

4.22.1.1. Helps educates group on standards and policies, and assesses compliance.

4.22.1.2. Supplies forms to squadron stan/eval officers for inspections.

4.22.1.3. Assists group stan/eval officer with enforcing proper/efficient grading.

4.22.1.4. Evaluates squadrons for compliance with expectations as outlined in AMIs, SAMIs, PAIs, ORIs, NMF and trash compactors. Helps identify noncompliant or low-performing squadrons.

4.22.1.5. Helps provide squadron feedback utilizing formal reports, briefings or written reports for commanders and/or USAFA/CWVV. Maintains on file for at least one year and references for future inspections.

4.22.1.6. Assists officer in administration, distribution, and compilation of scores of knowledge testing for all four classes.

4.22.1.7. Knows, adheres to and enforces Cadet Standards IAW this publication.

4.22.1.8. Trained by wing stan/eval at the beginning of the semester.

4.22.2. **Mentor:** USAFA/CWVV.

#### **4.23. GROUP UPGRADES OFFICER (AFCW/UTM) (C/Maj) (Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group DO. Coordinates group progress checks and upgrade requirements for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, etc. Ensures compliance with developmental milestones and commander's intent. Ensures RM is integrated across all assessment events if applicable. Ensures staff tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Remains in good military, academic and athletic standing.

#### 4.23.1. Specific Tasks:

- 4.23.1.1. Plans, schedules and monitors milestones and upgrades for all classes.
- 4.23.1.2. Provides bi-weekly update on requirement completion to group/wing leaders.
- 4.23.1.3. Identifies deficient lessons/cadets and schedules makeup opportunity.
- 4.23.1.4. Distributes materials, schedules, policies and suspenses to cadets/PP.
- 4.23.1.5. Monitors, critiques and recommends improvements through chain of command.
- 4.23.1.6. Helps develop Pro-Book/study guides for core competencies for each class.
- 4.23.1.7. Assists stan/eval staff in development, administration and grading of all year group military knowledge testing.
- 4.23.1.8. Meets with USAFA/CWTT & USAFA/CWC for training and curriculum philosophies prior to assuming duties.
- 4.23.1.9. Executes programs and develops leaders of character IAW CMETP.
- 4.23.1.10. Knows CMETP, training and development philosophies, 47-month developmental curriculum and defined military duties/responsibilities for training, education and application.
- 4.23.1.11. Works with Wing Military Officer, plans and executes major training assessment events. Ensures subject matter experts (SMEs) selected and trained.
- 4.23.1.12. Coordinates with Wing Stan/Eval and CWVV on requirements, design and execution of evaluations and assessments.
- 4.23.1.13. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of upgrades and certification across the wing.
- 4.23.1.14. Participates in post-event HOTWASH for all major assessment events with Group and Wing military and stan/eval staff to ensure training objectives were met and recommend areas for improvement for future training events.

#### 4.23.2. **Mentor:** USAFA/CWT.

### 4.24. **GROUP UPGRADES NCOIC (AFCW/UTM) (C/MSgt)**

**Duties and Responsibilities:** Reports to and responsible to Group Upgrades Officer. Coordinates group progress checks and upgrade requirements for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, etc. Ensures compliance with developmental milestones and commander's intent. Ensures RM is integrated across all

assessment events if applicable. Ensures staff tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Remains in good military, academic and athletic standing.

#### 4.24.1. Specific Tasks:

- 4.24.1.1. Plans, schedules, and monitors milestones and upgrades for all classes.
- 4.24.1.2. Provides bi-weekly update on requirement completion to group/wing leaders.
- 4.24.1.3. Identifies deficient lessons/cadets and schedules makeup opportunity.
- 4.24.1.4. Distributes materials, schedules, policies and suspenses to cadets/PP.
- 4.24.1.5. Monitors, critiques and recommends improvements to USAFA/CWC or USAFA/CWT.
- 4.24.1.6. Develops Pro-Books/study guides for core competencies for each class.
- 4.24.1.7. Assists stan/eval staff in development, administration and grading of all cadet year group military knowledge testing.
- 4.24.1.8. Meets with USAFA/CWTT and USAFA/CWC for training and curriculum philosophies prior to assuming duties.
- 4.24.1.9. Executes programs and develops leaders of character IAW CMETP.
- 4.24.1.10. Knows CMETP, training and development philosophies, 47 month developmental curriculum and defined military duties/responsibilities for training, education and application.
- 4.24.1.11. Works with Wing Military Staff, plans and executes major training assessment events. Ensures subject matter experts (SMEs) selected and trained.
- 4.24.1.12. Coordinates with Wing Stan/Eval NCOIC and CWVV on requirements, design, and execution of evaluations and assessments.
- 4.24.1.13. Works with USAFA/CWTT to provide periodic updates to USAFA/CW on progress of upgrades and certification across the wing.
- 4.24.1.14. Participates in post-event HOTWASH for all major assessment events with group and wing military and stan/eval staff to ensure training objectives were met and recommend areas for improvement for future training events.

#### 4.24.2. Mentor: USAFA/CWT.

### 4.25. **GROUP FORCE SUPPORT OFFICER (CGXX/FSO) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Deputy Group Commander. Helps Wing Force Support Officer to interface with Support Division USAFA/CTMM, Mitchell Hall and Arnold Hall. Develops and provides resources and logistics support for

wing, group and squadron activities. Passes requirements upward and information down to ensure proper mission support. Remains in good military, academic and athletic standing.

#### 4.25.1. Specific Tasks:

4.25.1.1. Carries out wing policy for standardization of unit special requests, functions and resource requirements.

4.25.1.2. Provides support and logistics requirements for group and assigned squadrons. Compiles and transmits requirements from squadrons to appropriate supporting agency and wing support staff. Provides inputs to Wing Force Support officer on menus, classes, focus groups and MWR activities.

4.25.1.3. Advises group commander of logistics issues or shortcomings.

4.25.1.4. Aids Wing Force Support Officer and AFCW/SU in planning and executing large scale activities including but not limited to tailgates, football contingents, Parent's Weekend, graduation, major training events, and parades/ceremonies.

4.25.1.5. Audits squadron force support staffs for compliance of records, purchases, programs and overall mission execution.

4.25.1.6. Checks squadron tailgate operations. Ensures cadets are fed on time to meet mission requirements (Falcon Walk, March On, Cadet Seating Area, etc.). Takes corrective action for units who fail to meet the mission timeline.

4.25.1.7. Manifests rosters or volunteer lists for Wing Support Officer for away games, sporting event contingents and any other activities requiring cadet support.

4.25.1.8. Attends Wing Support Officer and USAFA/CWTM staff meetings.

4.25.1.9. Coordinates with 10 FSS/FSLH (Food Services) and Wing Support staff for support and execution of cadet activities and events throughout the semester (i.e., tailgate meals, special feeding requests, banquets, dining-ins, etc.).

4.25.1.10. Assists wing leadership in scheduling and coordinating special events for proper timing, arrangements, tickets and parking issues

4.25.1.11. Groups' focal point for meal accountability. Reports metrics to wing staff.

4.25.1.12. Liaisons between squadrons and Mitchell Hall for food focus groups, table seating, nutritional promotions, and accountability programs.

4.25.1.13. Informs group of all MWR-related activities.

4.25.1.14. Monitors cadet activity metrics and assist squadrons with corrective action.

4.25.1.15. Informs wing and group on dormitory upgrades/issues affecting the mission.

4.25.1.16. Performs other duties as required by wing or group chain of command.

4.25.2. Training and Certification IAW Chapter 2.

4.25.3. **Mentor:** USAFA/CWTM, Group AOC and Deputy Group AOC.

#### **4.26. GROUP FORCE SUPPORT NCOIC (AFCW/FSN) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group Force Support Officer. Assists in managing all group and squadron support activities. Performs specialized functions supporting transportation, facilities use, services, logistics and supplies. Remains in good military, academic and athletic standing.

4.26.1. Specific Tasks:

4.26.1.1. Maintains files and records on equipment and supplies. Ensures squadron equipment is checked out and turned in a timely manner each semester. Conducts inventory upon assuming duty position and prior to relinquishing duties.

4.26.1.2. Requisitions supplies as needed for the group. Acts as the focal point for squadrons to route their support requests through.

4.26.1.3. Oversees self-help project submission, approval and completion. Monitors dorm maintenance projects for completion issues that affect mission.

4.26.1.4. Maintains and prepares files, correspondence and distribution to/from squadrons regarding compliance with pick-up, turn-in or mandatory suspenses. Required items include but are not limited to cadet issue, uniform and tailor shop, 10 LGR requirements, dorm management keys, etc. Submits report to Group FSO.

4.26.1.5. Compiles Mitchell Hall accountability data for group. Submits weekly report to Wing Force Support Officer.

4.26.1.6. Helps administer AFCW Cadet Service Learning (CSL) Program. Compiles group CSL experiences/time and submits to AFCW/CH.

4.26.1.7. Coordinates with wing support, USAFA/CWTM, Academy concerts, RATTEX, Bluebirds (if scheduled in Arnold Hall), etc. for major events.

4.26.1.8. Provides input to USAFA/CWTM for any support needs/requirements to support group mission (i.e., tailgates, special feeding requests, dining-ins, etc.). Routes request through group and AFCW/SU for approval.

4.26.1.9. Performs other duties as required by wing or group chain of command.

4.26.1.10. Training and Certification is IAW Chapter 2.

#### 4.26.2. **Mentor:** USAFA/CWTM and CGXX/CCS.

### 4.27. FACILITY MANAGER (CGXX/FSNF) (C/TSgt) (Staff)

**Duties and Responsibilities:** Reports to and responsible to Force Support NCOIC. Maintains group dorms, common areas, trash compactors, recycling bins, hallways, windows, quads, storage areas, SARS, etc. in clean, presentable and operational order. Remains in good military, academic and athletic standing.

#### 4.27.1. Specific Tasks:

4.27.1.1. Performs daily/weekly/monthly spot checks of group area of operation; identifies, documents and communicates issues to appropriate unit or agency.

4.27.1.2. Checks common areas for weather appropriate configuration (doors/windows closed in SARs, hallways, TZO, etc.). Ensures doors not propped open and areas are properly secured.

4.27.1.3. Liaises with group and squadron staffs to remedy discrepancies. Solicits unit support and logistics personnel to assist in cleanup or mitigation.

4.27.1.4. Liaises with group and squadron safety/security staffs to immediately mitigate safety or security issues. Notifies appropriate chain of command.

4.27.1.5. Liaises with dorm management and CW PP staff to message action items (compactor issues, trash issues, dumpster roll away availability, etc.).

4.27.1.6. Maintains record and monitors work orders. Provides status to FS NCOIC.

4.27.1.7. Liaises with force support staff to remedy parking violations.

4.27.1.8. Identifies compactor violations (fridges, furniture, paint, oil pans, BBQ grills, etc.) and ensures force support staffs clean up and conduct proper disposal. Solicits force support NCOIC assistance to check fridges against squadron serial number rosters to find the culprit and hold them accountable.

#### 4.27.2. **Mentor:** AFCW/CWTM and Deputy Group Superintendent

### 4.28. GROUP COMMUNICATIONS OFFICER (CGXX/CS) (C/Maj)/(Staff)

**Duties and Responsibilities:** Reports to and responsible to Deputy Group Commander. Disseminates cadet wing information IAW USAFA PA, Cadet Wing Media and 10th CS. Responsible for internal communication, cadet group activity media coverage and management of group information technology program. Remains in good military, academic and athletic standing.

#### 4.28.1. Specific Tasks:

4.28.1.1. Creates and implements group communications and PA at all levels.

4.28.1.2. Solicits newsworthy articles/inputs/highlights and submits to Wing PA.

4.28.1.3. Assists cadet leadership in recognizing outstanding performance.

4.28.1.4. Solicits hometown news release articles and submits to Wing PA Officer.

4.28.1.5. Assists AFCW/PA with fulfilling escort requirements for PA-related activities.

4.28.1.6. Solicits information on cadet intramural, club sports and other cadet achievements for publication to various media outlets.

4.28.1.7. Interfaces with group staff and Wing PA to provide media support for and recognition of outstanding cadet contributions/achievements.

4.28.1.8. Compiles AY group/squadron historical report and submits to Wing PA.

4.28.1.9. Receives USAFA/PA media training with Cadet Wing Media.

4.28.2. **Mentor:** AFCW/PA, group AOC, and deputy group AOC.

#### **4.29. GROUP COMMUNICATIONS NCOIC (CGXX/IT) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Group Communications Officer. Responsible to AFCW/ITN. Responsible for IT/PA administration procedures for the group. Maintains and prepares files, correspondence and distribution. Remains in good military, academic and athletic standing.

4.29.1. Specific Tasks:

4.29.1.1. Executes MPA timelines, IAW AFCW/IT, via MPAS functions.

4.29.1.2. Inputs group staff positions into MPAS at beginning of semester and updates accordingly.

4.29.1.3. Manages group information resources IAW Air Force-Enterprise Information Management (AF-EIM) guidelines.

4.29.1.4. Inspects and evaluates squadron implementation of AF-EIM products and services (i.e. SharePoint) IAW AF- EIM guidelines.

4.29.1.5. Site administrator for group SharePoint site. Maintains currency, professionalism and accuracy of information stored therein.

4.29.1.6. Coordinates and disseminates IT guidance at all levels.

4.29.1.7. Transmits squadron IT issues/concerns to the AFCW/ITN.

4.29.1.8. Ensures group/squadrons have functional printer, paper, toner supplies and active network connection. Reports discrepancies to 10 CS Help Desk.

4.29.1.9. Group POC for network shared drives. Ensures K Drive is used IAW established policies. Monitors permissions, misuse disposition and quotas.

4.29.1.10. Group POC for “eWing” technical support questions and training.

4.29.1.11. Training and certification accomplished via Institute for Information Technology Applications (IITA) EIM Level 1 Course.

4.29.2. **Mentor:** CG/CCS and CGXX/SU.

#### **4.30. GROUP FORCE PROTECTION OFFICER (CGXX/SE) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to Deputy Group Commander. Ensures safety and security for the group and wing. Ensures compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions and directives. Coordinates weekly safety/security inspections, random access measures (RAMs) and emergency response/lockdown exercises. Incorporates safety/security/force protection measures in all major cadet activities. Distributes safety/security/force protection information throughout the group. Integrates Risk Management (RM) and USAFA/SEO review and/or approval into all wing activities. Disseminates guidance for safety incident reporting via AF Form 978. Manages and tracks cadet vehicle registration program for the group. Enforces compliance operating and maintaining a motor vehicle on a military installation. Ensures proper distribution of parking passes to group and squadron staff IAW AFCW policy; remains in good military, academic and



athletic standing.

#### 4.30.1. Specific Tasks:

- 4.30.1.1. Point of contact for group security/safety/ATFP issues.
- 4.30.1.2. Oversees and coordinates all required security, safety, and risk management group briefings. Distributes security, safety, and force protection related information throughout the group.
- 4.30.1.3. Develops/provides/disseminates security and safety guidance and oversight for group and squadrons. Staffs safety documents through chain of command and to squadron force protection staffs for implementation of safety awareness and mishap prevention programs (seatbelt checks, designated driver, inspection findings, etc.). Furthers AF and USAFA safety goals/policies/directives.
- 4.30.1.4. Educates group and squadron force protection staff on mishap reporting requirements: including time frame, correct AF Form 978 completion IAW USAFA/SEO, cadet mishap interviews with USAFA/SEO, and vehicular mishaps with/without injuries. Ensures timely routing of all AF Form 978 mishap reporting and tracks overall compliance.
- 4.30.1.5. Ensures RM Deliberate Risk Assessment Worksheet (AF Form 4437) is included and followed on every major event and reviewed by USAFA/SEO.
- 4.30.1.6. Conducts weekly security/safety inspections for group staff and all assigned squadrons IAW wing security guidance.
- 4.30.1.7. Test and reports RAM keys to wing security officer.
- 4.30.1.8. Provides guidance, expectations and focus areas for weekly safety/security inspections. Mitigates security and safety concerns immediately. Ensures proper management of hazardous and unsecured materials. Maintains discrepancy/violation records and reports to cadet and PP chain of command.
- 4.30.1.9. Helps Wing Force Protection Officer review and coordinate all security/ATFP drills, fire evacuation plans, shelter plans and force protection plans.
- 4.30.1.10. Distributes security/safety/force protection related information to the group and squadrons.
- 4.30.1.11. Ensures force protection staffs are properly trained for and perform duties ISO football games and major events. Coordinates with Force Support Officer and 10th SFS to determine transport, timelines, training and locations for security duties. Relays requirements, accounts for all security personnel prior to and during the required event and ensures overall mission accomplishment. Coordinates cadet Emergency Medical Technician (EMT) support as required.
- 4.30.1.12. Commands, coordinates and employs cadet security: augments 10 SFS for formations, major military events, sporting events/tailgates, parades, graduation and other events; performs security/accountability sweeps.
- 4.30.1.13. Provides bi-weekly CAMIS reports to USAFA/CWTM on vehicle registration.
- 4.30.1.14. Receives safety Training from USAFA/SEO during transition week. Receives Security training from SFS or base AT/FP program manager as well.

#### 4.30.2. **Mentor:** AFCW/SE and/or AFCW/CWTM.

#### **4.31. GROUP FORCE PROTECTION NCOIC (CGXX/SEN) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Group Force Protection Officer. P Ensures safety and security for the group and wing. Ensures compliance with AF and USAFA safety/security/anti-terrorism force protection (ATFP) policies, instructions and directives. Coordinates weekly safety/security inspections, random access measures (RAMs) and emergency response/lockdown exercises. Incorporates safety/security/force protection measures in all major cadet activities. Distributes safety/security/force protection information throughout the group. Integrates Risk Management (RM) and USAFA/SEO review and/or approval into all wing activities. Disseminates guidance for safety incident reporting via AF Form 978. Oversees group vehicle control and parking program. Remains in good military, academic and athletic standing.

##### 4.31.1. Specific Tasks:

- 4.31.1.1. Disseminates security/ATFP/safety info to all FP shops.
- 4.31.1.2. Ensures proper and timely routing of all safety mishap reporting (AF Form 978) and risk assessments (AF Form 4437).
- 4.31.1.3. Aids in development and execution of wing security plan for major events.
- 4.31.1.4. Reports RAM keys with group officer to Wing FP Officer.
- 4.31.1.5. Conducts, records and reports security/safety sweeps for violations. Incorporates real-world violations/feedback into wing policy to enhance security.
- 4.31.1.6. Manages group vehicle control and parking program, to include registration and parking enforcement for all cadets and cadet area parking lots.
- 4.31.1.7. Maintains/updates master list of all registered cadet vehicles for group.
- 4.31.1.8. Works with wing to ensure cadets are trained to receive GOV driver's license.
- 4.31.1.9. Executes parking lot sweeps daily/weekly for vehicle and parking control. Writes tickets, boots vehicles, notifies appropriate unit and cadet's chain of command. Maintains tracker, identifies and reports violators to chain of command for accountability purposes.
- 4.31.1.10. Parking lot sweeps will include: Upper & Lower Vandy/Sijan, Visitor's Center, Harmon Hall, North Arnold Hall, Clune Arena, firstie and two degree lots and Stillman Field parking area.
- 4.31.1.11. Distributes security/safety/FP related information through group
- 4.31.1.12. USAFA/CWTM trains and monitors vehicle registration process.
- 4.31.1.13. Receives Safety training from USAFA/SEO during transition week. Receives Security training from SF and/or base AT/FP program manager as well.

##### 4.31.2. **Mentor:** Wing Security Officer and USAFA/CWTM, USAFA/CWSEO

#### **4.32. GROUP PLANS AND PROGRAMS OFFICER (AFCW/PP) (C/Maj) (Staff)**

**Duties and Responsibilities:** Reports to Deputy Group Commander. Responsible for policy, directives, NOTAMs, OPORDs, training plans, AARs, continuity and execution of USAFA reoccurring events such as transition/break periods, Parents Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit Mission coordination and dining ins/outs. Administers policies, procedures and event execution. Remains in good military, academic and athletic standing.

##### 4.32.1. Specific Tasks:

- 4.32.1.1. Develops and implements policy IAW USAFA/CW vision and mission.
- 4.32.1.2. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution.
- 4.32.1.3. Maintains and utilizes AARs and continuity to execute reoccurring events.
- 4.32.1.4. Coordinates with appropriate staffs to implement policy and execute events.
- 4.32.1.5. Manages and updates publications and continuity file plans.
- 4.32.1.6. Supervises Plans and Programs NCOIC.
- 4.32.1.7. Oversees squadron plans and programs shops. Ensures execution IAW plans, policies and directives. Coordinates and solicits inputs and disseminations information up and down the chain of command.
- 4.32.1.8. Accomplishes Cadet Leadership Enrichment Seminar.

4.32.2. **Mentor:** USAFA/CEDO & USAFA CW/DS

**4.33. GROUP PLANS AND PROGRAMS NCOIC (AFCW/PP) (C/MSgt) (Staff)**

**Duties and Responsibilities:** Reports to Plans and Programs Officer. Assists with policy, directives, NOTAMs, OPORDs, training plans, continuity and execution of USAFA reoccurring events such as transition/break periods, Parents Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit Mission coordination and dining ins/outs. Administers policies, procedures and event execution. Remains in good military, academic and athletic standing.

4.64.1. Specific Tasks:

- 4.64.1.1. Develops and implements policy IAW USAFA/CW vision and mission.
- 4.64.1.2. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution.
- 4.64.1.3. Maintains and utilizes AARs and continuity to execute reoccurring events.
- 4.64.1.4. Coordinates with appropriate staffs to implement policy and execute events.
- 4.64.1.5. Manages and updates publications and continuity file plans.
- 4.64.1.6. Liaisons with unit shops for policy reviews and event execution.
- 4.64.1.7. Oversees group plans and programs shops. Coordinates, solicits inputs and disseminations information up and down the chain of command.

4.65. **Mentor:** USAFA/CWDO & USAFA CW/DS.

**4.34. GROUP CADET CHARACTER OFFICER (CGXX/CH) (C/Maj)/(Staff)**

**Duties and Responsibilities.** Reports to Group Commander. Responsible to Wing Character Staff. Principal character advisor. Administers character program. Provides accessible resources for character development. Facilitates character specific seminars and conferences for cadets, in concert with CCLD. Assists Wing Character staff in managing group and squadron CSL activities and documentation. Disseminates information regarding community service and CWC activities. Serves two consecutive semesters in this position. Professional qualities, military performance, leadership and character will be measured against group staff peers. Remains in good military, academic and athletic standing.

4.34.1. Specific Tasks:

- 4.34.1.1. Advertises for and requests cadet volunteers for Cadet Service Leadership activities. Monitors squadron project completion through squadron

character offices.

4.34.1.2. Trains squadron character officers on all duties and responsibilities.

4.34.1.3. Advertises and coordinates with squadrons for Alternative Spring Break, NCLS, FHF and other CCLD initiatives.

4.34.1.4. Executes standardized respect and dignity forums to include topics such as gender, race, religion, etc. Trains cadet facilitators in conjunction with Wing Character staff.

4.34.1.5. Supervises Group Character NCOIC.

4.34.1.6. USAFA/CWC selected and trained.

4.34.2. **Mentor:** USAFA/CWC and Group Commander.

#### **4.35. GROUP CADET CHARACTER NCOIC (CGXX/CHN) (C/MSgt)/(Staff)**

**Duties and Responsibilities.** Reports to Group Character Officer. Responsible to Wing Character Staff. Administers character program. Focal point for all character related activities within the squadrons and ensures standardized activities. Provides accessible resources for character development. Facilitates character specific seminars and conferences for cadets, in concert with CCLD. Assists Wing Character staff in managing group and squadron CSL activities and documentation. Disseminates information regarding community service and CWC activities. Cadets will serve two consecutive semesters in this position. Professional qualities, military performance, leadership and character will be measured against group staff peers. Remains in good military, academic and athletic standing.

4.35.1. Specific Tasks:

4.35.1.1. Trains squadron character NCOICs on duties and responsibilities.

4.35.1.2. Collects squadron CSL documentation at intervals directed by USAFA/CWCI. Screens squadron data for valid events and documentation. Report squadron activities to AFCW/CHO NCO. Maintain and ensure accuracy of group CSL database.

4.35.1.3. Advertises and coordinates with squadrons for Alternative Spring Break, NCLS, FHF and other CCLD initiatives.

4.35.1.4. Executes standardized respect and dignity forums to include topics such as gender, race, religion, etc. Trains cadet facilitators in conjunction with Wing Character staff.

4.35.1.5. USAFA/CWC selected and trained.

4.35.2. **Mentor:** USAFA/CWC, AFCW/CH, Group Superintendent.

#### **4.36. GROUP PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER) (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to Wing PEER. Responsible to Vice Commandant Culture and Climate and PEER program manager. Provides education, outreach, listening and referral services to cadets who are facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations, and sexual assault. Responsible to the cadet group commander for administration of education material regarding personal ethics. Takes guidance from the wing PEER to ensure AFCW policy and guidance is appropriately applied at the group level. Remains in good military, academic and athletic standing.

## 4.36.1. Specific Tasks:

- 4.36.1.1. Executes monthly PEER training IAW PEER program manager.
- 4.36.1.2. Ensures PEER attendance at appropriate events.
- 4.36.1.3. Meets with Wing PEER(s) bi-monthly
- 4.36.1.4. Meets monthly with squadron PEERs.
- 4.36.1.5. Reads, collects, and discusses activity logs weekly with PPC, Human Relations Training & Education (CWPH) office and PEER Program Manager.
- 4.36.1.6. Develops collaborative relationship with wing leadership and activities.
- 4.36.1.7. Helps CWPH office monitor cadet wing activities to include human relations climate, morale, posters, e-mails, bulletin boards, and spirit banners to ensure compliance with AFCWMAN 36-3501, Chapter 1. **PEERs should never be tasked as approving officials for spirit banners, bulletin board data, posters, etc.** This is a function for permanent party and cadet wing leadership. PEERs should consult with CWPH prior to addressing any HR/MEO-related issues.
- 4.36.1.8. Plans, executes, and facilitates PEER assistance with approval from CWP, wing commander, PEER program manager, SME and appropriate AOC.
- 4.36.1.9. Consults AOCs, faculty and staff for excusal permissions as needed.
- 4.36.1.10. Implements at least one outreach event each semester, utilizing necessary agencies to discuss programs such as Alcohol Awareness, Sexual Assault Awareness, Human Relations issues, Suicide Prevention, etc.
- 4.36.1.11. Receives specialized training and certification through CWP, in consultation with nationally-recognized peer education organizations.

4.36.2. **Mentor:** USAFA/CWPS, USAFA/CWPH.**4.37. GROUP PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER) NCOIC (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Group PEER. Provides education, outreach, listening, and referral services to cadets who are facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations, and sexual assault. Obtains assistance from the group PEER, wing PEERs, PEER program manager, CWPH, and CWPS. Remains in good military, academic and athletic standing.

## 4.37.1. Specific Tasks:

- 4.37.1.1. Assists in monthly PEER training Wing PEER program manager.
- 4.37.1.2. Takes group accountability at Initial PEER Training and **ALL** monthly meetings. If a PEER misses three monthly meetings, mandates Group PEER meeting to ascertain problems, also notifies chain of command if required.
- 4.37.1.3. Takes minutes at each meeting and submits MFR detailing issues discussed to Group PEER and Wing PEERs.
- 4.37.1.4. Documents **ANY** contact with cadets and hold squadron PEERs accountable for documenting their cadet contacts. If a squadron PEER fails to submit a contact report in three months, mandates Group PEER meeting to discuss concerns and notifies the cadet's chain of command if required.

4.37.1.5. Helps and looks after the cadets on group staff.

4.37.1.6. Conducts outreach with multiple agencies for implementation of programs such as Alcohol Awareness, Sexual Assault Awareness, Suicide Prevention and human relations training, education and awareness Work cooperatively with squadron PEER representatives and group PEER on tough issues throughout the group.

4.37.1.7. Receives training by BACCHUS Network, Program Manager and respective consultants for CWP CWPH and CWPS.

4.37.2. **Mentor:** USAFA/CWPS, USAFA/CWPH.

4.38. **CADET GROUP STAFF RATING CHAIN.** Table 1 outlines the Cadet Group Staff Rating Chain with position, rater and permanent party mentor.

CADET POSITION	RATER	MENTOR
Group Commander	Wing Commander	USAFA/CGXX CC
Deputy Group Commander	Group Commander	USAFA/CGXX CD
Group Director of Operations	Group Commander	USAFA/CGXX CC/CD
Group Superintendent	Group Commander	USAFA/CGXX Supt
Group Executive Assistant	Group Commander	USAFA/CGXX CD
Group Honor Chairperson (x2)	Group Commander	USAFA/CWVS
Group Honor NCOIC (x2)	Group Honor Officer	USAFA/CWVS
Group Operations NCOIC	Group Director of Operations	USAFA/CGXX Supt
Exec to Group Superintendent	Group Superintendent	USAFA/CGXX Dep Supt
Group Force Support Officer	Deputy Group Commander	USAFA/CWTM
Group Communications Officer	Deputy Group Commander	USAFA/PA
Group Force Protection Officer	Deputy Group Commander	USAFA/CWTM
Group Plans & Programs Officer	Deputy Group Commander	USAFA/CWDO
Group Military Officer	Group Director of Operations	USAFA/CWTT
Group Academics Officer	Group Director of Operations	USAFA/DF CGXX Ac Advisor
Group Athletics Officer	Group Director of Operations	USAFA/ADPAM
Group Stan/Eval Officer	Group Director of Operations	USAFA/CWVV
Group Upgrades Officer	Group Director of Operations	USAFA/CWT

Group PEER	Group Director of Operations	USAFA/CWPS
Group PEER NCOIC	Group Peer Officer	USAFA/CWPS
Group Force Support NCOIC	Group Force Support Officer	USAFA/CWTM
Group Communications NCOIC	Group Comm. Officer	USAFA/CGXX/CCS
Group Force Protection NCOIC	Group Force Prot. Officer	USAFA/CWTM
Group Plans & Programs NCOIC	Group Plans & Prgms Officer	USAFA/CWDO
Group D&C NCOIC	Group Military Officer	USAFA/CWTT
Group MAE NCOIC	Group Military Officer	USAFA/CWTT
Group Academics NCOIC	Group Academics Officer	USAFA/DF CGXX Ac Advisor
Group Reconditioning NCOIC	Group Athletics Officer	USAFA/ADPT/R
Group Athletic Programs NCOIC	Group Athletics Officer	USAFA/ADPAM
Group Stan/Eval NCOIC	Group Stan/Eval Officer	USAFA/CWVV
Group Upgrades NCOIC	Group Upgrades Officer	USAFA/CWT
Facility Manager	Group Force Support NCOIC	USAFA/CWTM

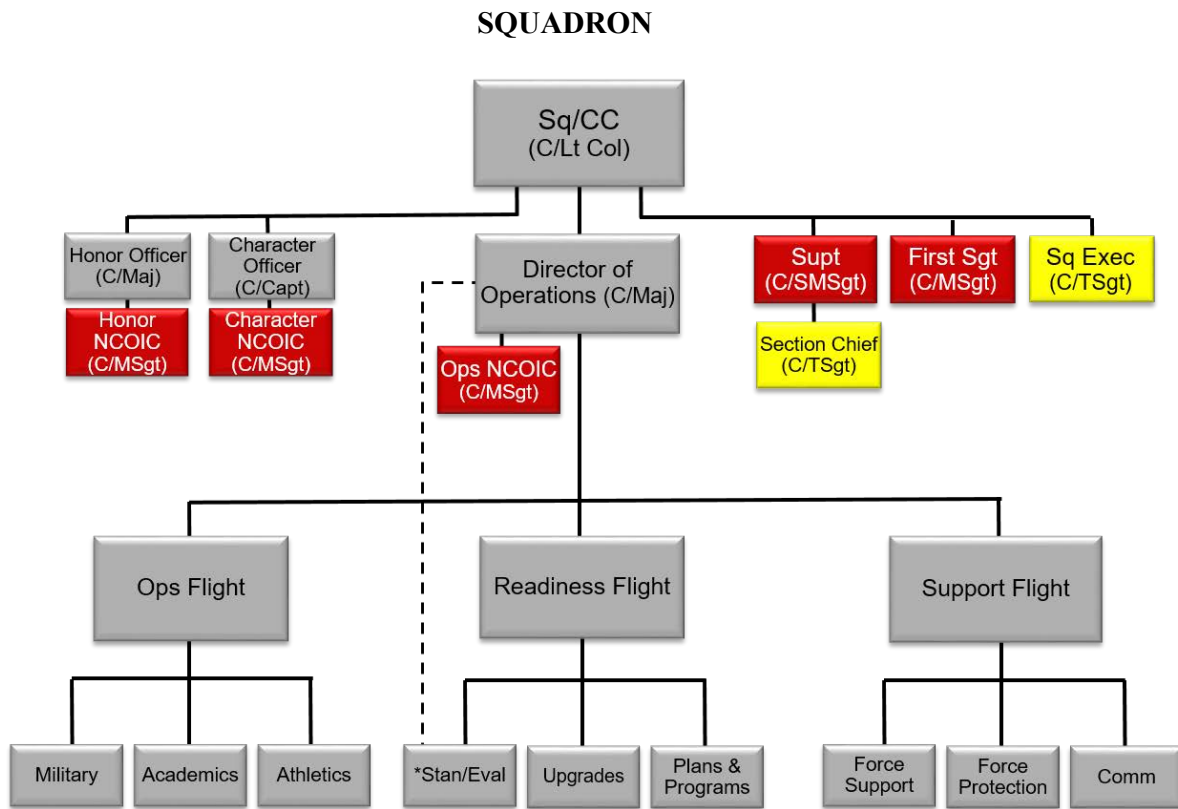
**ANNEX A – CADET WING DUTIES AND RESPONSIBILITIES**

**Chapter 5 – CADET SQUADRON UNIT MANNING DOCUMENT, DUTY DESCRIPTIONS AND RATING CHAIN**

**51. General:** This chapter outlines the squadron infrastructure, assigned rank, duty descriptions and rating chain. The duty descriptions are not all inclusive. All wing, group and squadron positions are responsible for ensuring prescribed programs are followed in direct support of the USAFA mission to develop officers of character. Corresponding permanent party mentors are assigned to most cadet duty positions.

**52. Compliance.** All cadet commanders will organize their units in accordance with this instruction. Deviations are not authorized unless approved in writing by the Commandant of Cadets.

**53. SQUADRON STAFF UNIT MANNING DOCUMENT**



\*Stan/Eval aligned under Readiness Flight for ADCON, directly under Sq/DO for OPCON/TACON

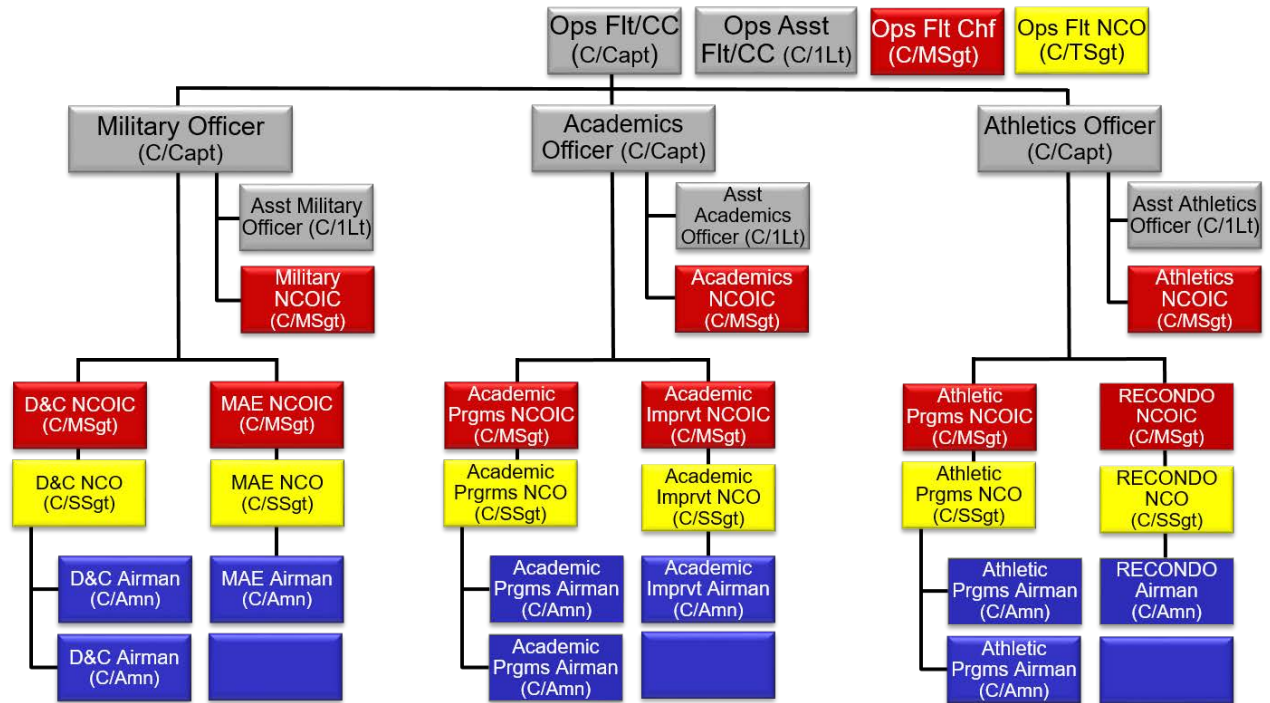
**Legend:**



**NOTE: Reference rating chain for duty position prioritization**

**General:** The Squadron features three flights (Operations, Readiness and Support) with nine elements. Each element or “shop” is a 10-person element which capitalizes on logistical advantages such as lunch table alignment.

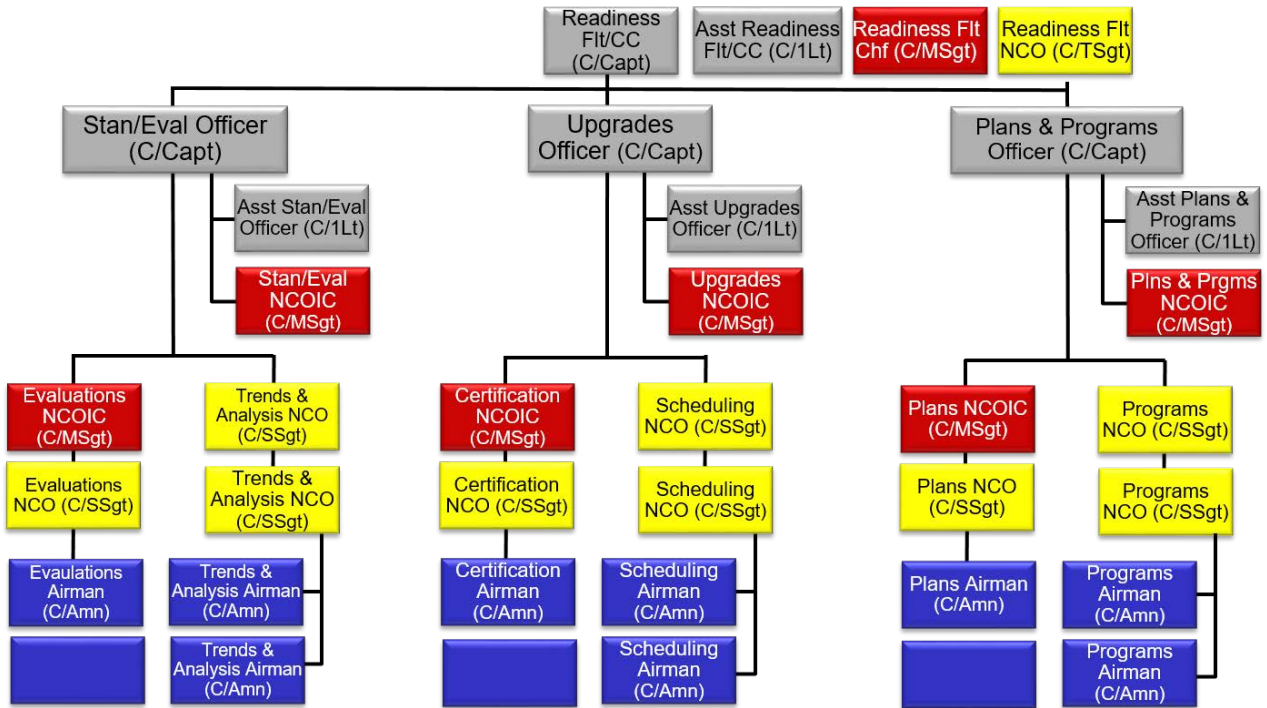




**Legend:**



**General:** Operations Flight executes the operational mission IAW USAFA’s three foundational pillars, which are inherent at all levels from the institution all the way to the individual. These three pillars generate the framework for Outstanding Squadron System (OSS) criteria. The Operations Flight features military, academics and athletics, each element consisting of two functional teams that support the overall element function. Operations Flight is how the squadron carries out its mission on a day-to-day basis.



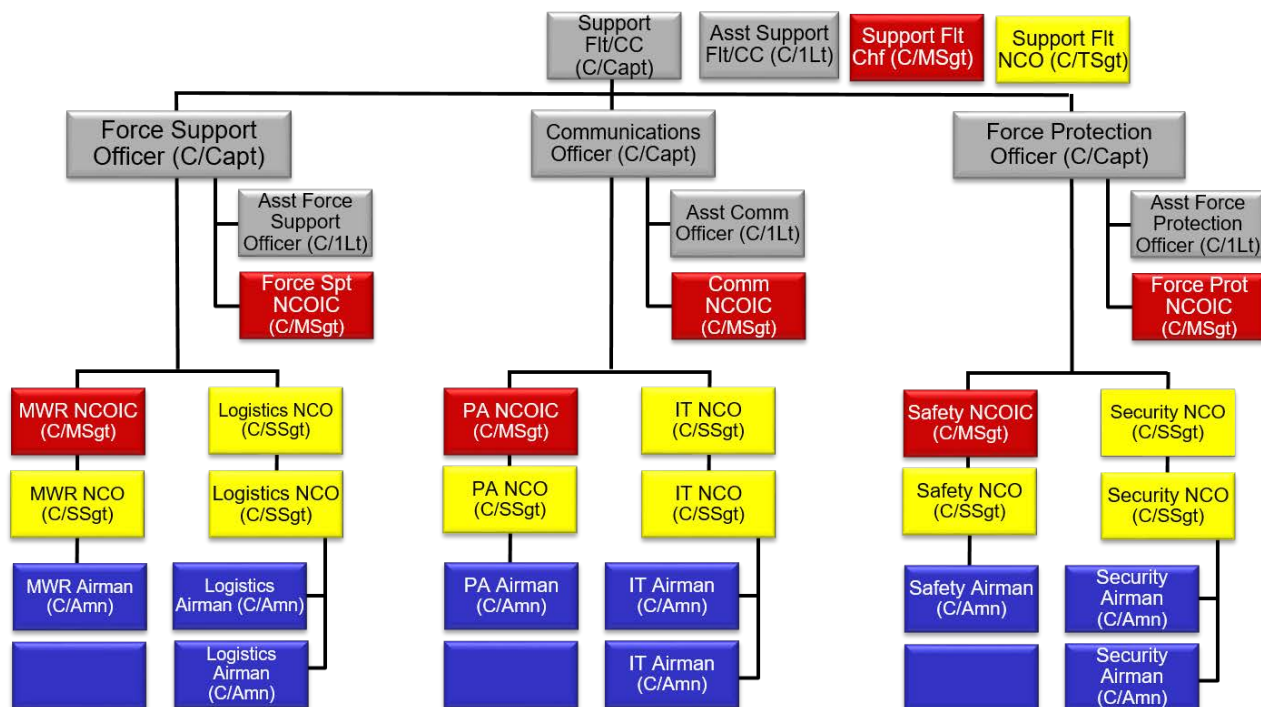
**Legend:**



**General:** Readiness Flight ensures squadrons are postured to execute USAFA’s operational mission. The Readiness Flight contains three elements Standardization/Evaluation, Upgrades and Plans and Programs; each element consisting of two functional teams that support the overall element function.

**NOTE:** The Standardization and Evaluation function is a Commander’s program. This function reports directly to the Director of Operations regarding operations, with administrative support functions provided by the Readiness Flight Commander.

## SUPPORT FLIGHT



### Legend:



**General:** Support Flight sustains the squadron's people, infrastructure, resources and mission. Support Flight contributes to unit readiness and operational mission execution. Support Flight contains three elements Force Support, Communications and Force Protection; each element consisting of two functional teams that support the overall element function.

### 54 SQUADRON COMMANDER (CSXX/CC) (C/Lt Col)/(Line)

**Duties and Responsibilities:** Reports to Group Commander. Responsible to AOC, Group and Wing Commander for all cadet duty functions and squadron activities. Implements wing plans, programs and policies ISO Commandant's goals and objectives. Responsible for squadron mission execution along with health, morale, and welfare. Ensures subordinates execute the mission and train, mentor, counsel and evaluate cadets through the Leadership Growth Model (LGM). Professional qualities, military performance, enforcement, leadership and character will be measured against other Squadron Commanders. Remains cadet in good standing.

#### 54.1. Specific Tasks:

- 5.4.1.1. Executes Wing/Group Commander and AOC plans, programs and policies.
- 5.4.1.2. Knows and adheres to all AFCW regulations/policies and sets the example.
- 5.4.1.3. Establishes unit goals, objectives and mechanisms to achieve them.
- 5.4.1.4. Supervises and retains knowledge of all squadron activities.
- 5.4.1.5. Implements Officer Development System (ODS).
- 5.4.1.6. Maintains good order and discipline by establishing and enforcing squadron disciplinary environment and uniformity of discipline.
- 5.4.1.7. Ensures effective and efficient squadron staff processes for execution of Cadet

Disciplinary System (CDS) and administrative actions.

5.4.1.8. Supervises/mentors/evaluates/counsels subordinates and squadron members.

5.4.1.9. Mentors staff in execution of policies/practices and effective leadership.

5.4.1.10. Evaluates squadron subordinate performance, recommends MPAs to AOC.

5.4.1.11. Delegates and directs duties/tasks with accountability at all levels.

5.4.1.12. Enforces compliance with standards IAW USAFA policies and directives and takes corrective action when necessary.

5.4.1.13. Ensures effective communication up and down cadet/PP chains of command.

5.4.1.14. Holds staff meetings and commander's calls to keep squadron informed.

5.4.1.15. Informs Group Commander/AOC on unit status and cadets with unsatisfactory performance, behavior, honor or resiliency issues.

5.4.1.16. Works with squadron staff and AOC to develop appropriate rehabilitative plans for individual cadets. Directs immediate actions to address issues as necessary.

5.4.1.17. Chairs Squadron Commander Review Boards (SCRB) as approved by AOC, IAW AFCWI 51- 201. Coordinates attendance. Recommends Group Commander Review Board (GRB) when necessary.

5.4.1.18. Executes squadron-wide projects and assists with group/wing endeavors.

5.4.1.19. On-duty to enforce standards at major missions: football games, pack-the-house events, tailgates, unit functions, major training events, etc. Operates Left Seat/Right Seat with permanent party – cadets flying but permanent party has the plane – operate together with shared authority, cadets and PP operate side-by-side in these key events.

5.4.1.20. Mentors, councils, directs and leads flight commanders to execute mission and adhere to and enforce standards within cadet ranks. Ensures and monitors feedback by tracking and documenting staff, flight commanders and element leaders.

5.4.1.21. Recognizes outstanding performance/achievement with awards, announcements, "Hometown News Releases," and Weekly Activity Reports.

5.4.1.22. Ensures healthy, clean and orderly living environment. Enforces standards.

5.4.1.23. Monitors accountability and pass systems and addresses discrepancies.

5.4.1.24. Appoints Stan/Eval and Plans/Programs officers as Primary and Alternate Self-Inspection Program Monitors. Conducts self-inspection at beginning and end of each semester to assess adequate mission execution, readiness and support.

5.4.1.25. Accomplishes Cadet Leadership Enrichment Seminar & CC training.

5.4.2. **Mentor:** Squadron AOC.

## **55. SQUADRON DIRECTOR OF OPERATIONS (CSXX/DO) (C/Maj)/(Line)**

**Duties and Responsibilities:** Reports to and responsible to Squadron Commander. Commands squadron in absence of principal. Directs and executes operational mission with readiness and support contributions. Administers cadet discipline system. Responsible for day-to-day squadron operations. Professional qualities, military performance, enforcement, leadership and character will be measured against other DOs at the Group Level in conjunction with the GAOC. Remains cadet in good standing.

55.1. Specific Tasks:

- 5.5.1.1. Executes operations, readiness and support flight mission directives.
- 5.5.1.2. Executes Wing/Group Commander and AOC plans, programs and policies.
- 5.5.1.3. Administers demerit/tour/confinement/work detail IAW AFCWI 51-201, *Administration of Cadet Discipline*.
- 5.5.1.4. Advises Squadron CC/AOC on status of discipline and monitoring system.
- 5.5.1.5. Implements remedial training/corrective actions based on Stan/Eval trends and analysis data to improve squadron's mission performance.
- 5.5.1.6. Knows and adheres to all AFCW regulations/policies, sets example.
- 5.5.1.7. Supervises and retains knowledge of all squadron activities.
- 5.5.1.8. On-duty to enforce standards at major missions: football games, pack-the-house events, tailgates, unit functions, major training events, etc. Operates Left Seat/Right Seat with permanent party personnel doing the same.
- 5.5.1.9. Implements Officer Development System (ODS).
- 5.5.1.10. Maintains good order and discipline by establishing and enforcing squadron disciplinary environment and uniformity of discipline.
- 5.5.1.11. Evaluates subordinate performance, recommends MPAs to AOC.
- 5.5.1.12. Delegates and directs duties/tasks with accountability at all levels.
- 5.5.1.13. Enforces compliance with standards IAW USAFA policies and directives. Takes corrective action when necessary.
- 5.5.1.14. Manages Squadron Duty Officer (SDO) program.
- 5.5.1.15. Audits accountability and passes weekly and monthly; reports findings to Squadron Commander and AOC.

552. **Mentor:** Squadron AOC.

## **56. SQUADRON OPERATIONS NCOIC (CSXX/DON) (C/MSgt)/(Line)**

**Duties and Responsibilities:** Reports to and responsible to Squadron DO. Assists Squadron DO with leading/managing operations, readiness and support functions. Monitors administration of cadet discipline system. Remains a cadet in good standing.

### 56.1. Specific Tasks:

- 5.6.1.1. Processes squadron disciplinary action documents: demerit roster, tours/confinements/restrictions reports, etc. IAW AFCWI 51-201, *Administration of Cadet Discipline*.
- 5.6.1.2. Processes, manages, and maintains files of AFCW Forms 10; AFCW Forms 37 Cadet Conduct Summary; AFCW Forms 41; AFCW Forms 33, Confinement Log; and AFCW Form 7, Restriction Sign in Report.
- 5.6.1.3. Knows and adheres to all AFCW regulations/policies, sets example.
- 5.6.1.4. Advises Squadron DO on status of discipline and monitoring system.
- 5.6.1.5. Compiles, reviews and transmits to DO/CC/AOC a weekly squadron tour/demerit/confinement/detail report showing outstanding/served status.
- 5.6.1.6. Notifies and posts weekly punishment rosters IAW AFCWI 51-201.
- 5.6.1.7. Notifies cadets of status of demerits/sanctions/probationary timelines. Ensures supervisor is tracking status, and if not reports supervisor to DO.

5.6.1.8. Briefs changes/updates to Cadet Disciplinary System to all squadron personnel.

5.6.2. **Mentor:** Squadron AMT.

## 57. SQUADRON SUPERINTENDENT (CSXX/CCS)(C/SMSgt)/(Line)

**Duties and Responsibilities:** Reports to and responsible to Squadron Commander. The ranking second class cadet. Organizes, trains and equips unit to accomplishment wing and squadron missions. Manages and directs resource activities. Interprets and enforces policy and applicable directives. Establishes control mechanisms to meet mission objectives and standards. Recommends and initiates actions to improve organizational effectiveness, efficiency and proper personnel/resource management. Resolves issues between flights/elements/shops. Performs duties as required by Squadron Commander. Primary advisor to Squadron Commander on issues with emphasis on lower three classes. Executes First Sergeant duties in absence of principal. Professional qualities, military performance, enforcement, leadership and character will be measured against other Superintendents at the Group Level in conjunction with the Group Superintendent. Remains cadet in good standing.

5.7.1. Specific Tasks:

5.7.1.1. Monitors squadron ceremonies and major events and assesses performance. Audits element leader and flight commander accountability reports for all formations, briefings, ceremonies, MCQ events, functions, activities, etc.

5.7.1.2. Plans and executes squadron participation in military formations and ceremonies. Works requirements with staff to address deficiencies.

5.7.1.3. Advises military staff to ensure squadron drill performance meets standards.

5.7.1.4. Advises Stan/Eval staff to ensure standardized grading and proper enforcement of standards.

5.7.1.5. Advises Upgrades on requirements and monitors unit's cadet metrics.

5.7.1.6. Ensures support staff meets mission timelines and feeding schedules for large scale events including but not limited to football game tailgates.

5.7.1.7. Audits safety/security discrepancy reports to ensure compliance and timely resolution.

5.7.1.8. Develops and implements squadron CCQ program. Ensures CCQ training and continuity plans developed and executed IAW AFCWI 36-3501 Annex B.

5.7.1.9. Advises Squadron Commander on morale, health, welfare and discipline of lower three classes. Recommends corrective actions to address adverse trends.

5.7.1.10. Knows and adheres to all AFCW regulations/policies, sets example.

5.7.1.11. Trains, schedules, and oversees CCQ with Squadron Section Chief.

5.7.1.12. Ensures all CCQ data is maintained IAW AFCWI 36-102. Makes paper copies of electronic data forms when required.

5.7.1.13. Maintains records and rosters of cadets' assigned special duties/details as developed by the Section Chief.

5.7.1.14. Ensures accountability reports are completed, filed and distributed to group staff as required for all major formations/briefings/events.

5.7.2. Receives training at the beginning of each semester.

5.7.3. **Mentor:** Squadron AMT and Group Superintendent.

## 58. SQUADRON SECTION CHIEF (CSXX/CCSS)(C/TSgt)/(Staff)

**Duties and Responsibilities:** Reports to and responsible to Superintendent. Selected for developmental opportunity to serve on Squadron Staff. Provides administrative assistance. Executes all assigned tasks in timely and efficient manner. Professional qualities, military performance, enforcement, leadership and character will be measured against other Section Chiefs at the Group Level in conjunction with Group Superintendent. Remains cadet in good standing.

### 58.1. Specific Tasks:

- 5.8.1.1. Helps monitor and document training and discipline for lower three classes.
- 5.8.1.2. Prepares and maintains cadet special duty rosters and records.
- 5.8.1.3. Provides administrative support for the Squadrons CCQ Program.
- 5.8.1.4. Captures meeting minutes as needed for squadron staff.
- 5.8.1.5. Proofreads Superintendent correspondence for format and accuracy.
- 5.8.1.6. Coordinates Superintendent appointments and commitments. Monitors calendar/agenda along with CW master schedule.
- 5.8.1.7. Spot-checks hallway, CCQ, SAR and common area cleanliness weekly and reports status to Ops NCO for resolution.

### 58.2. **Mentor:** Squadron AMT.

## 59. SQUADRON FIRST SERGEANT (CSXX/CCF)(C/MSgt)/(Line)

**Duties and Responsibilities:** Reports to and responsible to Squadron Commander. Dedicated focal point for health, wellness, discipline, compliance, welfare, morale, resiliency, development and overall performance of the squadron. Derives authority from Squadron Commander and exercises general supervision over all assigned cadets. Maintains a mission-ready squadron. Provides sound advice to Squadron Commander on wide range of topics. Ensures cadets understand commanders' policies, goals and objectives. Ensures discipline is equitable and effective, and maintains esprit-de-corps. Works with Wing Command Chief and Group Superintendent to ensure lower three classes can execute all assigned tasks to standards.

### 59.1. Specific Tasks:

- 5.9.1.1. Advises Commander on discipline, morale, health and welfare issues with emphasis on lower three classes.
- 5.9.1.2. Inspects and meets with troops daily and weekly. Ensures policies/directives are well-known, adhered to and enforced at all levels.
- 5.9.1.3. Ensures equitable discipline, reviews cadet disciplinary action and monitoring system, and makes recommendations to the Commander.
- 5.9.1.4. Provides weekly report to Commander on unit morale/health/welfare.
- 5.9.1.5. Reviews PEER report and updates Commander and AOC on cadet counseling activities and climate indicators/observations.
- 5.9.1.6. Provides individual counseling to enhance cadet's personal/team performance.
- 5.9.1.7. Establishes squadron's recognition program. Ensures cadets are recognized appropriately for positive contributions and outstanding performance.
- 5.9.1.8. Knows and adheres to all AFCW regulations/policies and sets the example.

### 59.2. Trained at the start of each semester.

### 59.3. **Mentor:** Squadron AMT and Wing First Sergeant.

## **510. SQUADRON EXECUTIVE ASSISTANT (CSXX/CCE)(C/TSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Squadron Commander. Selected for development opportunity to serve on Squadron Staff. Serves as administrative assistant to Squadron Commander.

### 5.10.1. Specific Tasks:

- 5.10.1.1. Screens all correspondence sent to/from Commander for accuracy and timeliness. Reports frequent discrepancies or routine offenders to Commander to ensure subordinates revise administrative skills to meet expectations.
- 5.10.1.2. Advises Commander of staff coordination issues and helps address them
- 5.10.1.3. Reserves and coordinates meeting locations.
- 5.10.1.4. Ensures effective communication up and down the chain of command.
- 5.10.1.5. Coordinates and channels operations and support requirements to applicable squadron shops and monitors completion of tasks/requirements.
- 5.10.1.6. Ensures timely feedbacks/appraisals (MPAs). Keeps Commander/AOC informed of status, discrepancies and supervisors who routinely miss suspenses.
- 5.10.1.7. Ensures squadron escort duties are fulfilled with adequate protocols.
- 5.10.1.8. POC for Sponsor Wing program.
- 5.10.1.9. Contacts sponsor base early to plan base visit with approval from AOC. Delegates staff tasks: transportation, lodging, itinerary, etc. Routes eSSS/TMT.
- 5.10.1.10. Manages AFCW tasker system for squadron. Compiles and disseminates taskers from wing/group to the appropriate flight and vice versa.
- 5.10.1.11. Knows/adheres to all AFCW regulations/policies and sets example.
- 5.10.1.12. Consolidates tasks/inputs, routes to CC for approval and/or submittal.

### 5.10.2. **Mentor:** Squadron AOC.

## **511. SQUADRON HONOR OFFICER (CSXX/HO)(C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to Squadron Commander. Primary honor advisor. Responsible to Group and Wing Honor staff for administration and education. Implements, via Honor Review Committee (HRC), procedures for USAFA honor code system. Administers squadron honor system and climate. At the end of the fall semester, the primary and alternate honor officer (additional duty) switch. Remains a cadet in good standing.

- 5.11.1. Specific tasks outlined in AF Cadet Wing Honor Code Reference Handbook.
- 5.11.2. Establishes and maintains sense of personal integrity; responsible for honor administration and health.
- 5.11.3. Ensures practical and proper administration of the Honor Code System.
- 5.11.4. Attends honor meetings required by CWVS.
- 5.11.5. Knows and adheres to all AFCW regulations/policies and sets the example.



5.11.6. Receives USAFA/CEC specialized training during third period summer.

5.11.7. **Mentor:** USAFA/CWVS and AOC.

## **512. SQUADRON HONOR NCOIC (CSXX/HON) (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Squadron Honor Officer. Helps administer squadron honor system and climate. At the end of the fall semester, the primary and alternate honor officer (additional duty) switch. Remains a cadet in good standing.

5.12.1. Specific tasks outlined in AF Cadet Wing Honor Code Reference Handbook.

5.12.2. Establishes and maintains sense of personal integrity; responsible for honor administration and health.

5.12.3. Ensures practical and proper administration of the Honor Code System.

5.12.4. Attends honor meetings required by CWVS.

5.12.5. Knows and adheres to all AFCW regulations/policies and sets the example.

5.12.6. Receives USAFA/CWC specialized training during third period summer.

5.12.7. **Mentor:** USAFA/CWVS and squadron AMT.

## **513. SQUADRON CHARACTER OFFICER (CSXX/CH) (C/Capt)/(Staff)**

**Duties and Responsibilities.** Reports to Squadron Commander. Responsible to Group Character Officer. Primary advisor on character matters. Squadron focal point for Cadet Respect Focus Sessions, advertising CSL requests, setting up squadron partnerships, recording CSL participation, character forums facilitator training, and all other character related activities. Serves two consecutive semesters. Remains a cadet in good standing.

5.13.1. Specific Tasks:

5.13.1.1. Advertises/manages cadet volunteers for CSL Partnerships.

5.13.1.2. Records squadron and individual CSL participation data, into monthly report directed by the Wing Character Officer/staff.

5.13.1.3. Advertises for NCLS, FHF, Cadet Respect Focus Sessions, Senior Leader Hot Topic Forums and other CCLD initiatives.

5.13.1.4. Facilitates character forums/seminars. Works in conjunction with squadron leadership to inspire and encourage squadron culture of dignity and respect.

5.13.1.5. Knows and adheres to all AFCW regulations/policies and sets the example.

5.13.2. **Mentor:** CCLD and AOC.

## **514. SQUADRON CHARACTER NCOIC (CSXX/CHN) (C/MSgt)/(Staff)**

**Duties and Responsibilities.** Responsible to Squadron Character Officer. Provides logistics for character development and CSL partnership programs. Serves one semester in this position.

5.14.1. Specific Tasks:

5.14.1.1. Advertises/manages cadet volunteers for CSL Partnerships.

5.14.1.2. Records squadron and individual CSL participation data, into monthly report directed by the Wing Character Officer/staff.

5.14.1.3. Advertises for NCLS, FHF, Cadet Respect Focus Sessions, Senior Leader Hot Topic Forums and other CCLD initiatives.

5.14.1.4. Coordinates logistical details behind all CSL partnership events.

5.14.1.5. Facilitates character forums/seminars.

5.14.1.6. Inspires and encourages squadron culture of dignity and respect.

5.14.1.7. Knows and adheres to all AFCW regulations/policies and sets the example.

5.14.2. **Mentor:** CCLD and AMT.

## 5.15. OPERATIONS FLIGHT ROLES AND RESPONSIBILITIES (Line)

5.15.1. **Mission:** Operations Flight executes the operational mission which is military, academics and athletics. Operations Flight is how the squadron carries out its mission on a day-to-day basis.

5.15.2. **Mentors:** Officers mentored by AOCs; SNCOs/NCOs/Amn mentored by AMTs; Some Ops flight positions also mentored by USAFA/CWTT (Military), USAFA/DF AAOCA (Academics) and USAFA/ADPT/R (Athletics)

5.15.3. **Operations Flight Commander (C/Capt):** Reports to and responsible to Director of Operations. Oversees squadron execution of all large-scale military events and drill and ceremonies (D&C). Coordinates with USAFA/CW D&C, AMTIs, Group and Wing Military Officers in planning, organizing, supporting and executing cadet formations (Noon Meal Formation (NMF), reveille and retreat formations/ceremonies, parades, ceremonies, state funeral, inauguration and cadet march-on/off procedures for football games and graduations). Integrates Risk Management in all military events. Provides input to USAFA/CWTT and USAFA/CWC in planning and scheduling Ancillary Training, Commissioning Education training, MCQ, Directed Development Time, Military Knowledge Preparation and military training events. Executes training plans as needed to meet AFCW/CC objectives.

5.15.3.1. Models AF Core Values. Knows, adheres to and enforces all standards IAW AFCWI 36-3501. Reports mishaps in the required timeframe and sends AF Form 978 through chain of command to Force Protection staff. Develops subordinates' ability to train, mentor, counsel and evaluate cadets through Leadership Growth Model. Executes Squadron Commander and AOC plans, programs and policies. Accounts for flight at all times for all unit events and activities. Compiles the data from three elements. Maintains good order and discipline and uniformity of discipline from officer and NCOIC subordinates. Sets clear and attainable expectations for personal appearance, rooms, behavior and mission accomplishment. Rehabilitates cadets as needed. Supervises, mentors, and evaluations all flight members. Conducts and documents formal, face-to-face initial, mid-term and final feedback to subordinates and ensures they do the same for their subordinates. Recommends MPAs to Squadron Commander at the end of the semester. Monitor military, academic and athletic performance and morale of all flight members. Evaluate and address problems affecting individual and team performance. Corrects substandard performance.

5.15.4. **Assistant Operations Flight Commander (C/1Lt):** Reports to and responsible to Operations Flight Commander. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance. Monitors formations/training events and advises Military Officer and DO of findings. Coordinates venues and ensures preparations executed by military and support staffs. Coordinates with USAFA/CW D&C, AMTIs, Group and Wing Military Officers in planning, organizing, supporting and executing cadet formations.

5.15.5. **Operations Flight Chief (C/MSgt):** Reports to and responsible to Operations Flight Commander. Executes squadron award program to recognize outstanding accomplishments and achievements. Recommends nominees to chain of command for specific awards. Monitors formations/training events and advises Military Officer and DO of findings. Coordinates venues, preparations and manpower for execution. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for

assistance/support.

**5.15.6. Operations Flight NCO (C/TSgt):** Reports to and responsible to Operations Flight Chief. Monitors formations/training events and advises Military Officer and DO of findings. Coordinates venues, preparations and manpower for execution. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.

**5.15.7. Military Officer (C/Capt):** Reports to and responsible to Operations Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Monitors formations/training events and advises Operations Flight CC and Sq/DO of findings. Coordinates venues and preparations. Directs and executes pre and post ceremony setup/tear down including audio equipment, scripts, cones/markers, narrators, key personnel briefings and any other special arrangements identified by AFCW/CWVV. Coordinates with USAFA/CW D&C, AMTIs, Group and Wing Military Officers in planning, organizing, supporting and executing cadet formations. Provides input to USAFA/CWTT and USAFA/CWC in planning and scheduling Ancillary Training, Commissioning Education training, MCQ, Directed Development Time, Military Knowledge Preparation and military training events. Executes training plans as needed to meet AFCW/CC objectives. Conducts post-event HOTWASH to ascertain if training objectives met and capture Lessons Learned and improvement areas for future training events. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority

**5.15.7.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.15.8. Assistant Military Officer (C/1Lt):** Reports to and responsible to Military Officer. Monitors military and drill proficiency status. Schedules/conducts training and practices. Executes drill and ceremony events at discretion of Wing, Group and Squadron Commanders. Liaises with Force Protection Officer for security and safety support. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority. Coordinates with USAFA/CW D&C, AMTIs, Group and Wing Military Officers in planning, organizing, supporting and executing D&C and MAE.

**5.15.9. Military NCOIC (C/MSgt):** Reports to and responsible to Military Officer. Produces training/evaluation system for D&C staff and key personnel. Provides feedback to Squadron D&C NCOIC and NCO to address deficiencies. Conducts and documents training accordingly. Ensures RM worksheets (AF Form 4437s) are accomplished, thoroughly vetted, and coordinated with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority. Coordinates with USAFA/CW D&C, AMTIs, Group and Wing Military Officers in planning, organizing, supporting and executing D&C and MAE.

**5.15.10. D&C NCOIC (C/MSgt):** Reports to and responsible to Military Officer. In-house trains and executes military drill and ceremonies. Coordinates with Group D&C NCOIC to plan, organize, support and execute noon meal formations, revile/retreat ceremonies, parades and cadet march on/off procedures for football games or Graduation. Schedules and conducts D&C practices. Works with chain of command to address remedial training needs and performance issues. Trains and monitors the unit guidon bearer (D&C NCO). Provides drill evaluation reports to Group Stan/Eval. Directs and executes pre and post ceremony setup/tear

down including audio equipment, scripts, cones/markers, narrators, key personnel briefings and any other special arrangements identified by AFCW/CWVV. Provides marching scores to Military and Stan/Eval staffs.

5.15.11. **MAE NCOIC (C/MSgt):** Reports to and responsible to Military Officer. Executes squadron participation in major assessment events such as Commandant's Challenge, Recognition, CUI, etc. Utilizes first line supervisors, NCOs/NCOICs and Flight Commanders as SMEs and trainers for their subordinates. Compiles and transmits MAE feedback, post-event HOTWASH items, AARs, and recommended corrective actions for improvement. Executes OPODs, NOTAMs, FRAGOs, SPINs and other required major assessment events. Meets Commander's Intent with objective based training and human dignity and respect. Integrates Risk Management in all major assessment training events. Utilizes squadron staffs to execute events. Develops training execution and evaluation system for MAE. Accomplishes RM worksheets (AF Form 4437s) and coordinates through chain of command and with AFCW/SE office for all activities. Ensures RM decisions are made with the appropriate level of authority. Plans and executes major training assessment events with group/squadron staffs and first line supervisors, element leaders and flight commanders as trainers/SMEs. Trains SMEs to execute training plan IAW syllabus and brief/execute/debrief methodology. Conducts post-event HOTWASH to assess whether training objectives were met and recommend areas for improvement for future large-scale military events. Knows, develops and executes training plans IAW the CMETP.

5.15.12. **D&C NCO (Squadron Guidon Bearer) and MAE NCO (C/SSgt):** Reports to and responsible to applicable NCOIC. Unit's Guidon Bearer, key and essential, for all required events. Grades regularly scheduled formations. Solicits feedback from Group Stan/Eval and Trends/Analysis on squadron proficiency. Develops training plan with D&C NCOIC to enhance D&C proficiency and remedy discrepancies and routine issues. Coordinates venues and preparations. Directs and executes pre and post ceremony setup/tear down including audio equipment, scripts, cones/markers, narrators, key personnel briefings and any other special arrangements identified by AFCW/CWVV.

5.15.12.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

5.15.13. **Academics Officer (C/Capt):** Reports to and responsible to Operations Flight Commander. Accounts for shop at all times for all unit academic events and activities. Reports accountability to the flight commander. Accountable for unit's academic excellence. Leads and manages squadron academics, and academics improvement and enrichment programs. Implements and enforces policy regarding academic registration, scheduling, tutoring, conducive study environment and academic assistance programs. Receives training from DF, Group/Wing Staff and Science of Learning Team to execute academic duties. Working with the Science of Learning Team, ensures subordinates are trained to conduct academic programs and improvement for operational mission execution. Provides bi-weekly status updates to DO, Squadron Commander, AOC and Group Academics Officer. Provides input to Group Academics Officer for end of semester AAR. Monitors at risk cadets, designs get-well plans with Associate AOC for Academics (AAOCAs) and oversees accountability for Science of Learning Seminar attendance to ensure successful probation completion. Reviews all Forms 68 for accuracy/completion prior to submitting to AOC and ensures cadets have viable plan.

Tracks progress checks and academic term grades for all cadets assigned to the squadron. Provides feedback to first line supervisors, element leaders and flight commanders on cadet performance and corrective measures for those in need.

**5.15.13.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.15.13.2. Additional mentor:** USAFA/DF AAOCA

**5.15.14. Assistant Academics Officer (C/1Lt):** Reports to and responsible to Academics Officer. Assists Academic Officer in accomplishment of duties for academic excellence. Works closely with AAOCA's and the Science of Learning Team for training and resources related to mentoring and study strategies. Monitors and documents ACQ and WACQs assigned to and served by cadets in the squadron. Understands circumstances and policies under which a cadet goes on or comes off of academic probation, including attendance at Science of Learning Seminars, enrichment events, etc. Advertises academic events (Major's night, registration, seminars, etc.). Monitors and enforces ACQ and WACQ; reports issues to the DO. Disseminates information up and down the chain of command. Manages squadron academics and academic improvement programs. Reviews and coordinates academic paperwork. Trains subordinate academic officers/NCOs to include deficiency lists, USAFA Form 68, Cadet Academic Deficiency Evaluation and Probation Action Plan and Academic Review Committee.

**5.15.14.1. Additional mentor:** USAFA/DF AAOCA.

**5.15.15. Academics NCOIC (MSgt):** Reports to and responsible to Academics Officer. Assists academic officer in accomplishment of duties for academic excellence. Works closely with AAOCA's and the Science of Learning Team for training and resources related to mentoring and studying strategies. Advertises any/all academic events (Major's night, registration periods, seminars, etc.). Disseminates information up and down the chain of command. Monitors and enforces ACQ and WACQ; reports issues to the DO. Manages squadron academics and academic improvement programs. Trains subordinate academic officers/NCOs to include deficiency lists, USAFA Form 68, Cadet Academic Deficiency Evaluation and Probation Action Plan and Academic Review Committee.

**5.15.15.1. Additional mentor:** USAFA/DF AAOCA.

**5.15.16. Academic Programs NCOIC (C/MSgt):** Reports to and responsible to Academics Officer. Understands circumstances and policies under which cadet goes on or comes off of academic probation. Maintains list of tutors by subject. Works with Science of Learning Team for academic improvement strategies for all cadets. Organizes and maintains squadron academics bulletin board and disseminates learning and studying strategies provided by the Science of Learning Team. Understands and provides guidance on how to read a graduation check and an Academic Program Summary (APS). Posts and enforces compliance of television room policy/ROEs. Monitors, documents and enforces ACQ/WACQs.

**5.15.17. Academic Improvement NCOIC (C/MSgt):** Reports to and responsible to Academics Officer. Understands circumstances and policies under which cadet goes on or comes off of academic probation. Maintains list at risk cadets and works with Science of Learning Commander(s) to track seminar attendance accountability. Understands and provides guidance on how to read a graduation check and an Academic Program Summary (APS). Provides one-on-one mentorship to cadets on academic probation using training guidance from

the Science of Learning Team as well as monitors and documents ACQ and WACQs assigned to and served by cadets in the squadron. Reviews all Forms 68 for accuracy/completion prior to submitting to Academic Officer and ensures cadets have viable plan using learning and studying strategies provided by the Science of Learning Team. Provides routine updates to Academics Officer on probation status for at risk cadets.

**5.15.18. Academic Program/Improvement NCOs (C/SSgt):** Reports to and responsible to applicable NCOIC. Assists in completion of required duties for academic excellence. Understands circumstances and policies under which cadet goes on or comes off of academic probation. Understands and provides guidance on how to read a graduation check and an Academic Program Summary (APS). Monitors and documents ACQ and WACQs assigned to and served by cadets in the squadron. Assists in drafting Forms 68 and ensures cadets have a viable plan using learning and studying strategies provided by the Science of Learning Team. Provides routine updates to Academics NCOIC on probation status of cadets.

**5.15.18.1. As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

**5.15.19. Athletics Officer (C/Capt):** Reports to and responsible to Operations Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Leads and manages squadron athletic programs. Works with group to administer athletic policies and represent cadet interests to AD. Will not be an on-season intercollegiate athlete. Coordinates and monitors squadron PFT/AFT, intramurals, PE program, aerobics, ergonomic testing, reconditioning, unit fitness programs, weight monitoring and individual cadet's participating in intercollegiate athletics. Informs squadron of athletic functions and events. Tracks individual cadet fitness and athletic performance. Provides feedback to first-line supervisors, element leaders and flight commanders on their cadets. Addresses sub-standard performance by establishing a get-well plan. Ensures cadets in marginal or unsatisfactory physical condition (PFT/AFT failure) establish a reconditioning program with RECONDO. Establish intramural team rosters and forwards to the group. Reports squadron intramural team results (to include scores, attendance, and observations/problems) to Squadron Commander, AOC/AMT following each competition day. Communicates weekly regular season and playoff schedule to team coaches. Ensures each cadet in the squadron is on an intercollegiate, intramural or limited season roster and participates accordingly. Motivates squadron to promote physical fitness and participation in athletic events. Briefs squadron on PFT/AFT dates and physical conditioning programs for preparation. Must have CUM PEA above 2.5 and PFT/AFT above 250.

**5.15.19.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.15.20. Assistant Athletics Officer (C/1Lt):** Reports to and responsible to Athletics Officer. Leads and manages squadron athletic programs. Understands circumstances and policies under

which cadet goes on or comes off of athletic probation. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards and nutrition. Assists in developing personal fitness plans for any cadet in squadron. Mentors all cadets in squadron on fitness, health, personal PEAs, testing standards and nutrition. Directs squadron level fitness programs. Receives AFCW/RCCE training. Must have CUM PEA above 2.5 and PFT/AFT scores above 250.

**5.1521. Athletics NCOIC (C/MSgt):** Reports to and responsible to Athletics Officer. Leads and manages squadron athletic programs. Understands circumstances and policies under which cadet goes on or comes off of athletic probation. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards and nutrition. Assists in developing personal fitness plans for any cadet in squadron. Mentors all cadets in squadron on fitness, health, personal PEAs, testing standards and nutrition. Directs squadron level fitness programs. Receives AFCW/RCCE training. Must have CUM PEA above 2.5 and PFT/AFT scores above 250.

**5.1522. Athletic Programs NCOIC (C/MSgt):** Reports to and responsible to Athletics Officer. Leads and manages squadron athletic programs. Understands circumstances and policies under which cadet goes on or comes off of athletic probation. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards and nutrition. Assists in developing personal fitness plans for any cadet in squadron. Mentors all cadets in squadron on fitness, health, personal PEAs, testing standards and nutrition. Directs squadron level fitness programs. Receives AFCW/RCCE training. Must have CUM PEA above 2.5 and PFT/AFT scores above 250. Takes proactive approach to motivate and ensure cadet compliance with fitness requirements.

**5.1523. RECONDO NCOIC (C/MSgt):** Reports to and responsible to Athletics Officer. Primary advisor on RECONDO and athletic probation. Understands circumstances and policies under which cadet goes on or comes off of athletic probation. Responsible to AFCW/RCCE for executing responsibilities' associated with RECONDO and athletic probation. High performing cadets can be selected as cadet instructors for PE 479 to assist with PE 113. Cadets will hold this position for consecutive semesters of the same academic year. Submits daily attendance data to Squadron and Group RECONDO. Ensures completion of RECONDO counseling letters, get-well plans, and off-duty training. Ensures cadets on athletic probation are provided resources and mentoring on fitness, health, personal PEAs, testing standards and nutrition. Maintains weekly comment and progress sheet on each cadet enrolled, to include weekly weigh-in data. Provides timely feedback to the RECONDO cadet for fitness improvement. Ensures AOC/AMT informed of cadet performance utilizing the weekly comment report. Accounts for all cadets with an AFCW Form 18 and safety exercising to the fullest extent possible. Assists in developing personal fitness plans for any cadet in squadron. Mentors all cadets in squadron on fitness, health, personal PEAs, testing standards and nutrition. Receives AFCW/RCCE training. Must have CUM PEA above 2.5 and PFT/AFT scores above 250. Cadets on athletic probation must wait at least one full semester after probation end date to become RECONDO. Takes reactive approach to re-motivate and recondition cadets to meet fitness requirements.

#### **5.15.23.1. Additional mentor: USAFA/ADPT/R**

**5.1524. Athletics and RECONDO NCOs (C/SSgt):** Reports to and responsible to applicable NCOIC. Assists in completion of required duties for athletic excellence. Organizes and coordinates squadron athletic program, including intramural, PFT and AFT, aerobics, ergometric testing, weight monitoring, and programs. Knows and applies cadet fitness testing and evaluation standards. Maintains current list of PFT/AFT scores for all cadets. Assists squadron AMT in scheduling required weight checks for all cadets each semester. Reports compliance status to Athletics Officer. Maintain a squadron athletic notebook. Maintain files and records on all cadets, especially those who are on athletic probation or on the Weight Management Program.

5.15.24.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

**5.15.24.2. Additional mentor (RECONDO NCO only):** USAFA/ADPT/R

5.1525. **Ops Flight Fourth Class Cadets:** Assigned to flights as part of the chain of command and for mission exposure to one facet of a USAFA squadron operating environment. Four degrees will **not** have military roles or responsibilities in their functional mission or element - upperclassmen will **not** delegate duties to their four degrees. Fourth class cadets will focus on adapting and operating in a military environment; abiding by requirements and customs and courtesies; maintaining standards IAW USAFA policy and directives; supporting peers militarily, academically, athletically and personally; executing training and developmental requirements; studying, reciting and retaining knowledge; successfully completing academic and athletic requirements; learning to follow so that they can learn to lead; witnessing and assessing various leadership styles/supervisor attributes in preparation for transitioning to a first-line supervisor themselves; demonstrating pride and ownership in being a Fourth Class Cadet at the United States Air Force Academy.

## 516. **READINESS FLIGHT ROLES AND RESPONSIBILITIES (Line)**

5.161. **Mission:** Readiness Flight ensures squadrons are postured to execute USAFA's operational mission. The Readiness Flight entails Standardization/Evaluation, Upgrades and Plans and Programs; each element consisting of two functional teams that support the overall element function.

5.162. **Mentors:** Officers mentored by AOCs; SNCOs/NCOs/Amn mentored by AMTs; additional USAFA/CWVV mentor for Stan/Eval and plans/programs and USAFA/CWTT for upgrades.

5.163. **Readiness Flight Commander (C/Capt):** Reports to and responsible to Director of Operations. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Leads and manages squadron readiness. Coordinates with USAFA/CWVV, AMTIs, Group and Wing staff in executing standardization/evaluation, upgrades and plans and programs. Directs Stan/Eval program, under guidance of Wing and Group Stan/Eval Officers and Squadron Commander. Executes inspection programs, evaluation of training and trend analysis. Provides performance feedback to Squadron Commander and the unit on evaluation procedures, inspections and overall standards IAW AFIs and AFCW policies/directives. Coordinates progress checks and upgrade requirements for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, etc. Reviews and implements policy, directives, NOTAMs, OPODs, training plans, continuity and reoccurring events such as transitions, breaks, Parent's Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit mission coordination and event execution.

5.16.3.1. Models AF Core Values. Knows, adheres to and enforces all standards IAW AFCWI 36-3501. Reports mishaps in the required timeframe and sends AF Form 978 through chain of command to Force Protection staff. Develops subordinates' ability to train, mentor, counsel and evaluate cadets through Leadership Growth Model. Executes Squadron Commander and AOC plans, programs and policies. Accounts for flight at all



times for all unit events and activities. Compiles the data from three elements. Maintains good order and discipline and uniformity of discipline from officer and NCOIC subordinates. Sets clear and attainable expectations for personal appearance, rooms, behavior and mission accomplishment. Rehabilitates cadets as needed. Supervises, mentors, and evaluations all flight members. Conducts and documents formal, face-to-face initial, mid-term and final feedback to subordinates and ensures they do the same for their subordinates. Recommends MPAs to Squadron Commander at the end of the semester. Monitor military, academic and athletic performance and morale of all flight members. Evaluate and address problems affecting individual and team performance. Corrects substandard performance. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance.

**5.164. Assistant Readiness Flight Commander (C/1Lt):** Reports to and responsible to Readiness Flight Commander. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Helps lead and manage squadron readiness. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.

**5.165. Readiness Flight Chief (C/MSgt):** Reports to and responsible to Readiness Flight Commander. Executes squadron award program to recognize outstanding accomplishments and achievements. Recommends nominees to chain of command for specific awards. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Helps lead and manages squadron readiness. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.

**5.166. Readiness Flight NCO (C/TSgt):** Reports to and responsible to Readiness Flight Chief. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Helps lead and manages squadron readiness. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.

**5.167. Stan/Eval Officer (C/Capt):** Reports to and responsible to DO. Under Readiness Flight Commander for ADCON. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Also responsible to Group Stan/Eval Officer. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Directs Stan/Eval program, under guidance of Wing and Group Stan/Eval Officers and Squadron Commander. Executes inspection programs, evaluation of training and trend analysis. Conducts both formal and informal inspections. Focal point on stan/eval process/procedures. Provides performance feedback to Squadron Commander and the unit on evaluation procedures, inspections and overall standards IAW AFIs and AFCW policies/directives. Advises Squadron Commander on squadron performance and any indicators/trends/correction actions required. Inspects other squadrons at direction of Group or Wing Stan/Eval. Utilizes Flight Commanders and squadron force protection staff to augment inspection teams for SAMIs. Ensures accurate AMI, SAMI, PAI and knowledge test scores inputted into MPAS. Administers, grades, and reports cadet military knowledge tests. Performs other duties as required by the Squadron Commander. Wing Stan/Eval trains during the first week of each semester.

**5.16.7.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations;

maintains. up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

5.16.8. **Assistant Stan/Eval Officer (C/1Lt):** Reports to and responsible to Stan/Eval Officer. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Assists Squadron Stan/Eval Officer in performance of duties required implementing the program. Manages inspection programs, evaluates training and conducts trend analysis. Conducts formal and informal inspections. Inputs accurate AMI, SAMI, PAI and knowledge test scores into MPAS. Inspects other squadrons at direction of Group or Wing Stan/Eval. Assists stan/eval staff in development, administration and grading of all year group military knowledge testing.

5.16.9. **Stan/Eval NCOIC (C/MSgt):** Reports to and responsible to Stan/Eval Officer. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Develops program to assist squadron in preparing for inspections/SAMIs/ORIs/UCIs/spot-inspections to ensure operational readiness at all times. Inspects other squadrons at direction of Group or Wing Stan/Eval. Inputs accurate AMI, SAMI, PAI and knowledge test scores into MPAS. Enforces cadet standards IAW this document at all levels. Assists stan/eval staff in development, administration and grading of all year group military knowledge testing.

5.16.10. **Evaluations NCOIC (C/MSgt):** Reports to and responsible to Stan/Eval Officer. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Inspects other squadrons at direction of Group or Wing Stan/Eval. Inputs accurate AMI, SAMI, PAI and knowledge test scores into MPAS. Enforces cadet standards IAW this document at all levels. Ensures standardized grading criteria. Assists stan/eval staff in development, administration and grading of all year group military knowledge testing.

5.16.11. **Trends & Analysis NCOs (C/SSgt):** Reports to and responsible to Stan/Eval Officer, adheres to and enforces all applicable AFCW policies, directives and instructions. Conducts periodic inspections and suggests areas for improvement and methods to meet standards. Assists Stan/Eval NCOIC and Officer with methods for improvement based on trends/indicators of cadet training, drill, room, safety/security/uniform inspections. Enforces cadet standards IAW this document at all levels. Conducts standardized grading.

5.16.11.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

5.16.12. **Upgrades Officer (C/Capt):** Reports to and responsible to Readiness Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Oversees squadron execution of the wing training plan. Monitors progress checks and upgrades for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, pro books, feedbacks, etc. Knows CMETP, training and development philosophies, 47-month developmental curriculum and defined military duties/responsibilities for training, education and application. Ensures compliance with developmental milestones and commander's intent. Tracks, monitors and mitigates class discrepancies or individual cadets

not meeting milestone requirements. Provides biweekly updates to Squadron Commander and AOC. Provides input to Group Upgrades in planning and scheduling Ancillary Training, Commissioning Education training, MCQ, Directed Development Time, Military Knowledge Preparation and military training events. Executes training plans as needed to meet AFCW/CC objectives with appropriate risk management considerations. Provides periodic updates to Group Upgrades on progress of upgrades and certification across the squadron. Meets with USAFA/CWTT and USAFA/CWC for training and curriculum philosophies prior to assuming duties.

**5.16.12.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains up-to-date files, etc.). Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.16.13. Assistant Upgrades Officer (C/1Lt):** Reports to and responsible to Upgrades Officer. Tracks progress checks and upgrades for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, pro books, feedbacks, etc. Tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Knows CMETP, training and development philosophies, 47-month developmental curriculum and defined military duties/responsibilities for training, education and application. Ensures compliance with developmental milestones and commander's intent. Provides bi-weekly status reports to Upgrades Officer. Develops Pro-Book/study guides for core competencies for each class and sends inputs to Group Upgrade staff. Works with Upgrades Officer to provide periodic updates to Group Upgrades on progress of upgrades and certification across the squadron. Meets with USAFA/CWTT and USAFA/CWC for training and curriculum philosophies prior to assuming duties.

**5.16.14. Upgrades NCOIC (C/MSgt):** Reports to and responsible to Upgrades Officer. Tracks progress checks and upgrades for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, pro books, feedbacks, etc. Tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Knows CMETP, training and development philosophies, 47-month developmental curriculum and defined military duties/responsibilities for training, education and application. Ensures compliance with developmental milestones and commander's intent. Drafts and coordinates bi-weekly status reports to Upgrades Officer. Monitors, critiques and recommends improvements to Upgrades Officer. Meets with USAFA/CWTT and USAFA/CWC for training and curriculum philosophies prior to assuming duties.

**5.16.15. Certification NCOIC (C/MSgt):** Reports to and responsible to Upgrades Officer. Tracks progress checks and upgrades for all classes on any required training, development or performance milestones to include but not limited to: LEAD, CE, FSRT, Cadet Leadership School (First Line Supervisor's Course), Train the Trainer course completion, Ancillary Training, knowledge, pro books, feedbacks, etc. Tracks, monitors and mitigates class discrepancies or individual cadets not meeting milestone requirements. Knows CMETP, training and development philosophies, 47-month developmental curriculum and defined military duties/responsibilities for training, education and application. Ensures compliance with developmental milestones and commander's intent. Executes and monitors Commissioning Education policies and requirements. Implements Cadet Military Education and Training Plan

(CMETP) via conduction and documentation of training. Executes and monitors ancillary training requirement completion. Provides bi-weekly status reports to Upgrades Officer, DO, Squadron Commander and AOC/AMT.

5.16.16. **Scheduling NCO (C/SSgt):** Reports to and responsible to Upgrades Officer. Schedules and monitors milestones and upgrades for all classes. Provides bi-weekly inputs to NCOIC on scheduling required events. Identifies deficient lessons/cadets and missed suspenses, and schedules makeup opportunities. Distributes materials, schedules, policies and suspenses to cadets and PP.

5.16.17. **Certification & Scheduling NCOs (C/SSgt):** Reports to and responsible to applicable NCOIC. Ensures all cadets have active Advanced Distributed Learning Service (ADLS) account to include valid Login ID/Password and other training platforms as dictated by Wing Upgrades (ex. Blackboard, Teams, etc.). Provides weekly updates on certifications and scheduling milestones to NCOIC. Maintains list of cadets, requirements, timelines, schedule and progress.

5.16.17.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

5.16.18. **Plans and Programs Officer (C/Capt):** Reports to and responsible to Readiness Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Administers policies, procedures and event execution. Reviews, distributes and executes policy, directives, NOTAMs, OPORDs, training plans, AARs and continuity files. Executes reoccurring events such as transition/break periods, Parents Weekend, Exemplar Dinners, Ring Dance, 100's Night, Spirit Mission coordination and dining ins/outs.

**5.16.18.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains. up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

5.16.19. **Assistant Plans and Programs Officer (C/1Lt):** Reports to and responsible to Plans and Programs Officer. Maintains and utilizes AARs and continuity files to execute reoccurring events. Coordinates with appropriate staffs to implement policy and execute events. Manages and updates publications and continuity file plans.

5.16.20. **Plans and Programs NCOIC (C/MSgt):** Reports to and responsible to Plans and Programs Officer. Maintains and utilizes AARs and continuity files to execute reoccurring events. Coordinates with appropriate staffs to implement policy and execute events. Manages and updates publications and continuity file plans.

5.16.21. **Plans NCOIC (C/MSgt):** Reports to and responsible to Plans and Programs Officer. Reviews and recommends revisions to instructions, policies, NOTAMs, OPORDs, training plans, and directives governing wing mission execution. Coordinates and solicits inputs and

disseminates information up and down the chain of command. Manages and updates publications and continuity file plans.

5.16.22. **Plans/Programs NCOs (C/SSgt):** Reports to and responsible to Plans & Programs Officer (Lead Plans NCO) or applicable NCOIC (all other Plans/Programs NCOs). Maintains and utilizes AARs and continuity files to execute reoccurring events. Executes reoccurring events. Manages and updates publications and continuity file plans.

5.16.22.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

5.16.23. **Readiness Flight Fourth Class Cadets:** Assigned to flights as part of the chain of command and for mission exposure to one facet of a USAFA squadron operating environment. Four degrees will **not** have military roles or responsibilities in their functional mission or element - upperclassmen will **not** delegate duties to their four degrees. Fourth class cadets will focus on adapting and operating in a military environment; abiding by requirements and customs and courtesies; maintaining standards IAW USAFA policy and directives; supporting peers militarily, academically, athletically and personally; executing training and developmental requirements; studying, reciting and retaining knowledge; successfully completing academic and athletic requirements; learning to follow so that they can learn to lead; witnessing and assessing various leadership styles/supervisor attributes in preparation for transitioning to a first-line supervisor themselves; demonstrating pride and ownership in being a Fourth Class Cadet at the United States Air Force Academy.

## 517. SUPPORT FLIGHT ROLES AND RESPONSIBILITIES (Line)

5.17.1. **Mission:** Support Flight sustains the squadron's people, infrastructure, resources and mission. Support Flight contributes to unit readiness and operational mission execution. Support Flight contains three elements: Force Support, Force Protection and Communications; each element consisting of two functional teams that support the overall element function.

5.17.2. **Mentors:** Officers mentored by AOCs; SNCOs/NCOs/Amn mentored by AMTs

5.17.3. **Support Flight Commander (C/Capt):** Reports to and responsible to Director of Operations. Develops and provides resources and logistics support for wing, group and squadron activities. Passes requirements upward and information downward to ensure proper mission support. Carries out wing policy for standardization of unit special requests, functions and resource requirements. Provides support and logistics requirements for group and assigned squadrons. Compiles and transmits requirements from squadrons to appropriate supporting agency and wing support staff. Provides inputs to Group Force Support officer on menus, classes, focus groups and MWR activities. Advises Squadron Commander of logistics issues or shortcomings. Aids Group Force Support Officer in planning and executing large scale activities including but not limited to tailgates, football contingents, Parent's Weekend, graduation, major training events, and parades/ceremonies. Manifests and vets the squadron's rosters or volunteer lists for Group and Wing Support Officers for away games, sporting event contingents and any other activities requiring cadet support.

5.17.3.1. Models AF Core Values. Knows, adheres to and enforces all standards IAW AFCWI 36-3501. Reports mishaps in the required timeframe and sends AF Form 978 through chain of command to Force Protection staff. Develops subordinates' ability to

train, mentor, counsel and evaluate cadets through Leadership Growth Model. Executes Squadron Commander and AOC plans, programs and policies. Accounts for flight at all times for all unit events and activities. Compiles the data from three elements. Maintains good order and discipline and uniformity of discipline from officer and NCOIC subordinates. Sets clear and attainable expectations for personal appearance, rooms, behavior and mission accomplishment. Rehabilitates cadets as needed. Supervises, mentors, and evaluations all flight members. Conducts and documents formal, face-to-face initial, mid-term and final feedback to subordinates and ensures they do the same for their subordinates. Recommends MPAs to Squadron Commander at the end of the semester. Monitor military, academic and athletic performance and morale of all flight members. Evaluate and address problems affecting individual and team performance. Corrects substandard performance.

5.174. **Assistant Support Flight Commander (C/1Lt):** Reports to and responsible to Support Flight Commander. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance.

5.175. **Support Flight Chief (C/MSgt):** Reports to and responsible to Support Flight Commander. Manifests rosters or volunteer lists for Wing Support Officer for away games, sporting event contingents and any other activities requiring cadet support

5.176. **Support Flight NCO (C/TSgt):** Reports to and responsible to Readiness Flight Commander. Maintains good order and discipline in the flight by establishing proper disciplinary environment and a high standard of performance. Understands, adheres to and enforces all applicable AFCW policies, directives and instructions. Helps lead and manages squadron readiness. Coordinates with group and wing military shops for assistance and leverages support/logistics/plans and programs teams in unit for assistance/support.

5.177. **Force Support Officer (C/Capt):** Reports to and responsible to Support Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Works with Group Support Officer and liaisons with support functions (i.e. Services, Cadet Activities, Logistics and/or Plans/Programs). Ensures adequate support for all squadron activities to facilitate readiness and mission execution. Leads and manages support and logistics requirements. Compiles and transmits requirements from squadrons to appropriate agencies and vice versa. Coordinates with 10 FSS/FSLH (Food Services) and Wing Support staff for support and execution of cadet activities and events throughout the semester (i.e., tailgate meals, special feeding requests, banquets, dining-ins, etc.). Advises Support Flight Commander and Squadron Commander of support requirements or shortfalls. Audits squadron force support staff for compliance of records, purchases, programs and mission execution. Inspects squadron tailgate operations for safety, sanitization, support staff uniform compliance, timeliness and mission effectiveness. Ensures cadets are fed on time to meet mission requirements (Falcon Walk, March On, Cadet Seating Area, etc.). Takes corrective action for staff when they fail to meet the mission timeline.

**5.17.7.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

5.178. **Assistant Force Support Officer (C/1Lt):** Reports to and responsible to Force Support Officer. Coordinates, routes and files mural request packages. Generates and executes support plan for large scale AFCW activities such as football contingents, parent's weekend, graduation, major training events. Performs specialized functions supporting transportation,

communication management, computers, facilities use, services, and supplies and other tasks as directed by CSXX/SU. Squadron focal point for meal accountability. Audits squadron force support staff for compliance of records, purchases, programs and mission execution. Inspects squadron tailgate operations for safety, sanitization, support staff uniform compliance, timeliness and mission effectiveness. Ensures cadets are fed on time to meet mission requirements (Falcon Walk, March On, Cadet Seating Area, etc.). Takes corrective action for staff when they fail to meet the mission timeline. Compiles and transmits meal accountability to Force Support Officer and Support Flight Commander.

**5.17.9. Force Support NCOIC (C/MSgt):** Reports to and responsible to Force Support Officer. If applicable, maintains/updates squadron graduate wall, memorial, plaque(s), display cases, bulletin boards, photos, etc. Solicits, consolidates, files and submits contingency list for away sporting events. Generates and submits squadron's MWR event schedule and deconflicts venues. Updates chain of command on any dormitory renovations or projects affecting mission execution, readiness or support. Performs specialized functions supporting transportation, communication management, computers, facilities use, services, and supplies and other tasks as directed by CSXX/SU. Squadron's alternate focal point for meal accountability. Ensures 100% accurate list of cadets with fridges, to include make/model/serial number. Audits all rooms during safety/security inspections to validation and ensure safety compliant. Audits squadron force support staff for compliance of records, purchases, programs and mission execution. Inspects squadron tailgate operations for safety, sanitization, support staff uniform compliance, timeliness and mission effectiveness. Ensures cadets are fed on time to meet mission requirements (Falcon Walk, March On, Cadet Seating Area, etc.). Takes corrective action for staff when they fail to meet the mission timeline. Coordinates with wing support, USAFA/CWTM, Academy concerts, RATTEX, Bluebirds (if scheduled in Arnold Hall), etc. for major events.

**5.17.10. MWR NCOIC (C/MSgt):** Reports to and responsible to Force Support Officer. Plans and hosts squadron heritage events. Coordinates with chain of command and 10 FSS/FSLH (Food Services) to support tailgates, special feeding requests, banquets, dining-ins, etc. Monitors self-help projects for compliance with standards. Ensures the recycling program is executed properly. Monitors overall maintenance and physical appearance of squadron facilities and common areas. Informs group of all MWR-related activities. Monitors cadet activity metrics and assist squadrons with corrective action.

**5.17.11. MWR and Logistics NCOs (C/SSgt):** Reports to and responsible to Force Support Officer (lead Logistics NCO) or applicable NCOIC (all other MWR and Logistics NCOs). If applicable, organizes and publishes squadron newsletter IAW policy/directives and with human dignity and respect – unprofessional products will be cause for removal and discipline. Overseas squadron's charitable donation programs and recycling programs. Executes logistics functions. Provides laundry slips and ensures laundry is positioned for pickup. Maintain trunk and high-value storage rooms IAW standards. Maintains current file of Forms 49. Maintains resources such as vacuums and scale. Logs discrepancies in maintenance logbook. Communicates problems to dorm management and Group Facility Manager. Requisitions supplies as needed for the squadron. Acts as the focal point for squadrons to route their support requests through. Routes requests to NCOIC and up the chain of command. Prepares and maintains files, correspondence and distribution to/from squadrons regarding compliance with pick-up, turn-in or mandatory suspenses. Required items include but are not limited to cadet issue, yearbook photos, uniform and tailor shop, dorm management for keys, 10 LGR requirements, cleaning supplies, etc. Submits report to Force Support Officer on requirements, compliance, cadets failing to execute and overall squadron status. Courtesy copies cadet supervisors of missed mandatory requirements for direct action. Compiles Mitchell Hall accountability data for squadron and submits weekly report to Group Force Support Officer.

**5.17.11.1. As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those.

Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

**5.17.12. Communications Officer (C/Capt):** Reports to and responsible to Support Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Disseminates cadet wing information IAW USAFA PA, Cadet Wing Media and 10th CS. Executes squadron's internal communication, squadron activity media coverage and management of unit information technology program. Increases media coverage of cadet activities and accomplishments. Communicates up and down chain of command for increased situational awareness of unit activities. Solicits newsworthy articles/inputs/highlights/hometown news articles and submits to Group Communications Officer. Assists AFCW/PA with fulfilling escort requirements for PA-related activities. Interfaces with Group and Wing Communications to provide media support for and recognition of outstanding cadet contributions/achievements. Receives USAFA/PA media training with Cadet Wing Media. Compiles AY squadron historical report and submits to Group Communications Officer.

**5.17.12.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations; maintains. up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.17.13. Assistant Communications Officer (C/1Lt):** Reports to and responsible to Communications Officer. Compiles squadron staff and unit historical documentation for entire academic year. Completes the academic year squadron historical report for Squadron Commander and AOC approval. When approved, submits to Group PA officer and Group AOC for inclusion in the Group Report. Report will contain at minimum: squadron shield, squadron motto, squadron organizational chart, biographies of squadron commander and director of operations, major training events, outstanding squadron system results and overall ranking, organizational and individual awards (military, academic and athletic), scholarship/fellowship winners, budget and major transactions, intramural results/overall report, permanent party biographies/arrivals/departures/retirements/promotions/awards, media (photos, videos, newspaper clippings, etc.), and USAFA Form O-7 Cadet Squadron History. Executes MPA timelines, IAW AFCW/IT, via MPAS functions.

**5.17.14. Communications NCOIC (C/MSgt):** Reports to and responsible to Communications Officer. Responsible to AFCW/ITN. Administers IT/PA procedures for the squadron. Maintains and prepares files, correspondence and distribution. Inputs military positions/billets in MPAS at beginning of each semester and make updates as needed. Implements squadron communication plan. Composes, proofs and sends media release info to Group Communications staff. Coordinates PA activities for squadron personnel. Solicits information on cadet intramural, club sports and other cadet achievements for publication to various media outlets. Executes MPA timelines, IAW AFCW/IT, via MPAS functions.

**5.17.15. PA NCOIC (C/MSgt):** Reports to and responsible to Communications Officer. Serves as primary focal point for one specific area of responsibility: Internal Information, Media Relations, Community Relations or Sports Information. Provides media support for positive



cadet contributes. Note: USAFA/PA is the only office authorized to release information to off-base agencies. Vets hometown news release articles for all squadron personnel through chain of command to the Group PA Office. Solicits information on cadet intramural, club sports and other cadet achievements for Group Communications office to AFCW/PA and USAFA/PA for release to various media outlets.

**5.17.16. IT NCO (C/SSgt):** Reports to and responsible to Communications Officer. Coordinates with USAFA/CWTMS and Wing/Group communications staff for squadron communication and computer support/issue, LAN connectivity, Falcon Card issue/use, and any other communication issues (duty officer telephone requirements, answering machines, Land Mobile Radios, etc.) Executes proper use of IT resources in squadron. Distributes IT guidance. Maintains squadron printer and trains all cadets on use and ROEs. Rations paper in accordance with AOC/AMT guidelines. Educates squadron on usafa.edu/mission net domain policies and procedures. Reports problems to 10 CS Help Desk. Site administer for Squadron Sharepoint Site: responsible for professional, current and relevant content. Trains under Institute for Information Technology Applications (IITA) EIM Level 1 Course/certification. Transmits squadron IT issues/concerns to the AFCW/ITN. Executes MPA timelines, IAW AFCW/IT, via MPAS functions. Training and certification accomplished via Institute for Information Technology Applications (IITA) EIM Level 1 Course.

**5.17.17. PA and IT NCOs (C/SSgt):** Reports to and responsible to applicable NCOIC/NCO. Distribute and collect all surveys and other admin forms and file accordingly. Prints and distributes Cadet Leave Locators. Trains cadets on ADLS, DTS and MPAS systems. Assists squadron personnel with IT needs and assistance. Assists AMT with managing class distro lists in MS Outlook and train three degrees on adding squadron and group CCQ mailboxes.

**5.17.17.1. As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

**5.17.18. Force Protection Officer (C/Capt):** Reports to and responsible to Support Flight Commander. Accounts for shop at all times for all unit events and activities. Reports accountability to the flight commander. Ensures security, safety and force protection for squadron. Enforces security, safety, and force protection policies, instructions and directives. Conducts inspections, random access measures (RAMs), and emergency response/lock-down exercises. Incorporates safety/security in all unit activities and major events. Distributes safety/security information up and down chain of command. Conducts safety briefings regularly before breaks, holidays and seasonal timelines. Performs usher duty IAW AFCW/SE guidance. Verifies RAM Key procedures through squadron CCQ. Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes correction action on findings. Reports findings to group safety office, USAFA/SEO, AOC/AMT and Squadron Commander. Briefs squadron personnel twice each semester on mishap reporting procedures to include timeline requirements IAW USAFA/SEO guidance. Receives USAFA/SEO training during the first week of the semester. Receives Security training from SFS or base AT/FP program manager at the beginning of the semester.

**5.17.18.1.** Engages team as a role model; consistently sets the example, sharp uniform and appearance, displays strong motivation to learn, exhibits positive attitude, holds self-accountable for connecting with subordinates. Establishes mentoring relationship with team. Documents key processes and developmental trends (duties, appraisals, probations;

maintains. up-to-date files, etc.) Sets expectations, establishes subordinate goals, inspires participation and buy-in, provides feedback, and encourages self-reflection and internalization of learning. Integrates shop, monitors performance, corrects deficiencies, counsels, and coaches subordinates to execution the mission on time and within standards.

**5.17.18.2. Additional mentor: USAFA/SEO**

5.17.19. **Assistant Force Protection Officer (C/1Lt):** Reports to and responsible to Force Protection Officer. Ensures security, safety and force protection for squadron. Enforces security, safety, and force protection policies, instructions and directives. Conducts inspections, random access measures (RAMs), and emergency response/lock-down exercises. Incorporates safety/security in all unit activities and major events. Distributes safety/security information up and down chain of command. Conducts safety briefings regularly before breaks, holidays and seasonal timelines. Performs usher duty IAW AFCW/SE guidance. Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes correction action on findings. Reports findings to group safety office, USAFA/SEO, AOC/AMT and Squadron Commander. Receives USAFA/SEO training during the first week of the semester. Receives Security training from SFS or base AT/FP program manager at the beginning of the semester.

5.17.20. **Additional mentor: USAFA/SEO**

5.17.21. **Force Protection NCOIC (C/MSgt):** Reports to and responsible to Force Protection Officer. Reports to and responsible to Force Protection Officer. Ensures security, safety and force protection for squadron. Enforces security, safety, and force protection policies, instructions and directives. Conducts inspections, random access measures (RAMs), and emergency response/lock-down exercises. Incorporates safety/security in all unit activities and major events. Distributes safety/security information up and down chain of command. Performs usher duty IAW AFCW/SE guidance. Verifies RAM Key procedures through squadron CCQ. Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes correction action on findings. Reports findings to group safety office, USAFA/SEO, AOC/AMT and Squadron Commander. Receives USAFA/SEO training during the first week of the semester. Receives Security training from SFS or base AT/FP program manager at the beginning of the semester.

5.17.22. **Additional mentor: USAFA/SEO**

5.17.23. **Safety NCOIC (C/MSgt):** Reports to and responsible to Force Protection Officer. Coordinates activities with Group Force Protection to ensure major training events have a squadron safety/security representative to monitor activity and ensure compliance with standards. Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes correction action on findings. Reports findings to group safety office, USAFA/SEO, AOC/AMT and Squadron Commander. Schedules safety briefing dates, times and locations and liaisons with AFCW/SEO for slides, messaging, focus areas, etc. Performs usher duty IAW AFCW/SE guidance.

**5.17.23.1. Additional mentor: USAFA/SEO**

5.17.24. **Safety and Security NCOs (C/SSgt):** Reports to and responsible to Force Protection Officer (lead Security NCO) or applicable NCOIC (all other Safety and Security NCOs). Conducts and documents weekly safety/security inspections IAW USAFA/SEO guidance, takes correction action on findings. Reports findings to NCOIC and Force Protection NCOIC. Executes squadron RAM Key procedures with Squadron CCQ.

5.17.24.1. **As first line supervisor:** Supervises, coaches, mentors, guides and looks out for respective fourth class cadets. Discusses goals and helps subordinates to achieve those. Treats subordinates and supervisors with dignity and respect at all times. Sets expectation for, models and solicits the highest of standards for all teammates including four degrees. Monitors subordinate's "whole person" concept including military, academic, athletic, personal, financial and morale goals, objectives and performance. Models and expects

adherence to the Air Force Core Values. Shares experience living by the core values and honor code. Teaches, practices, quizzes and certifies job knowledge/Pro Books. Checks in with subordinate at least three times a week, checking living conditions and ensuring compliance with standards.

5.1725. **Support Flight Fourth Class Cadets:** Assigned to flights as part of the chain of command and for mission exposure to one facet of a USAFA squadron operating environment. Four degrees will **not** have military roles or responsibilities in their functional mission or element - upperclassmen will **not** delegate duties to their four degrees. Fourth class cadets will focus on adapting and operating in a military environment; abiding by requirements and customs and courtesies; maintaining standards IAW USAFA policy and directives; supporting peers militarily, academically, athletically and personally; executing training and developmental requirements; studying, reciting and retaining knowledge; successfully completing academic and athletic requirements; learning to follow so that they can learn to lead; witnessing and assessing various leadership styles/supervisor attributes in preparation for transitioning to a first-line supervisor themselves; demonstrating pride and ownership in being a Fourth Class Cadet at the United States Air Force Academy.

#### 518. CADET SQUADRON RATING CHAIN

*Note: All Tier one positions must be filled before Tier two positions can be filled. All Tier two positions must be filled before Tier three positions can be filled.*

TIER	CADET POSITION	RATER	MENTOR(S)
1	Squadron Commander	Group Commander	AOC
1	Sq Director of Operations	Squadron Commander	AOC
1	Squadron Superintendent	Squadron Commander	AMT and USAFA/CGXX/SUPT
1	Squadron First Sergeant	Squadron Commander	AMT and USAFA/CW/CCF
2	Squadron Exec	Squadron Commander	AOC
1	Squadron Honor Officer	Squadron Commander	USAFA/CWVS and AOC
1	Squadron Honor NCOIC	Squadron Honor Officer	USAFA/CWVS and AMT
1	Squadron Character Officer	Squadron Commander	CCLD and AOC
1	Squadron Character NCOIC	Squadron Character Officer	CCLD and AMT
1	Squadron Operations NCOIC	Squadron Director of Operations	AMT
1	Squadron Section Chief	Squadron Superintendent	AMT
1	Operations Flight Commander	Squadron Director of Operations	AOC
3	Asst Operations Flight CC	Operations Flight Commander	AOC
2	Operations Flight Chief	Ops Flight CC	AOC
2	Operations Flight NCO	Operations Flight Chief	AMT
1	Military Officer	Operations Flight CC	USAFA/CWTT and AOC

2	Asst Military Officer	Military Officer	AOC
2	Military NCOIC	Military Officer	AMT
1	D&C NCOIC	Military Officer	USAFA/CWTT D&C and AMT
1	MAE NCOIC	Military Officer	USAFA/CWTT MAE and AMT
1	D&C NCO	D&C NCOIC	AMT
1	MAE NCO	MAE NCOIC	AMT
1	D&C Airmen	D&C NCO	AMT
2	D&C Airmen	D&C NCO	AMT
1	MAE Airmen	MAE NCO	AMT
1	Academics Officer	Operations Flight CC	USAFA/DF AAOCA and AOC
2	Asst Academics Officer	Academics Officer	USAFA/DF AAOCA and AOC
2	Academics NCOIC	Academics Officer	USAFA/DF AAOCA and AMT
1	Academic Programs NCOIC	Academics Officer	AMT
1	Acad. Improvement NCOIC	Academics Officer	AMT
2	Academic Programs NCO	Academic Programs NCOIC	AMT
1	Acad. Improvement NCO	Acad. Improvement NCOIC	AMT
1	Academic Programs Airmen	Academic Programs NCO	AMT
2	Academic Programs Airmen	Academic Programs NCO	AMT
1	Acad. Improvement Airmen	Acad. Improvement NCO	AMT
1	Athletics Officer	Operations Flight CC	AOC
2	Asst Athletics Officer	Athletics Officer	AOC
2	Athletics NCOIC	Athletics Officer	AMT
1	Athletic Programs NCOIC	Athletics Officer	AMT
1	RECONDO NCOIC	Athletics Officer	USAFA/ADPT/R and AMT
2	Athletic Programs NCO	Athletic Programs NCOIC	AMT
1	RECONDO NCO	RECONDO NCOIC	USAFA/ADPT/R and AMT
1	Athletic Programs Airmen	Athletics Programs NCO	AMT
2	Athletic Programs Airmen	Athletics Programs NCO	AMT
1	RECONDO Airmen	RECONDO NCO	AMT

1	Readiness Flight Commander	Squadron Director of Operations	AOC
3	Asst Readiness Flight CC	Readiness Flight Commander	AOC
2	Readiness Flight Chief	Readiness Flight CC	AMT
2	Readiness Flight NCO	Readiness Flight Chief	AMT
1	Stan/Eval Officer	Readiness Flight CC	USAFA/CWVV and AOC
2	Asst Stan/Eval Officer	Stan/Eval Officer	AOC
2	Stan/Eval NCOIC	Stan/Eval Officer	AMT
1	Evaluations NCOIC	Stan/Eval Officer	AMT
1	Evaluation NCO	Evaluation NCOIC	AMT
1	Trends & Analysis NCO	Stan/Eval Officer	AMT
2	Trends & Analysis NCO	Stan/Eval Officer	AMT
1	Evaluations Airmen	Evaluations NCO	AMT
1	Trends & Analysis Airmen	Trends & Analysis NCO	AMT
2	Trends & Analysis Airmen	Trends & Analysis NCO	AMT
1	Upgrades Officer	Readiness Flight CC	USAFA/CWTT and AOC
2	Asst Upgrades Officer	Upgrades Officer	AOC
2	Upgrades NCOIC	Upgrades Officer	AMT
1	Certification NCOIC	Upgrades Officer	AMT
1	Certification NCO	Certification NCOIC	AMT
1	Scheduling NCO	Upgrades Officer	AMT
2	Scheduling NCO	Upgrades Officer	AMT
1	Certification Airmen	Certification NCO	AMT
1	Scheduling Airmen	Scheduling NCO	AMT
2	Scheduling Airmen	Scheduling NCO	AMT
1	Plans & Programs Officer	Readiness Flight CC	AOC
2	Asst Plans & Prgms Officer	Plans & Programs Officer	AOC
2	Plans & Programs NCOIC	Plans & Programs Officer	AMT

1	Plans NCOIC	Plans & Programs Officer	AMT
1	Plans NCO	Plans NCOIC	AMT
1	Programs NCO	Plans & Programs Officer	AMT
2	Programs NCO	Plans & Programs Officer	AMT
1	Plans Airmen	Plans NCO	AMT
1	Programs Airmen	Programs NCO	AMT
2	Programs Airmen	Programs NCO	AMT
1	Support Flight Commander	Squadron Director of Operations	AOC
3	Asst Support Flight CC	Support Flight Commander	AOC
3	Support Flight Chief	Support Flight CC	AMT
1	Support Flight NCO	Support Flight Chief	AMT
1	Force Support Officer	Support Flight CC	AOC
2	Asst Force Support Officer	Force Support Officer	AOC
2	Force Support NCOIC	Force Support Officer	AMT
1	MWR NCOIC	Force Support Officer	AMT
1	MWR NCO	MWR NCOIC	AMT
1	Logistics NCO	Force Support Officer	AMT
3	Logistics NCO	Force Support Officer	AMT
1	MWR Airmen	MWR NCO	AMT
1	Logistics Airmen	Logistics NCO	AMT
3	Logistics Airmen	Logistics NCO	AMT
1	Communications Officer	Support Flight CC	AOC
2	Asst Comm. Officer	Communications Officer	AOC
3	Communications NCOIC	Communications Officer	AMT
1	PA NCOIC	Communications Officer	AMT
1	PA NCO	PA NCOIC	AMT
1	IT NCO	Communications Officer	AMT
3	IT NCO	Communications Officer	AMT
1	PA Airmen	PA NCO	AMT

1	IT Airmen	IT NCO	AMT
3	IT Airmen	IT NCO	AMT
1	Force Protection Officer	Support Flight CC	USAFA/SEO and AOC
2	Asst Force Protection Officer	Force Protection Officer	USAFA/SEO and AOC
3	Force Protection NCOIC	Force Protection Officer	USAFA/SEO and AMT
1	Safety NCOIC	Force Protection Officer	USAFA/SEO and AMT
1	Safety NCO	Safety NCOIC	AMT
1	Security NCO	Force Protection Officer	AMT
2	Security NCO	Force Protection Officer	AMT
1	Safety Airmen	Safety NCO	AMT
1	Security Airmen	Security NCO	AMT
3	Security Airmen	Security NCO	AMT

## ANNEX A – CADET WING DUTIES AND RESPONSIBILITIES

### Chapter 6 – CADET ADDITIONAL DUTY & SPECIAL DUTY POSITIONS

**General:** Cadets may take the initiative to serve in an additional duty on top of their regularly assigned duty position. Additional duty positions offer cadets unique opportunities and specialized training or experience. Cadets will prioritize their primary responsibilities above their additional duty. Cadets seeking documentation and/or credit for additional duties must have OICs include information utilizing an official feedback form IAW USAFAI 36-2401.

Cadets holding special duty positions will report to their respective reporting unit through their respective chain of command for issues related to command and control of the unit.

#### **61. CADET WING OPERATIONS CENTER (CWOC) NCO (C/TSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to CWOC NCOIC. Responsible for the acquisition and maintenance of CWOC CQ vehicle(s) and resource management of the CWOC.

##### 6.1.1. Specific Tasks:

- 6.1.1.1. Performs periodic checks on CWOC vehicle(s) for readiness, cleanliness and legitimate parking (not in reserved spots, AOC/AMT parking spots, cadet parking, etc.).
- 6.1.1.2. Forwards vehicle maintenance requests through CWD-1D.
- 6.1.1.3. Ensures daily inspections of vehicles are carried out.
- 6.1.1.4. Obtains resources for maintaining CWOC.
- 6.1.1.5. Monitors information management systems.
- 6.1.1.6. Trains CWOC Controllers.
- 6.1.1.7. Assists NCOIC in cleaning CWOC prior to a SAMI.
- 6.1.1.8. CWOC training specified in AFCWI 10-207.

##### 6.1.2. **Mentor:** USAFA/CWVV.

#### **62. CWOC CGXX SENIOR CONTROLLER (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to CWOC OIC. Group senior controller will have been a squadron senior controller, selected by CWOC OIC. Group senior controllers will have at least one semester of command center experience.

- 6.2.1. Specific Tasks: Implements training and stan/eval as directed by CWOC OIC. Provide expectations and feedback to squadron senior controllers based on performance.

#### **63. WING INTERNATIONAL PROGRAMS OFFICER (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to AFCW/DO. Implements and administers international programs under the direction of the Office of International Programs (USAFA/DFIP) for all functions performed by cadets in support of international programs. Ensures Air Force, USAFA, USAFA/CW and AFCW policies and instructions are enforced during execution of international programs. These duties are required during fall and spring semesters and all three summer periods.

##### 6.3.1. Specific Tasks:

- 6.3.1.1. Liaisons between cadets and DFIP for international programs.
- 6.3.1.2. Provides cadet feedback to DFIP about international visits.
- 6.3.1.3. Works with Wing Comm Officer for event communication.
- 6.3.1.4. Organizes rooms, cots, linens, boarding and escorts for international visits.



6.3.1.5. CIC for cadet visitors and escorts during entire length of visit to include briefings on customs and courtesies, supplying information, and disseminating itineraries.

6.3.1.6. Leads volunteers to support international events. Names CICs for individual events to lead planning efforts and execution.

6.3.1.7. Ensures compliance with all applicable USAFA policies for foreign cadets.

6.3.1.8. Major activities include but are not limited to: Fall International Week, Colombian Air Force Academy Visit, Spring International Week, International Cadet Orientation Program, and Semester Exchange Cadet Orientation Program.

6.3.1.9. Coordinates SCAs for approval for participating cadets.

6.3.2. **Mentor:** Director of International Programs, USAFA/DFIP.

#### **64. WING INTERNATIONAL PROGRAMS NCOIC (C/MSgt)/(Staff)**

**Duties and Responsibilities:** Reports to wing international programs officer. Implements and administers international programs under the direction of Department of International Programs (USAFA/DFIP). Responsible to USAFA/DFIP for all functions performed by cadets in support of international programs. Ensures Air Force, USAFA, USAFA/CW and AFCW policies and instructions are enforced during execution of international programs.

6.4.1. Specific Tasks:

6.4.1.1. Aid wing international programs officer in all of the duties stated above.

6.4.1.2. Fills in as CIC of international visits when necessary.

6.4.1.3. Addresses all contingencies that arise during international visits.

6.4.2. **Mentor:** Director of International Programs, USAFA/DFIP.

#### **65. EMERGENCY MEDICAL TECHNICIAN OFFICER (C/Maj)/(Staff)**

**Duties and Responsibilities:** Reports to AFCW/SE. Responsible to AFCW/SE and Wing Force Protection for medical response in support of cadet activities/events. Works directly with 10th Medical Group EMT NCOIC for EMT training and quick response to emergency calls. Ensures Cadet EMTs accomplish duties IAW duty descriptions and operating instructions/guidelines.

6.5.1. Specific Tasks:

6.5.1.1. Supports parades, major ceremonies, intramurals, football games and other major cadet training events/activities as requested by AFCW staff.

6.5.1.2. Attends major event planning meetings as necessary and provides AAR.

6.5.1.3. Provides patient care updates to 10 AMDS/SGPF and AFCW/SE.

6.5.1.4. Ensures safe medical care and transportation of patients to a medical facility as required IAW duty descriptions and operating guidelines.

6.5.1.5. Maintains on-call status for on-scene EMT support for emergencies/crisis.

6.5.1.6. Complies with all EMT regulations and EMT Basic Course duties.

6.5.1.7. Restocks equipment and maintains operability.

6.5.1.8. Maintains familiarity with specialized equipment.

6.5.1.9. Continues education/refresher training as required by medical direction, licensing or certifying agencies.

6.5.2. EMTs pass EMT-Basic Course and receive/maintain certification.

6.5.3. **Mentor:** 10 MDG NCOIC of EMTs, USAFA/CW NCOIC of EMTs.

## **66. SQUADRON PERSONAL ETHICS AND EDUCATION REPRESENTATIVE (PEER) (2) (C/1 Lt, C/MSgt or C/SSgt)**

**Duties and Responsibilities:** Reports to and responsible to Group PEER & AOC. Provides education, outreach, listening and referral services to cadets who are facing troubling issues such as stress, anxiety, depression, suicidal thoughts, eating disorders, grief, relationship issues, human relations and sexual assault. Obtains assistance from Group/Wing PEERs, the PEER program manager, CWPB and CWPS. PEERs will serve two consecutive semesters in this additional duty position. The squadron PEER professional qualities, military performance, leadership and character will be measured against other members of their squadron staff.

### 6.6.1. Specific Tasks:

6.8.1.1 Attends PEER Training and ALL monthly meetings. If PEER misses two (2) monthly meetings, program manager will meet with PEER & AOC to ascertain any problems. If PEER must miss a meeting, PEER must inform their Group PEER.

6.8.1.2 Make appointment with AOC, AMT, Squadron Commander and First Sergeant within 10 days of completing initial PEER training. Brief them on PEER roles and squadron contribution opportunities.

6.8.1.3 Document ANY contact with a cadet. If PEER fails to submit a contact report in three (3) months, they must meet with the program manager, Wing/Group PEERs & AOC to discuss concerns.

6.8.1.4. Commit to helping cadets but not at the detriment of self.

6.8.1.5. Assist and support the following programs: Alcohol Awareness, Human Relations Issues, Suicide Prevention Month, Eating Disorders Month, Red Ribbon Campaign, PPC-sponsored events and Academy Response Team events.

6.8.1.6. Work cooperatively with other PEERs on tough cadet issues.

6.8.1.7. Receive training from NASPA PEER Educator Program, PPC Program Manager and respective consultants for CWP, CWPB and CWPS.

6.6.2. **Mentor:** Wing PEER, group PEER, PEER program manager, CWPS and CWPB.

## **67. CLASS PRESIDENTS (Additional Duty)**

**Duties and Responsibilities:** Duties IAW *Handbook for Cadet & Graduate Class Officers*.

6.7.1. Class presidents will hold the following rank:

6.7.1.1. First class: C/Lt Col (unless in a position requiring C/Col).

6.7.1.2. Second class: C/SMSgt (unless in a position requiring C/CMSgt).

6.7.1.3. Third class: C/SSgt.

6.7.2. Advisors to the Cadet Wing Staff and permanent party.

6.7.3. **Mentor:** Assigned to a GAOC based on year group.

## **68. ATHLETIC TEAM CAPTAINS (Additional Duty)**

**Duties and Responsibilities:** Responsible to intercollegiate team coach. Serves as intercollegiate commander. Responsible for daily accountability, appearance, performance, conduct, compliance and training of all team members during scheduled team practices, meetings, competitions, trips and other gatherings such as social events. Serves as AFCW liaison with that coach. Exercises authority over and accepts responsibility for other cadets in the activity.

6.8.1. **Mentor:** Assigned team coach.

## **69. CADET CLUB CADET IN CHARGE (CIC) (Additional Duty)**

**Duties and Responsibilities:** Responsible to specific club Officer-In-Charge (OIC). Responsible for accountability, appearance, performance, conduct, compliance and training of all club members during scheduled club meetings, practices, competitions and trips. Represents club at official ceremonies by making presentations and guest appearances. Assists OIC in resolving all issues. Serves as AFCW chain of command liaison with OIC for that activity. Exercises authority over and accepts responsibility for other cadets in activity.

6.9.1. **Mentor:** Assigned club OIC.

#### **610. SPARK DIRECTOR (USAFA/SC/D) (C/Lt Col, C/SMSgt, or CSSgt)/(Line)**

**Duties and Responsibilities:** Reports to Superintendent and supervises Spark Cell members. Develops and implements plans, programs and policies to support Superintendent's intent. The Spark Director is the ultimate authority for the cell and oversees the daily operations and provides continuity for its programs. Assures Cell's Mission & Vision are implemented and executed. Maintains relationships with all partners. Responsible for developing and managing the Cell's "On-Loan Personnel" and "Project Managers".

6.10.1. **Mentor:** Senior Mentorship Group, Chairman of Innovation Brd, Superintendent.

#### **611. SPARK DEPUTY DIRECTOR (x2) (USAFA/SC/DD) (C/Maj, C/MSgt, or C/SSgt)/(Line)**

**Duties and Responsibilities:** Reports to Cell Director and supervises Cell "Project Managers". Serves as Director's staff and replaces Director in his/her absence. Develops and implements plans, programs, and policies to support the Director's goals and objectives. Ensures Cell's Mission & Vision are implemented and executed. Maintains relationships with all partners. Responsible for developing and managing the Cell's "On-Loan Personnel" and "Project Managers". Additional duties may be added at the Director's discretion.

6.11.1. **Mentor:** Spark Director, Senior Mentorship Group & Chairman of Innovation Brd.

#### **612. SPARK EXECUTIVE ASSISTANT (USAFA/SC/EA) (C/Maj, C/MSgt, or SSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Cell Director and supervises Cell's "Project Managers". Responsible for maintaining all records in an organized, accessible and secured fashion. Responsible for tracking the Cell's performance, records and timelines. Manages certain outreach programs (i.e. QUAD Innovation Partnership) and maintains constant feedback loop with staff and partnered organizations. Additional duties may be added at the Director's discretion.

6.12.1 **Mentor:** Spark Director and Spark Deputy Directors.

#### **613. SPARK CAPABILITY LEAD (x6) (USAFA/SC/CL) (C/Capt, C/MSgt, or c/SSgt)/(Staff)**

**Duties and Responsibilities:** Reports to Cell's Director. Responsible for tasks assigned to respective Cell capability. Capabilities may be added, removed or modified depending on mission.

6.13.1. **Public Affairs:** Responsible for creating and managing Cell's brand and image. Responsible for social media presence, news media interactions and program advertisements. Additional duties may be added at the Director's discretion.

6.13.2. **Events:** Responsible for planning, coordinating, and executing events. Responsible for organizing personnel (speakers, attendees, and setup/cleanup crews), securing venues, and overall event logistics. Additional duties may be added at the Director's discretion.

6.13.3. **Finance:** Responsible for tracking, allocating, and managing all funds. Responsible for budget analysis, cost tracking, reimbursements, incentive programs, and sponsorships. Additional duties may be added at the Director's discretion.

6.13.4. **Mentor:** Spark Director and Spark Deputy Directors.

**6.14. UNIT INNOVATION ACTUALIZER (USAFA/SC/IA) (C/Capt, C/MSgt, C/SSgt)/(Staff)**

**Duties and Responsibilities:** Reports to and responsible to Spark Cell and Directorate.

Works alongside Squadron Commander to execute programs. Connects respective squadron to USAFA SPARK program. Trains squadron on innovation/design thinking/change management principles and techniques. Leads USAFA SPARK innovation workshops, facilitates Idea Scale submissions and encourages Falcon Tank participation. Innovation Actualizers will assist USAFA SPARK programs (i.e. master of ceremony, guides, and setup/tear down crew for Falcon Tank). Additional duties may be added at the Spark Cell's discretion.

6.14.1. **Mentor:** Spark Director, Spark Deputy Directors, Squadron Commander and AOC.

## ANNEX B – CADET CHARGE OF QUARTERS AND DUTY OFFICER RESPONSIBILITIES

1. **Introductions and Responsibilities.** The cadet chain of command, the SDO/GDO, the CCQ, and all assigned cadets play a role in ensuring the safety and security of the cadet dormitory areas. In the event of an emergency, whether evacuation is required or not, the first person to become aware of an emergency must call “911” to report the emergency. If there is imminent danger, remove yourself from the area before dialing “911”. If necessary, direct another individual to make the call. In the absence of permanent party or cadet leadership, the CCQ will take charge of the situation.

1.1. **CCQ Program Leadership Accountability.** The Cadet Wing Operation Center (CWOC) Chief has oversight of the entire CQ program. The CWOC Chief will meet with the CW Director of Operations, NCOIC, group superintendents, group senior controllers, and chief clerks to coordinate administration, training, and schedules. Additionally, the CWOC Chief is responsible for coordinating with the cadet Group Superintendents to ensure an equitable division of labor in staffing the Arnold Hall CCQ desk..

1.2. **GDO/SDO Program Leadership Accountability.** Cadet Commanders (Group and Squadron) are accountable to the AOC/AMT for the operation of their CQ and GDO/SDO programs within their organizations.

1.3. **Professional Ethics.** Cadets will operate with the highest sense of integrity in executing all duties, including CCQ/SDO/GDO. To that end, no material compensation of any kind will be extended in return for preference in scheduling. For example, one cadet may not incentives (via monetary means or personal favors) another cadet to work a shift or trade shifts. Cadets should never seek to use CCQ/SDO/GDO to avoid another duty; however, when overlap between CCQ/SDO/GDO and other military duties are inevitable, all cadet organizations will ensure that no one individual demonstrates a consistent pattern of executing CCQ/SDO/GDO duty during mandatory formations, parades, inspections, or training events.

### 2. CCQ Program:

2.1. **General Leadership.** The Cadet Wing Operation Center Chief, in conjunction with the group and squadron superintendents, are responsible for organizing, training, and equipping the CQ program, implementing and operating the organization’s training plan, and maintaining CQ and GDO/SDO information management tools (IMTs).

2.2. **Duty Concept.** The CCQ plays an active role in maintaining the safety and security of the squadron. The CCQ represents the AOC/AMT and the cadet squadron commander in their absence. Acting as on-scene commander, the CCQ must be extremely knowledgeable so he/she may execute the appropriate duties without hesitation. The CCQ must possess the fortitude to take charge of any given situation. Although the CCQ may be junior in rank, he/she must be willing and able to execute the required duties with confidence.

2.3. **Customs and Courtesies.** Customs and courtesies should always be extended to AOCs/AMTs, and all visitors to the squadron, military and civilian. *CCQs will rise and greet all active duty members (regardless of rank) and civilian personnel who approach the CQ area. Additionally, CCQs will:*

*2.3.1. Call the squadron to attention when an officer (or the first cadet that sees the officer) enters the squadron unless an officer of the same rank or higher is already present in the squadron.*

*2.3.2. Echo any commands given by an officer (e.g., “Carry on”).*

*2.3.3. Rise and come to attention for any officer that approaches the CQ area.*

*2.3.4. Rise for any enlisted or civilian personnel that approach the CQ area unless otherwise instructed.*

**2.4. Professional Appearance.** The CCQ represents the squadron or group at all times while on duty; he/she will present the first and leave the last impression. Uniforms will be clean and pressed, shoes will be shined, and hair will be groomed within standards. The CCQ will wear the uniform of the day as authorized in the Routine Order. Flight suits are authorized for cadets participating in aviation activities on the day of his/her CQ shift.

**2.5. Telephone Etiquette.** The CCQ will answer the telephone in a clear, courteous tone of voice with the following greeting: Good (morning/afternoon/evening), CS-XX, this is C#C (last name), how may I help you? For example, CS01 will answer, "Good morning, Cadet Squadron 1, this is C3C Smith, how may I help you?"

**2.6. CCQ Badge.** The badge will be worn on the upper right portion of the body or may be worn around the neck attached to a plain black lanyard. Damaged/unserviceable badges must be turned into AOC/AMT for replacement as soon as possible.

**2.7. Strength Reporting.** Strength reporting is essential in the operational Air Force. Commanders must know the location and status of their troops at all times in order to accomplish the mission. The AFCW Form 1, Unit Accountability, will be used to document all types of strength reporting. In the AFCW, strength reporting generally falls into three categories:

2.7.1. Individual strength reporting (using AFCW FORM 1); CWVV can provide monthly strength reporting when requested.

2.7.2. TAPs strength reporting (accomplished through dormitory inspections (DI)).

2.7.3. Accountability Location report. Accomplished via AFCW FORM 19.

**2.8. Staffing.** At a minimum, scheduling for CQ duty will adhere to these guiding principles:

2.8.1. The Squadron and Group CCQ will report for duty daily beginning at 0625. On duty days, the CCQ will be on duty from: 0625-0730 and 1130-1230. On non-duty days, the CCQ will be manned at 0625 and will remain on duty until 0730 or until dismissed by Group CCQ. For evenings, CCQ will be manned from 30 minutes prior to TAPs until accountability is completed, but no later than 30 minutes after TAPs. In addition, a CCQ will be on-duty during mandatory events (e.g., football games, training events, etc.). All third-class cadets who have successfully completed CCQ training are eligible to execute CCQ duty, with the following exceptions:

2.8.1.1. Cadets may not miss class to sit a shift.

2.8.1.2. Intercollegiate athletes in their primary season are encouraged to help with CCQ duty. During their secondary season, they are required to execute CQ duty at half of the required hours per person of their squadron, but will not miss scheduled practices.

2.8.2. Group and squadron CQ desks are only authorized sit-ins during Mitchell Hall meal times or for official government business. The CCQ must remain at the CQ or within the squadron area for the duration of their shift unless performing official duties that require departure from the squadron area. The CCQ will make every attempt to have a qualified cadet sit in during their absence.

2.8.3. Each cadet organization will staff CCQ on a revolving schedule. When assigned, the CCQ must remain in the Cadet Area from Retreat until TAPs and be accessible at all times; therefore, organizations may have a primary and secondary CCQ to enable one to relieve the other temporarily from this requirement. The CCQ will be in UOD during duty hours and either UOD as outlined in the Routine Order or OCPSs from retreat to TAPs. Flight suits are authorized for cadets participating in aviation activities on the day of their CCQ shift.

2.8.3.1. First and Second Class Cadets will assist in staffing CQ during manpower shortfalls when Third Class Cadets are unable to fulfill the requirements.

2.8.3.2. Fourth Class Cadets may not be scheduled for CQ training or duty until Cadet Wing Commander has scheduled Wing Top Off approved by the direction of the

Commandant and upon approval of a training plan.

**2.9. AFCW CCQ Disciplinary Actions.** All disciplinary actions are at the discretion of the Group and/or Squadron Superintendents or delegated to the respective Chief Clerks if a sitter fails to perform their scheduled shift, or the sitter arrives to a shift more than 15 minutes late without prior coordination. All disciplinary actions are at the discretion of the Squadron Superintendents or delegated to the respective Chief Clerks.

**3. Squadron CCQ Responsibilities.** Cadets reporting for duty as CCQ assume responsibility for the CQ program for the duration of their shift. It is inherent in their duties to ensure that they have everything they need to execute their duties. If any items are missing or damaged, it should be reported to the squadron chief clerk and can be sent up to CWVV for replacement if unable to immediately replace at squadron level. Additionally, each CCQ should ensure the CQ area is well maintained and presents a neat, clean, and professional appearance at all times. CCQs will maintain a high level of understanding of the contents of this instruction and may be quizzed during routine inspections.

**3.1. Telephone.** Maintain communications by answering the CQ phone, relaying phone messages and performing distribution runs.

**3.2. Strength Reporting.** Be responsible for strength reporting via AFCW FORM 1.

**3.3. Monitor.** Monitor visitor activities.

**3.4. Boxed Meals.** During Military Call to Quarters by 0715 hours, each squadron must call their group CCQ sitter located at the CWOC with their final number of CCQ and bedrest box lunch meals required for that day. Group CQ sitters must document the total number of box lunch meals reported by each squadron.

3.4.1. Squadron CCQ sitters will be responsible for picking up the box lunch meals at the designated group location and signing for the total number of meals picked up.

3.4.2. Squadron CCQ sitters are required to order an extra 2 box lunches at the beginning of every week. The sitters will date the lunches and store them in their squadron fridges. The Friday Retreat sitters will dispose of any leftover lunches.

**3.5. Media.** Cadets are able to watch movies, and TV; as long as it does not interfere with CQ responsibilities. There will be no playing games while on shift.

**3.6. Additional Squadron Responsibilities.** Squadron Specific Checklist Items. Squadron leadership may add squadron specific items to the with Squadron AOC or AMT approval.

**4. Group CCQ Responsibilities.** Cadets reporting for duty as CCQ assume responsibility for the CQ program for the duration of their shift. It is inherent in their duties to ensure that they have everything they need to execute their duties. If any items are missing or damaged, it should be reported to the squadron chief clerk and can be sent up to CWVV for replacement if unable to immediately replace at squadron level. Additionally, each CCQ should ensure the CQ area is well maintained and presents a neat, clean, and professional appearance at all times. CCQs will maintain a high level of understanding of the contents of this instruction and may be quizzed during routine inspections.

**4.1. Telephone.** Maintain communications by answering the CQ phone, relaying phone messages and performing distribution runs.

**4.2. Strength Reporting.** Be responsible for strength reporting AFCW FORM 1.

**4.3. Monitor.** Monitor visitor activities.

**4.4. Boxed Meals.** Group CCQ sitters will be responsible for picking up the total number of box lunch meals ordered for their respective group from 1030 - 1130 and transport the meals to their designated location within their group.

4.5. **Media.** Not watch movies, TV, or playing games while on shift.

4.6. **Additional Group Responsibilities.** Group Specific Checklist Item. Group leadership may add group specific items to the with Group AOC or Superintendent approval.

## 5. Group and Squadron Duty Officer (GDO and SDO):

5.1. **General Responsibilities.** The squadron duty officer (SDO) and group duty officer (GDO) provide a single point of contact in the absence of the cadet chain of command. They are responsible for conducting the dormitory inspections (DI) in conjunction with the CCQ when the cadet chain of command, specifically the flight commanders and operations officers, are not available. They ensure accurate accountability and strength reporting. In addition, GDO/SDO will:

5.1.1. Obtain an AFCW FORM 19 Location Report from the CCQ, check for unauthorized pass use, and ensure all cadets are signed in.

5.1.2. Check AFCW IMT FORM 7, Weekday Restriction Sign In/Out Log, and IMT FORM 7-1, Weekend Restriction Sign In/Out Log. Report non-compliance to the AOC/AMT as soon as possible.

5.1.3. Verify all bedrest cadets have received meals as needed.

5.1.4. Verify the CCQ has reconciled all IMTs 19 and all required associated documentation.

5.2. **Staffing.** Each cadet organization will staff an SDO/GDO on a revolving schedule. When assigned, the SDO/GDO must remain in the Cadet Area from Retreat until TAPs and be accessible at all times; therefore, organizations may have a primary and secondary SDO/GDO to enable one to relieve the other temporarily from this requirement. The SDO/GDO will be in UOD during duty hours and either UOD as outlined in the Routine Order or OCPS from retreat to TAPs. Flight suits are authorized for cadets participating in aviation activities on the day of their GDO/SDO shift.

5.2.1. First-class cadets who have successfully completed SDO/GDO training are eligible to act as SDO/GDO.

5.3. **Dormitory Inspection.** Accountability for subordinates is an inherent command responsibility. Dormitory Inspection (DI) is a commander's strength reporting tool, accounting for the physical location of all cadets. The squadron SDO will conduct DI every night. IAW AFCWI 36-3501, *Cadet Standards*, Fourth Class Cadets will be in their own rooms, Third Class Cadets will be in the squadron area, and Second Class Cadets must be in the Cadet Area for DI. No presence is required for First Class Cadets, but they must be signed out if outside of the Cadet Area. Missing individuals will be marked as "Positive for DI" and reported to the group CCQ and the Cadet Wing Operations Center.

5.3.1. Conducting DI. The SDO/GDO or designated representative (e.g., flight commander or operations officer) will inspect all squadron/group cadet rooms immediately following TAPs each night. ***DI will be accomplished via eye-on accountability. Third Class Cadets and higher may sign a physical AFCW FORM 1 placed on the squadron CQ desk, to certify their presence in the appropriate location in lieu of receiving an in-person inspection. Falsifying location information constitutes a false official statement.*** When performing an in-person inspection, the SDO/GDO will ensure strength reporting by opening the door to each room and visually identifying the occupants of the room.

5.3.2. **Reporting DI.** DI results will be reported to the Group CCQ no later than 15 minutes after TAPS. Cadets who are not present at this time will be reported as "Positive for DI" in one of the two categories below. Results will be forwarded to the Cadet Wing Operations Center by the Group CCQ NLT 30 minutes after TAPS.

5.3.2.1. Status: Positive/Accounted For. Cadets that are not in their rooms but have reported to CQ their current location and expected time of return will be reported as 'Positive/Accounted For.' The current location and expected time of return should be



included in the status report.

5.3.2.2. Status: Positive/Not Accounted For. Cadets not in their rooms and whose location is unknown will be reported as 'Positive/Not Accounted For.' Immediately report the return of all 'Positive/Not Accounted For' personnel to AOC/AMT and Cadet Wing Operations Center.

5.3.2.3. It is the responsibility of the squadron leadership to obtain accountability of all positive DI's.

## **6 Senior Officer of the Day (SOD).**

**6.1. General Responsibilities.** SOD checklists are kept in the CWOC. The Wing Director of Operations will maintain the SOD checklist. The SOD duties include the following:

- 6.1.1. Review Random Anti-Terrorism Measures (RAM) Binder for applicable RAMs.
- 6.1.2. Check accomplishment of any scheduled RAM and ensure it occurs on time.
- 6.1.3. Building security checks; ensure all doors are secure and not propped open with objects.
- 6.1.4. Perform random SDO/CQ Inspections with the SDO. The OD will use a blank SDO/CQ Inspection Log located in the OD binder.
- 6.1.5. The SOD is the on-scene representative for the Cadet Wing Commander and is responsible to the Cadet Wing Director of Operations. The Cadet Wing Director of Operations is responsible for the SOD program and schedules first-class cadets for SOD duty. Wing and group honor chairpersons are exempt from SOD duty. CWOC Staff and Controllers are exempt from SOD duty.
- 6.1.6. At the end of shift perform changeover with on-coming OD.
- 6.1.7. The Operations Center Controller should assist the OD and SDO as needed.

## **6.2. Dormitory Inspection.**

- 6.2.1. Dormitory inspection of transition flight, if cadets are assigned to transition flight.
  - 6.2.1.1. If any cadet from transition flight is positive for DI report the missing cadet directly to the OD.
- 6.2.2. Wing Staff Dormitory Inspection:
- 6.2.3. The Cadet Wing Commander is responsible for ensuring DI is conducted on Wing Staff cadets. DI will be conducted as indicated in paragraph 5.3. Results will be forwarded to the Cadet Wing Operations Center NLT 30 minutes after TAPs.
- 6.2.4. Only Wing Staff First-Class Cadets may conduct DI.
- 6.2.5. The Cadet Wing Commander may delegate responsibility for establishing a schedule for conducting DI but remains responsible for ensuring it is accomplished.
- 6.2.6. Cadets scheduled to conduct DI will report status as indicated in *paragraphs 5.3.2.1. and 5.3.2.2.*; however, any cadets found to be "Positive/Not Accounted For" must be immediately reported to the Officer of the Day and Cadet Wing Operations Center.

## **7. CCQ Materials.**

**7.1. CQ Equipment.** An operational telephone. Contact USAFA Communication Squadron at 719-333-4357 for replacement telephone.

**7.2. Required Documentation.** Posted at the CQ desk: AF Form 440, *Bomb Threat Aid*; Current USAFA/CW Critical Information List (CIL). If multiple memorandums have been issued concerning the USAFA/CW CIL, all memorandums must be posted. The AF Form 440 and CIL

must be obtained by contacting the squadron AOC/AMT.

**7.3. Binder Requirements.** Groups and squadrons will maintain the standard, type, quantity and serviceability of supplies listed in this section. Binder will be one white 3 inch three-ring binder with clear plastic view cover and spine window. Binders containing tabs will have tabbed separator pages that are neatly labeled (Tab 1, Tab 2, etc.). Excessively worn or unserviceable items should be replaced immediately to avoid inspection discrepancies. Chief Clerks will contact CWVV for any binder or divider for updating their squadron's respective binder in accordance with the CWOC Chief's policy. The one binder at the CQ desk will be:

7.3.1. Standardized 8 ½ x 11 printed front cover that has "Cadet Wing CQ Instruction Binder" and includes the USAF Academy logo.

7.3.2. Standardized 8 ½ x 11 printed DD Form 2923, *Privacy Act Data Cover Sheet* in the front.

7.3.3. Standardized 8 ½ x 11 printed AFCW CQ Instruction Binder Table of Contents.

7.3.4. Standardized 5 letter size 1/5 cut tabbed index sheets.

7.3.5. Standardized 20 color dividers tabs.

**7.4. CCQ Binder:** One binder per CQ desk is required and will conform to the following specifications with no extraneous documents. The binder will be marked FOUO and reference the Privacy Act of 1974 on the bottom of the front and back standardized covers. It will contain the following divisions:

7.4.1. **Tab:** Instructions

7.4.1.1. **Tab 1:** Air Force Cadet Wing Instruction 36-3501, Cadet Standards & Duties Instruction

7.4.2. **Tab:** Rosters. This section will include rosters or phone listings in the following order.

7.4.2.1. **Tab 2:** Blank AFCW Form 1

7.4.2.2. **Tab 3:** Current squadron recall roster(s). This roster will include room number and cell number (if applicable). Recall rosters will be marked FOUO and reference the Privacy Act at the bottom of each page. The cadet Squadron Superintendent will be responsible for ensuring roster accuracy by periodically requesting reviews and updates by squadron leadership.

7.4.2.3. **Tab 4:** AOC/AMT duty phone roster. This roster has all AOCs/AMTs by group and squadron, and lists the group/squadron CQ phone numbers.

7.4.2.4. **Tab 5:** Cadet Telephone Reference Guide.

7.4.2.5. **Tab 6:** Additional rosters or phone listings may be maintained at squadron discretion (i.e. cadet alpha rosters with phone numbers, etc.). Any rosters or listings containing personal information must be marked FOUO and reference the Privacy Act at the bottom of each page.

7.4.3. **Tab:** Schedules. This section will include schedules in the following order.

7.4.3.1. **Tab 7:** Squadron/group CCQ schedule.

7.4.3.2. **Tab 8:** GDO/SDO schedule. Current schedules may be visibly posted on or near the CQ desk.

7.4.3.3. Cadet Class Schedules. A cover sheet to this section will be marked FOUO and reference the Privacy Act of 1974. Printout of class schedules for each cadet assigned to the organization, organized by class year and then alphabetically by last name. An up-to-date copy of the organization's AFCW FORM 1 will be placed in the binder before each

class year's schedules.

7.4.3.3.1. **Tab 9:** First Class Cadet's Schedules

7.4.3.3.2. **Tab 10:** Second Class Cadet's Schedules

7.4.3.3.3. **Tab 11:** Third Class Cadet's Schedules

7.4.3.3.4. **Tab 12:** Fourth Class Cadet's Schedules

## 7.5. **Tab:** Checklists

7.5.1. **Tab 13:** RAM Checklists. One copy of the most recent Random Antiterrorism Measure (RAM) procedures.

7.5.2. **Tab 14:** CCQ FIRE RESPONSE CHECKLIST

7.5.3. **Tab 15:** CCQ BOMB THREAT CHECKLIST

7.5.4. **Tab 16:** CCQ MEDICAL EMERGENCY CHECKLIST

7.5.5. **Tab 17:** CCQ SUSPICIOUS PACKAGE CHECKLIST

7.5.6. **Tab 18:** CCQ SUSPICIOUS PERSON CHECKLIST

7.5.7. **Tab 19:** ACTIVE SHOOTER CHECKLIST

7.5.8. **Tab 20:** SHELTR IN PLACE (SIP)

7.6. **Tab:** Sign In/Out Logs. The AFCW FORM 19s will be stored in the binder in reverse chronological order (newest entries at the front).

7.6.1. **AFCW Form 19 Inspection.** The CCQ will inspect the organization's Form 19s for accuracy and completeness and will identify discrepancies by circling missing or inaccurate information in pencil.

7.6.1.1. Corrections will be made by striking through the old text once and writing the new text above the old.

7.6.1.2. The CCQ will verify that sign-out destinations are specific and that sign-out entries conform to the pattern specified in the example line of the IMT. ***AFCW Form 19 requires that a full address be annotated only for overnight stays.*** Signing out "Colorado Springs" is not acceptable; a physical location must be listed.

7.6.2. **AFCW FORM 19 Disposition.** Form 19s will be maintained for minimum of two semesters.

7.6.3. **Tab 21:** In case of an emergency, printed AFCW FORM 1 to take unit accountability.

7.6.4. **Tab 22:** Hard copy completed AFCW FORM 19s. All will be kept until next AY.

**8. Emergency Actions.** CCQs should be familiar with the emergency checklists located in CQ Binder.

8.1. **Responsibilities.** In the event that the CCQ receives or identifies a threat, the CCQ must be able to quickly identify the appropriate checklist and execute checklist items as required.

## 8.2. Evacuation Procedures.

8.2.1. Upon receiving an evacuation notice, the CCQ will:

8.2.1.1. Collect each class's AFCW FORM 19 and take with evacuation binder.

8.2.1.2. Immediately notify AOC/AMT of the evacuation.

8.2.1.3. Secure any assistance necessary to rapidly perform a room-by-room search to notify any remaining personnel of the evacuation.

8.2.1.4. Proceed to the pre-designated rally point and directing all personnel to follow.

8.2.2. After egress of personnel from the dormitory, the organization's cadet Superintendent (or CCQ in their absence) will:

8.2.2.1. Account for all personnel present on the AFCW FORM 1. Use class schedules and the AFCW FORM 19s to account for personnel currently attending class or authorized to be away from the cadet area.

8.2.2.2. Report names of all cadets that could not be accounted for to the cadet group as soon as possible.

8.2.2.3. Act as on-scene commander in the absence of a higher authority.

8.2.3. Upon receiving the all clear signal, all personnel will resume normal activity.

8.2.3.1. Upon return to the dormitory, CCQ will: Return the AFCW FORM 1 to the organization's cadet superintendent for data collection, and place a new AFCW FORM 1 in the evacuation binder for future use.

## **9. Spot Inspections.**

9.1. **Inspections.** CWOC Chief, CWOC Standardization/Evaluation (Stan/Eval), Group and Squadron Superintendents, and Chief Clerks will accomplish spot inspections throughout Wing, Group, and Squadron levels. CQ spot inspections will be based on the following items:

9.1.1. General Cleanliness.

9.1.2. Dress and Appearance Standards.

9.1.3. Understanding of Binder and process within

9.1.4. Documentation of RAMs

9.1.5. Customs and Courtesies/General Attentiveness

9.1.6. Any other area defined by the CWOC PP leadership or CWOC Staff.

## **10. Arnold Hall CCQ Program.**

10.1. **General.** Arnold Hall CQ is established in order to allow the Arnold Hall Facility to remain open without civilian oversight of the duty day. CQs are to provide for the safety and security of all personnel in the building, as well as monitor the general state of cleanliness and facilitate the operation of all facilities.

## ANNEX C – CADET WING OPERATIONS CENTER

### 1. INTRODUCTION AND RESPONSIBILITIES.

1.1. **General.** This instruction does not necessarily detail all tasks or responsibilities of a position, which are subject to change. Any major change of a permanent nature should be submitted through the cadet chain of command to the CW Director of Operations (USAFA/CWO) as a revision to this instruction. All CWOC staff positions are primary duties and full-year positions. The Chief of CWOC must have at least one semester experience on the Cadet Wing Operations Center staff. All other positions are at the discretion of the CWOC Chief.

#### 1.2. Purpose of Cadet Wing Command Center.

1.2.1. Air Force Command and Control (C2) provides the means by which the commander can effectively monitor and direct assigned forces. Efficient C2 provides rapid down-channel communications and allows subordinates to quickly inform the commanders of key events to the cadet wing that merit their attention.

1.2.2. Due to the essential nature of the CWOC, duty in the Command Center is considered higher priority than classes, intramural contests, and military training. Any and all required military training missed will be made up with prior coordination of Squadron AOC/AMT. Graded academic work such as Graded Reviews (GR) and the AFT/PFT will take precedence over duty in Command Center, unless the cadet controller coordinates with the instructor prior to missing the graded work.

1.3. **Functional Responsibility.** The CWOC includes cadet teams to operate the command center, at the below prescribed times, excluding cadet leave periods. Shift times are set by Cadet Command Center Staff. Controller duties involve answering phones and directing information to the correct agency, moving information up and down the chain of command, providing correct bugle calls and announcements, and ensuring that the Cadet Wing Status Summary of correct. The CWOC staff provides oversight to each team's performance and duties, and as well as guidance when necessary.

##### 1.3.1. CWOC Operation times:

1.3.1.1. CWOC Operation times on duty days:

0630-0730, 1130-1230, 30 minutes before TAPS until 30 minutes after TAPS.

1.3.1.2. CWOC Operations on non-duty days:

0630-0730, 1130-1230, 30 minutes before TAPS until 30 minutes after TAPS.

The authority to change these operational times rests with the CWOC Chief.

1.4. **USAFA/CW Chain of Command.** The CWOC supports Headquarters USAFA, USAFA/CW and staff, Air Force Cadet Wing, and all associated supporting units. Responsibility for operation rests with the CWOC Chief, CWOC Director of Operations, CWOC NCOIC and Cadet Wing Director of Operations. Specific job descriptions and responsibilities can be found in Annex A, Chapter 3 of AFCWI 36-501.

1.5. **CWOC Chief.** The primary duty of the Cadet Wing Operations Center (CWOC) Chief is to ensure the proper working order and smooth function of the CWOC. The Chief will coordinate among the separate Group controllers to ensure manning is complete on each day that sitting may be required, to include high visibility events (Football games, parades, transition days). On these high visibility days, the Chief is responsible for the accountability of the Cadet Wing, working alongside the Group CQ to receive accountability. The CWOC Chief is responsible for the USAFA early warning system and its working order, as well as bugle calls throughout the day. The Chief is also the final point in the chain of command to answer questions that may come into CWOC and direct them to the proper channels (Peterson, USAFA Ambulance services, etc.). Lastly, the CWOC

Chief may pick up any additional duties/responsibilities to ensure the mission essentials are accomplished. The CWOC Chief will report to the Cadet Wing Director of Operations, but their MPA will be assigned by the Wing Commander.

1.6. **Secondary Staff.** Secondary staff includes at a minimum the following positions.

1.6.1. CWOC Director of Operations (C/Maj). The Director of Operations is responsible for the daily operations of the command center to include checklist accuracy, public address (PA) system functionality, accountability, Random Antiterrorism Measure (RAM) accountability and Lightning Early Warning System (LEWS) functionality. The CWOC Director of Operations also formulates a training plan, as well as assigning and conducting retraining, as necessary. The Director of Operations will have one semester of Cadet Wing Operations Center staff experience and will report to the CWOC Chief.

1.6.2. Group Senior Controller (C/Maj). The four Group Senior Controllers will act as a liaison between the CWOC Chief and the Squadron Senior Controllers. The Group Senior Controller will be selected by the CWOC Chief. Duties will include implementation of the training and Stan/Eval plans as created by the Director of Operations and directed by the Chief. The Group Senior Controllers are responsible for providing expectations and feedback to the Squadron Senior Controllers based on performance. Group Senior Controllers can also be assigned additional duties at the discretion of the CWOC Chief and Director of Operations. The Group Senior Controllers will report to the CWOC Director of Operations.

1.6.3. CWOC Superintendent (C/SMSGt). The CWOC Superintendent will also work closely with squadron, group, and wing leadership to ensure that staff lists and recall rosters for each cadet squadron are up-to-date. The CWOC Superintendent works closely with the CWOC Chief to coordinate and assist in CWOC duties. The Superintendent will schedule duty for individual squadrons and will work with Group Senior Controllers if accommodations are deemed necessary. The CWOC Superintendent will report to the Chief, but their MPA will be assigned by the Cadet Squadron Commanders.

1.6.4. CWOC First Sergeant (C/SMSGt). The First Sergeant is primarily responsible for discipline tracking through the CWOC program. The First Sergeant will report to the CWOC Chief.

1.6.5. CWOC Stan/Eval Officer (C/Maj). Assists the CWOC Director of Operations with Stan/Eval issues. These issues include formulating an inspection schedule and checklist to be conducted by the CWOC Stan/Eval Officer and NCO.

1.6.6. CWOC Stan/Eval NCO (C/MSgt). Assists the CWOC Stan/Eval Officer with Stan/Eval issues. This includes addressing issues with checklists and performance of squadron controllers. The CWOC Stan/Eval NCO can be assigned additional duties at the discretion of the CWOC Director of Operations.

1.6.7. CWOC Information Technology Officer (C/Maj). Assists the CWOC Director of Operations with IT issues. Issues include addressing problems with the bugle call system, the terrazzo voice, coordinating solutions with 10CS to resolve network, and information systems problems pertaining to CWOC.

1.6.8. CWOC Information Technology NCO (C/MSgt). Assists CWOC Information Technology Officer with CWOC IT Officer duties and coordinates with WISE team to continue innovating existing programs and procedures.

1.6.9. Secondary Staff members are required to attend staff meetings as scheduled by the CWOC Chief or Director of Operations.

1.6.10. The CWOC Chief will organize feedback for the secondary staff and provide a Military Performance Average (MPA) to the Cadet Squadron Commanders.

1.6.11. The positions and duties listed above are not all inclusive. Additional positions and duties can be assigned at the discretion of the CWOC Chief or Cadet Wing Director of Operations.

1.7. **Additional Duties.** Additional duties include any duty not directly assigned by this operating instruction. They are assigned by the CWOC Chief/Director of Operations or Cadet Wing Director of Operations to individuals and are on an ad hoc basis, as duties require.

1.8. **Training and Certification.** Each member of the staff must be fully trained and certified before duties can be performed.

1.8.1. The CWOC Chief and Director of Operations will be selected, trained and certified by the previous year's Chief and Director of Operations. The CWOC Chief is responsible for ensuring that the CWOC staff is fully trained and certified.

1.8.2. There will be periodic evaluations of each staff member's knowledge and training to ensure there is continual professional development concerning CWOC duties.

1.8.3. Each shift must review the cadet events log. CWOC personnel will solicit learning points and mentorship based on the events log and the cadet response to those events.

1.8.4. The CWOC, in concert with the Senior Controller, will ensure that the squadron's entire team attends command center training during noon meal and transition week. These training windows take place in January, May, and August for the Spring, Summer, and Fall Semesters, respectively.

## 2 Organization and Controllers.

2.1. **General.** The CWOC is organized into teams of controllers. Each squadron will provide one team of controllers per semester. Exceptions will be requested through the respective Group Air Officer Commanding and approved by the OIC of the CWOC.

2.2. **Expectations.** The duties performed by controllers are essential to the smooth operation of the United States Air Force Academy and all units assigned. The team is expected to follow the directives and policies set forth by the CWOC Chief and Director of Operations, complete all necessary training, and perform at the minimum standard set forth by the Standardization and Evaluations staff and the CWOC Chief and Director of Operations. Expectations are set at the beginning of each semester and are briefed to each team.

2.3. **Team Makeup.** Each team has a first-class cadet as senior controller and a second-class cadet as a junior controller. Under extenuating circumstances, a second-class cadet can act as the senior controller, though approval for this rests with the CWOC Chief. Specific job descriptions and responsibilities can be found in Annex A, Chapter 3 of AFCWI 36-501.

2.4. **Manning.** The CWOC is comprised of teams with two cadets per team (one senior controller and one junior controller). Senior Controller will hold the rank of C/Capt and Junior Controllers will hold rank of C/MSgt, unless the controller holds a high-ranking position elsewhere. Changes to manning requirements must be approved by the CWOC Chief. Squadron controllers will not be on IC/On-Season LOS/Airmanship status. Changes to manning requirements must be approved by the CWOC Chief. Each semester, each Cadet Squadron will supply one team (for a total of 40

teams).

2.4.1. Minimum manning for the Cadet Controller team during a shift must not be less than two cadet controllers in the operations center at all times. There must be no less than one cadet controller in the console area at all times.

2.4.1.1. During times of inactivity, the second controller on duty may be anywhere else in the Operations Center, or in the immediate area, as long as the controller can return to the command center within 5 minutes.

2.4.1.2. Exceptions to the Minimum Manning Policy must be cleared by the CWOC Chief or Director of Operations at least 48 hours in advance.

2.4.2. Cadets sitting controller duty are expected to attend GRs unless coordinated in advance with the instructor. Individual controllers must ensure that the Senior Controller is aware of the GR, to ensure that individual will ensure minimum manning is maintained.

2.5. **Professionalism.** Each controller will be professional at all times. This includes telephone courtesies, professionalism before subordinates and superiors, and all correspondence. Television and movies are acceptable to watch as long as they are not offensive or interfere with duties.

2.6. **Post Duty and Crew Rest.** Cadet controllers will receive post-duty or crew rest based upon their shift times.

2.6.1. During the Academic year, the following guidance will govern crew and post-duty rest.

2.6.1.1. Cadets working the morning shift before Reveille will not perform duty for 12 hours before the start of the shift. Additionally, they will be given the opportunity for 8 hours of uninterrupted sleep.

2.6.1.2. Cadets working the TAPS shift or post-TAPS will not perform duty for 8 hours following completion of their shift.

2.6.1.3. Graded Reviews will take priority over Crew or Post Duty Rest and the senior controller on each team will ensure that the appropriate shift schedules are maintained to prevent conflicts between GRs and post-duty or crew rest.

2.6.2. During Summer Operations, each controller will receive 8 hours of post- duty rest following completion of the shift. During this time, the controller must be given the opportunity for uninterrupted sleep.

2.6.3. The post-duty or crew rest waiver authority is the applicable Squadron AOC.

2.7. **Daily Operations.** The following defines the normal daily operations of the cadet controllers. Please refer to the Daily Operations Checklist and General Operations Binder for more details regarding Daily Operations.

2.7.1. Senior controllers are responsible for their CWOC team and day-to-day operations. While their team is on duty, the senior controller will monitor daily operations, ensure the professionalism of his/her team, and the cleanliness of the facility.

2.7.2. The senior controller ensures the immediate response for all cadet specific emergencies and non-emergency checklist operations during his/her shift. He/she also monitors any non- routine announcements and ensures the CWOC Chief is notified of any extraordinary events, as well as ensuring that the Cadet Wing Status Summary is accurate.

2.7.3. The senior controller must ensure that each team member is trained to standards and attends all training events prescribed by the CWOC Chief. The senior controller is to take accountability at each function and ensure that extra instruction is received for missed training events.



2.7.4. The Squadron Commander (Sq/CC) will ensure that all command center team members are selected prior to each semester's transition today. They are also responsible to ensure that the squadron's entire team attends the mandatory command center training during transition week.

2.7.5. Cadet Controller teams are responsible for carrying out daily duties in support of the mission. The controllers will:

2.7.5.1. Run all items on the Daily Operations Checklists during their shift.

2.7.5.2. Keep commanders informed of the status of the wing.

2.7.5.3. Run emergency checklists as necessary.

2.7.5.4. Accurately produce the Cadet Wing Status Summary.

2.7.5.5. Disseminate information to the Cadet Wing in accordance with guidance from the Cadet Wing Staff and the CWOC Staff

2.7.5.6. Log all actions in the events log.

2.7.5.7. Keep the OD and SOD informed of significant events occurring in the wing.

2.8. **Lightning Early Warning System (LEWS).** The LEWS will be monitored by the active duty controller. It is the responsibility of the cadet controllers to turn on the lightning warning and the LEWS. Cadet controllers must comply with procedures set forth by Operations Center staff regarding LEWS. The LEWS operating instructions and procedures will be briefed to every controller during on-the-job training.

2.9. **Uniform.** All cadet controllers will wear a utility uniform while on duty. Deviations from this requirement must be approved by the CWOC Chief no later than 24 hours before the assigned shift.

2.10. **Summer Cadet Wing Operations Center.** The Cadet Wing Command Center will be manned from 0630 to 2400 hours during summer for support of all cadet wing summer programs, which take place all over the world.

2.10.1. Minimum cadet manning for each cadet summer period is about 12 cadets.

2.10.2. There will be three summer command center superintendents. Each summer superintendent will be present for their respective period.

2.10.3. Summer operations will follow the daily checklists in the Summer Operations Binder located in the Cadet Wing Operations Center.

### 3. Training and CWOC Standardization/Evaluation (Stan/Eval).

3.1. **General.** The Training and CWOC Stan/Eval programs work in close proximity together to ensure that the mission of the CWOC is being properly executed and that all controllers are fully trained on all procedures.

3.2. **Expectations.** Cadets will attend all training meetings and participate fully in the learning process for the critical operations that the cadet controllers attend to, as well as consider the feedback that CWOC Stan/Eval has given to each team. Cadet controllers are expected to continue their professional development through continual improvement and learning.

3.3. **Training Program.** The purpose of the training program is to maintain a high degree of job knowledge, efficiency, and professionalism within the teams of cadets. The construct for this training is "cadets teaching cadets." The entire CWOC staff will be involved in training, thus developing their leadership skills and abilities.

3.3.1. At the start of each semester, a training seminar will be held during the transition days to ensure that all command center controllers understand their expectations and their duties.

The CWOC Director of Operations will ensure that all controllers are trained.

3.4. **CWOC Standardization/Evaluation.** The CWOC Director of Operations heads the CWOC Stan/Eval program and walk-in inspections will be conducted to determine the quality of performance of Cadet Controller teams. CWOC Stan/Eval grading will be based on the items detailed below:

- 3.4.1. Uniforms.
- 3.4.2. Cadet Command Center Cleanliness.
- 3.4.3. Documentation of Daily Operations Checklist.
- 3.4.4. Documentation of Events Log.
- 3.4.5. Accuracy of Cadet Wing Status Summary.
- 3.4.6. Any other area defined by the CWOC Staff.

#### 4 Duties and Programs.

4.1. **Cadet Wing Status Summary Purpose.** To keep commanders informed of events within the wing and the current strength of the wing. It also provides essential information about cadets that are away from the academy, in the hospital, convalescing, on emergency leave, positive for DI, or out-processing.

4.2. **Cadet Wing Status Summary Completion.** The cadet controller team compiles the Cadet Wing Status Summary nightly. This summary will include data from all four Cadet Group's reports (which are based on the respective squadron reports). During summer operations, the data from the various summer programs' reports will be included in the summary.

4.2.1. If problems exist with any Cadet Group's report, the controllers will ensure that group CCQs are made aware and they correct the deficiency. All Group Status Summaries must be received and verified by 15 minutes after Taps each night.

4.2.2. After the Cadet Wing Status Summary (CWSS) is compiled, it will be sent out to the OD.

4.2.3. The following is essential terminology that must be understood, in order to produce an accurate status report.

4.2.3.1. "Emergency Leave" includes cadets who have temporarily left the Academy due to an extreme illness or death in their immediate family (to include those acting *in loco parentis*). This does not include those cadets on SCA for a death of an extended family member.

4.2.3.2. "Hospitalization" includes cadets who are spending the night in any hospital on the night that they are reported absent.

4.2.3.3. "Post-Hospitalization/Convalescence" includes those cadets who are on an authorized pass and are recovering from their hospital stay outside the Cadet Area.

4.2.3.4. "Positive DI" lists those cadets reported by their respective squadrons to be out of their permitted areas with respect to the 36-3501, Cadet Standards at the time Dormitory Inspections (DI) was conducted in their squadron. Squadron Duty Officers (SDO) are responsible for directly notifying the CWOC of any positive DI in their squadron.

4.2.3.5. "Separations" includes cadets who have completed out-processing and permanently left the Academy. Cadet Controllers will add out-processed cadets to the "Separations" block upon receiving notification from USAFA/DPY.

4.2.4. If any problems arise during the compilation of the Cadet Wing Status Summary, the cadet controller team will notify the on-call staff member for assistance.

4.3. **Announcement and Bugle Call Policy.** The following is the policy for announcements and bugle calls over the Cadet Wing Public Address System.

4.3.1. Announcements.

4.3.1.1. Announcements must affect at least 25% of the Cadet Wing or large groups of visiting dignitaries with cadet escorts.

4.3.1.2. Individual organizations such as clubs or sporting activities *will not* be announced.

4.3.1.3. Individual cadet names will not be announced unless directed by USAFA/CWO or above.

4.3.1.4. Announcements during Academic Call to Quarters must be approved through the CWOC Chief or Director of Operations.

4.3.1.5. The Cadet Wing Commander, Commandant of Cadets, or Vice Commandant may request announcements at any time.

4.3.1.6. Announcements must be made on time.

4.3.2. Bugle Calls.

4.3.2.1. Bugle calls must be accurate and timely and played as listed in the Daily Operations Checklists.

4.3.2.2. Drums cadences will be played over the Public Address System when prescribed by the Cadet Wing Drill and Ceremonies NCO, Cadet Wing Command Chief, or Cadet Wing Director of Operations for formations.

4.4. **Email Policy.** Procedures for sending a CWOC email message for cadet clubs, official business, and other topics are posted in the Checklist Binder. **NOTE: Lost and Found messages, car headlights on, broken car windows, etc. will not be sent out.**

4.5. **Administration of Cadet Wing Operations Center.** The CWOC has several administrative duties that require completion on a regular basis. The CWOC Chief and Director of Operations are responsible for assignment of staff and monitoring additional administrative duties. A list of specific requirements is incorporated in the CWOC training and procedure plans.

## 5 Officer of the Day (OD).

5.1. **General.** The Officer of the Day (OD) program is responsible for helping ensure the overall safety, security, good order and discipline within the cadet area. This program does not replace the chain of command authority, responsibility and accountability inherent to command in the Air Force Cadet Wing. The intent of the OD program is to provide a wing-level point of contact for cadet area issues and to act as the command representative for the Commandant of Cadets during non-duty hours. The OD will determine the appropriate channels for issues and utilize the Commander's Critical Information Requirements guidance (Attachment 1) for notification. The OD shall be present for any significant incidents with personnel, facility, or event.

5.2. **Guidance.** For specific duty details and responsibilities reference the current CWV MFR Subject: Officer of the Day Program Policy on the CW Stand/Eval SharePoint site.

## 6 Senior Officer of the Day (SOD)

6.1. **General Responsibilities.** SOD checklists are kept in the CWOC. The Cadet Wing Director of

Operations will maintain the SOD checklist. The SOD duties include the following:

- 6.1.1. Review Random Anti-Terrorism Measures (RAM) Binder for applicable RAMs.
- 6.1.2. Check accomplishment of any scheduled RAM and ensure it occurs on time.
- 6.1.3. Building security checks; ensure all doors are secure and not propped open with objects.
- 6.1.4. Perform random SDO/CQ Inspections with the SDO. The OD will use a blank SDO/CQ Inspection Log located in the OD binder.
- 6.1.5. The SOD is the on-scene representative for the Cadet Wing Commander and is responsible to the Cadet Wing Director of Operations. The Cadet Wing Director of Operations is responsible for the SOD program and schedules first- class cadets for SOD duty. Wing and group honor chairpersons are exempt from SOD duty. CWOC Staff and Controllers are exempt from SOD duty.
- 6.1.6. At the end of shift perform changeover with on-coming OD.
- 6.1.7. The Operations Center Controller should assist the OD and SDO as needed.

**7. CWOC On-Call Cadet Staff Member.** The on-call cadet staff member is the CWOC Chief's appointed representative for ensuring that all needed activities are completed on a weekly basis.

7.1. The on-call staff member will be a member of the CWOC staff. This responsibility will be on rotating schedules with changeover at the discretion of the CWOC Chief. The on-call staff member must make every attempt to be available to assist the cadet controller team. The on-call member may sign out to the local Colorado Springs area as defined within the limits and liberties regulation and in accordance with this regulation.

7.2. It is the responsibility of the on-call cadet staff member to check the Cadet Wing Status Summary for accuracy and approve the document for publication every morning.

7.3. The cadet controller team sitting is expected to contact the on-call staff member for any issues about which the team is uncertain.

7.4. The CWOC Chief and Director of Operations, must ensure they can be contacted at any time to assist controller team or the on-call staff member with problems.

**8. Cadets on Probation.** Cadets on probation are allowed to sit controller duty only under the following conditions.

8.1. No controller or staff member can be on more than one probation. Controllers will be removed if they receive more than one probation. Staff members on probation will be examined on a case-by-case basis.

8.2. Cadets on Academic Probation will not miss any classes or mandatory academic sessions (i.e., EI, QRC) they are scheduled to attend.

8.3. Cadets on Athletic Probation will not miss any Physical Education classes, athletic reconditioning or any intramural event they are scheduled to attend.

8.4. Waiver authority for the above provision is at the discretion of the CWOC Cadet Wing Director of Operations.

8.5. Cadets that have their security clearances revoked or suspended will be removed from the CWOC until they regain their clearances.

**9. Recalls.** Recalls of any kind are completed IAW the various checklists and through Permanent Party UCC notifications.

**10. USAFA Emergency Operations Center (EOC) Activation.** In the event the Crisis Action

Team is activated, the current team sitting is under the direct supervision of the Superintendent, USAFA Command Center. Team changeover will have a full brief of the situation.

11. **Interaction between Cadet Wing Command Center OIC and Cadet Staff.** The CWOC Chief reports directly to the Cadet Wing Director of Operations. It is essential that the CWOC Chief and the Cadet Wing Director of Operations work as a team to keep the lines of communication open. The CWOC Chief must keep the USAFA Cadet Wing Director of Operations advised of all Cadet Operations activities. The USAFA Cadet Wing Director of Operations will pass on information and instructions from USAFA/CWV to the CWOC Chief.

12. **Arnold Hall Guidance.** For specific duty details and responsibilities reference the current CWV MFR Subject: Arnold Hall CCQ and Duty Officer Responsibilities.

## ANNEX D – CADET DRUM AND BUGLE CORPS

### 1. Purpose and Objectives.

1.1. **Purpose of the U.S. Air Force Academy Cadet Drum and Bugle Corps.** The Corps supports the global Air Force mission and Air Force Academy mission by providing musical products, support for official military functions, recruiting, Academy Athletics, and community relations events.

### 1.2. Objectives of the U.S. Air Force Academy Cadet Drum and Bugle Corps Program.

1.2.1. Enhance cadet morale and esprit de corps, and offer cadets with exceptional musical and marching skills an opportunity to expand those skills amongst cadets with similar interests, by participating in a supervised extracurricular performing unit.

1.2.2. Inspire patriotism by supporting U.S. Air Force Academy Athletics, Air Force and USAFA recruiting, and community relations while encouraging young men and women to serve in the military.

1.2.3. Increase public awareness and understanding of the Air Force, the Air Force Academy and their missions, policies, and programs, enhancing public trust and support.

1.2.4. Strengthen the reputation of the Air Force Academy as an honorable institution of officer development and a respected professional organization charged with part of the responsibility for national security.

### 1.3. General Guidance.

1.3.1. The Corps is a group of cadet musicians performing as a part-time musical performing unit and cadet club organization. The Corps Director is the civilian in charge and is assisted by an assistant director who may be a military NCO or a civilian, and a cadet in the rank of C/Lt Col and additional cadet staff. These cadets act in the same roles and capacities as cadet squadron commanders and squadron staff.

1.3.2. Primary types of official military functions to be supported are: Academy athletic events, drill and ceremonies, protocol functions, recruiting, as well as Air Force and DoD community relations programs that project the Air Force image and promote our national heritage.

1.3.3. Civilian sponsored mutual benefit or interest events may be supported when the sponsor reimburses the Air Force for additional expenses and the performance does not violate Title 10 regulations for the performances of military bands (IAW reference AFI 35-110 *USAF BANDS*)

## 2. Corps Classification and Capabilities.

2.1. **Classification.** The Corps is a Cadet Mission Support Club, operating under the Commandant of Cadets (USAFA/CW). The Corps does not have a Geographic Area of Responsibility (GAR). The Corps may be sent anywhere across the country to perform its mission. The Corps' primary duties are to provide musical support to Academy athletic events and Cadet Wing ceremonies; primarily Noon Meal Formations.

**2.2. Overall Capabilities.** The Corps may be subdivided into several smaller autonomous units or performing groups to satisfy U.S. Air Force Academy needs. This concept provides the most effective use of Corps resources. All members may perform together for special concerts, drill and ceremonies, parades, and other events. The following are examples of units that perform music in support of the Corps mission:

2.2.1. U.S. Air Force Academy Cadet Drum and Bugle Corps: Typically composed of 80- 120 members with Limited On-Season (LOS) authorization for the entire Academic Year (AY). Performs marching shows for Academy football games, musical support for various Academy athletic events and ceremonial events.

2.2.2. Pep Corps: Typically composed of 30 members and perform patriotic and popular entertainment music at Academy athletic events.

2.2.3. Small Instrumental Ensembles: Typically composed of 10-20 members. Performs jazz, swing, and other popular entertainment music.

2.2.4. Individual Musicians: Perform at drill and ceremonies and other authorized official functions.

### **3. Operations.**

#### **3.1. Requesting Corps Performances.**

3.1.1. Military sponsors requesting performances in support of military events send the memorandum letter (Attachment 1) directly to the Corps Director, who coordinates with the public affairs office. To protect the integrity of prior commitments and maintain an efficient use of limited resources, military sponsors should submit their requests at least 60 days prior to the event. Sample requests for performances can be found at attachments 1 and 2 (government sponsors).

3.1.2. All requests for Corps support of Air Force Academy functions must be made no later than 2 weeks prior to the event. If the support will require non-standard music, formations, etc., then the request must be in no later than 4 weeks prior to the event. Any request that does not meet these time frames will be considered on a time-available basis and support will not be guaranteed. All Cadet Wing requests will be routed to the Corps Director or Assistant Director. The Director and Assistant will coordinate and prioritize all the requests to provide optimum support. The Corps Director has the final authority as to whether any event can be supported or not based on current workload, priorities and time constraints.

3.1.3. Except for scheduled events within the Corps' local area, transportation and funding for the event are the obligation of the requester.

3.1.4. When requesting a performance by the Corps, the sponsor is responsible for the following:

3.1.4.1. If in support of military or community relations events, coordinate in advance with the Corps Director a minimum of 60 days prior to the event. All requests for community relations events must be coordinated with HQ USAFA/PA.

3.1.4.2. If in support of events, civilian- or military-sponsored, send the following to the Corps a minimum of 60 days prior event:

3.1.4.2.1. Completed DD Form 2536, *Request for Armed Forces Participation in Public Events (Non-Aviation)*, or official memorandum.

3.1.4.2.2. Sponsor's letter of request, if applicable.

3.1.4.2.3. Local and HQ USAFA/PA recommendation.

3.1.4.2.4. Itinerary

3.1.4.2.5. Estimated costs for travel, billeting, and per diem.

3.1.4.2.6. Costs borne by the mutual benefit or interested sponsor, if applicable.

3.1.4.2.7. Transportation details.

3.1.5. U.S. Air Force Academy Cadet Drum and Bugle Corps performances are limited due to weather conditions. Due to concerns about instruments freezing, for conditions in which the outside temperature is below 32 degrees Fahrenheit the Corps will perform only in drum detail capacity for ceremonial functions including, but not limited to, Noon Meal Formation, retreat ceremonies, and parades. Should this occur, the remainder of the Corps will go to the designated practice area and practice formation music. This limitation is not placed on non- ceremonial functions such as football games.

#### **4. Logistics.**

4.1. **Corps Uniforms.** Cadet parade uniforms and all other cadet uniforms should be used, for all concerts, parades, ceremonies, and official social functions. Organizational clothing, performance clothing, and accessories will be ordered, stored, cleaned, and maintained by the Corps, with the accountability resting with the Corps. When Corps members leave the Corps, only issued performance uniforms will go to another member.

4.1.1. The Corps Director directs what uniforms will be worn for practices and performances. This may include using USAFA PT Gear in combination with the Corps Baseball Cap and Corps T-Shirt. The rehearsal/performance uniform is authorized to and from rehearsal areas and in Mitchell Hall. Typically, uniforms are in line with what the Cadet Wing wears or based on the performance.

4.1.2. The traveling uniform for the Corps is to be selected by the Corps Director. The traveling uniform selection is driven by performance requirements and time constraints.

4.2. **Facilities.** The U.S. Air Force Academy Space Allocation Board is responsible for providing rehearsal areas to include a lined football field and ensuring facilities have appropriate floor plans and room configurations, rehearsal studio sizes, and acoustical treatment for all performing groups.

#### **5. Membership, Training, Utilization, and Recognition.**

5.1. **Membership.** Applicants for membership in the U.S. Air Force Academy Cadet Drum and Bugle Corps must audition in person. An approved representative must hear and approve the live audition. Applicants for the Corps are auditioned by the Corps, in a manner determined by the Corps Director. Eligibility for Corps membership is governed by USAFA Instruction 36- 3521, *Cadet Extracurricular Activities Program*, Section C, Procedures.



5.1.1. Commitment to the Corps will be a minimum of one academic year. Active Limited On-Season (LOS) status can be referenced in USAFA Instruction 36-3521, *Cadet Extracurricular Activities Program*, Section C, Procedures.

5.1.2. Non-participation can only occur if the member has been placed on academic or athletic probation. If the member is on probation, their involvement with Corps can be waived by proper authorities. No members of Corps may have involvement with Corps activities if they are on honor or conduct/aptitude probation.

5.2. **Training.** The Corps Director, Corps Commander, and section leaders will plan, develop, and conduct an effective training program outlining training which individuals must receive to develop and progress through their time in the Corps. The Corps augments the training cadets receive in their squadrons, and retains the same standards, procedures, and policies required of fellow cadets and active duty members.

5.2.1. The Corps Director and staff will administer all performance evaluations for Military Performance Assessment (MPA) input. This responsibility will not be delegated.

5.2.2. The Corps Director is authorized to budget and use funds for Professional Education and Contract Training to pay for the cost of private training from civilian teachers and institutions for Corps members when no training capability exists within the unit or when determined appropriate by the director for unit members' proficiency.

### 5.3. Utilization.

5.3.1. Corps members must not be given other duties outside of formal CW training that interfere with rehearsals, preparations, performances, or other musical duties, and crew rest. Activities with conflicting scheduling require prior coordination and approval from the Corps Director.

5.3.2. Rehearsals are indispensable operational training and must be scheduled frequently.

5.3.3. All cadets participating in the Corps are required to fulfill the graduation requirement of two leadership credits. Corps cadets will attempt to fill leadership positions during summer periods. If this is not possible, leadership credit must be obtained during the academic year regardless of Corps participation.

### 5.4. Awards.

5.4.1. The U.S. Air Force Academy Cadet Drum and Bugle Corps patch is authorized for wear by any cadet that has been a member of the Drum and Bugle Corps and a cadet in good standing (not on any type of probation) for two academic semesters.

5.4.2. The Minor Monogram Small Block "AF" will be awarded to members of the Drum and Bugle Corps who have been members in good standing of the Cadet Wing and the USAF Academy Drum and Bugle Corps for four academic semesters.

5.4.3. Wear of the White Monogram Stars in conjunction with the "AF" Minor Monogram is authorized. The White Monogram Stars will be awarded to members of the Drum and Bugle Corps who have been members in good standing of the Cadet Wing and the U.S. Air Force Academy Drum and Bugle Corps for each additional semester of Corps membership after having been awarded the "AF" Minor Monogram.

## **6. Organization, Duties, and Responsibilities.**

6.1. **General.** This instruction does not necessarily detail all tasks or responsibilities of a position which are subject to change as supervisors levy additional duties. Positions are subject to annual review and any updates can be found in the Corps Handbook. All positions, except as noted, are one-semester positions.

6.2. **Functional Responsibility.** Command and staff responsibilities for U.S. Air Force Academy Cadet Drum and Bugle Corps are held by the Director and their staff. Cadets perform many functions and make routine decisions. Policy and major decisions are made by the Corps Director and will not be delegated to cadets. Cadets participate in these matters by providing suggestions, inputs, and recommendations to the Director. The Corps staff must build cadet experience by soliciting such inputs. Overall responsibility for the Corps, its policies and operation, remains with the Director.

6.3. **U.S. Air Force Academy Cadet Drum and Bugle Corps Chain of Command.** The Corps Director is responsible for the operations and the direction of the Drum and Bugle Corps. The Director's authority is delegated to their staff as well.

6.4. **Cadet Chain of Command.** Cadets occupying job positions perform many operational, support, and managerial tasks necessary for the daily functioning of the Corps. Cadets are responsible to their cadet supervisors, and ultimately, to the Corps Director for performance of their duties.

6.5. **Cadet Seniority.** Seniority among cadets is determined by rank. If further determination is necessary, the Corps Director will guide the direction of seniority as deemed necessary to the operations of the Drum and Bugle Corps.

6.6. **Cadet Rank/Titles.** In line with service procedure, cadets normally hold rank/grade commensurate with years of experience; however, the Corps Director will guide the direction of ranks and titles as necessary to the operations of the Drum and Bugle Corps. Cadets may be relieved of job and/or rank for various reasons, such as academic problems or failure to perform duties.

6.7. **Permanent Party Mentors.** Each cadet job is monitored by one or more mentors on the Corps Staff. These individuals should take responsibility to mentor the cadets in their jobs; likewise, a cadet in a specific job should seek out the assigned mentor for guidance. At a minimum, in all jobs, the Corps Director will be listed as a mentor.

6.8. **Corps Organization and Positions.** This section outlines the fundamental duties and responsibilities of each position on Corps. The only prescribed cadet ranks are for the Corps Commander, Vice Corps Commander, Director of Operations, and Executive Officer. The cadet staff is responsible for development and monitoring of programs in their specialty.

6.8.1. **Corps Commander:** Holds the rank of C/Lt Col. The Cadet Commander is responsible for all positions held by cadets, and ensures wing policies are carried out. The Commander is the cadet administrative head of the Corps, supervising all Corps activities by delegating authority to the cadet staff.

6.8.2. **Vice Corps Commander:** The Vice Commander serves as the second-highest ranking cadet position in the Corps, assuming command in the absence of the Corps Commander. The Vice Commander will hold the rank of C/Maj. The Vice will be in charge of approving SSSs. The Vice Commander acts as an advisor to the Commander. The Vice Commander is the direct supervisor to the DO and XO among other duties.

6.8.3. **Executive Officer (XO):** The Executive Officer will hold the rank of C/Capt (C/MSgt). The XO will oversee the mission elements and ensure they are completing

their duties effectively. The XO will be in charge of passing information from the mission elements to the Commander and Vice Commander among other various duties.

6.8.4. Director of Operations (DO): The Director of Operations will hold the rank of C/Maj. They will oversee the section leaders and ensure information is passed up and down the chain of command correctly. They are in charge of overseeing discipline and organizing rosters. The Director of Operations will write a Memorandum for Record (MFR) at the beginning of the semester outlining their plans and expectations for discipline, to be approved by the Commander.

6.8.5. Drum Majors: The Cadet Drum Majors will maintain visible command of the Corps during performances and rehearsals. The Drum Major assumes command and leadership of the Corps while in performance mode, ensuring practices and performances can be accomplished smoothly and the 'desires of the Director can be easily communicated to the Corps with maximum efficiency. The Drum Major will be responsible for ensuring the Teaching Assistants are properly trained and given the daily plains. They will also ensure a standard is set across all teaching assistants in an effort to maintain unity across the sections. The head Drum Major will be in charge of sending out weekly emails detailing the schedules, which must be approved by Commander.

6.8.6. Section Leaders: The Section Leader's primary responsibility is to ensure their respective sections are prepared and ready to perform. This includes, but is not limited to, maintenance and upkeep of the correct music and folders, ensuring section members meet and exceed Air Force Dress and Appearance regulations, mentoring section members to become the best performers and leaders of which they are capable. Section Leaders will be responsible to the Director of Operations for their section's accountability and will report directly to the Commander for all other aspects of the Corps. Furthermore, section leaders organize and ensure that documentation is being maintained on all Corps members' activities and contributions. Supervised by DO.

6.8.7. Academic Officer: The Academic Officer's primary responsibility is to ensure no member on Corps is in danger of receiving Academic Probation. Duties include organizing study sessions for graded reviews, coordinating graded reviews to be administered on trips, and being responsible for monitoring the academic status of every member on Corps. The Academics Officer may have an NCO from the sophomore class. Supervised by XO.

6.8.8. Athletic Officer: The Athletic Officer's primary responsibility is to ensure no member on Corps is in danger of receiving Athletic Probation. They organize athletic times for the Corps in order to maintain athletic standards and monitor the athletic standing of every member on Corps. They are also responsible for organizing and coordinating the PFT, AFT, and AF Fitness Test with AD for the Corps if necessary. The Athletic Officer may have an NCO from the sophomore class. Supervised by XO.

6.8.9. Public Affairs Officer: The PA Officer is responsible for the organization of the Corps' media and equipment. The PA Officer will maintain all social media sites and follow wing public affairs policies. The PA officer will balance duties of PA and their section as needed. The PA may have one NCO if needed. Supervised by XO.

6.8.10. Morale Welfare and Recreation (MWR) Officer: Responsible for planning all aspects of the Corps Banquet, working beside the XO to find information on activities for members of the Corps when traveling, to provide Corps-wide Services events, and to assist Section Leaders in planning Services events for their respective sections. MWR will

be in charge of finance. MWR may have an NCO if needed. Supervised by XO.

6.8.11. Load Crew Chief: Responsible for loading and transportation of Corps equipment on deployments and selects cadet members to assist on crew.

**Attachment 1: Sample Official Memorandum Request for Military Sponsors.**

Date

MEMORANDUM FOR USAF ACADEMY CADET DRUM & BUGLE CORPS  
ATTN: [CORPS DIRECTOR]

FROM: [ORGANIZATION/UNIT]

[Return Address]

[City, State and Zip Code]

SUBJECT: USAF Academy Drum and Bugle Corps Support Request

1. [Please identify the purpose of the event, the specific support requested, and the date, time and location of the event].
2. I certify that the event described above is an official Department of Defense function I am hosting or conducting as a member of the Department of Defense in the performance of official duties associated with my office.
3. If the event is scheduled for a location not on government property, it is because government facilities are unavailable or of insufficient size to support the event.
4. If there are questions, please contact [POC]. Thanks for your help.

[Signature]

[FIRST, MI, LAST NAME, Rank, SVC]

[Title/Position]

**Attachment 2. Sample Official Letter Request for Government Sponsors.**

## DEPARTMENT OF DEFENSE MUSICAL SUPPORT CERTIFICATION

\_\_\_\_\_ Date

I certify that the event described below is an official U.S. Federal Government function I am sponsoring in the performance of duties associated with my appointed or elected office. This event is non-partisan in nature and is paid for solely through the use of appropriated funds. If the event is scheduled for a location not on government property, it is because government facilities are unavailable or of insufficient size to support the event. Specific details about the event for which support is requested are provided below.

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Location: \_\_\_\_\_

Specific support requested: \_\_\_\_\_

Purpose: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Signature, Name &amp; Title of Member)

Name &amp; phone number of Member's point of contact:

\_\_\_\_\_ Phone: \_\_\_\_\_

**ANNEX E – CADET HONOR GUARD PROGRAM**

This annex has been removed and incorporated into AFCWI 34-243, *Cadet Honor Guard*. Questions pertaining to the Cadet Honor Guard program and operations should be directed to the Cadet Wing Drill and Ceremonies Program Manager at DSN 333-0078.

**ANNEX F – TAPS VIGIL**

**1. General Information.** The Taps Vigil ceremony is a somber memorial service "by cadets, for cadets" and is not open to the public. **NOTE: The intent is for the entire Cadet Wing to participate and therefore, the ceremony is not normally held during the cadet summer periods.**

## **2 Pre-Ceremony Actions.**

**2.1.** The Cadet Wing Commander authorizes the ceremony with coordinated approval from the Commandant of Cadets, or delegated approval authority.

2.1.1. The Cadet Wing Commander will appoint an action officer within 24 hours of vigil approval. The action officer will coordinate efforts with key personnel for the ceremony.

2.1.2. The following personnel are critical to the success of the Taps Vigil:

- Cadet Wing Commander
- Cadet Honor Guard
- Drum and Bugle Corps
- USAFA/CWTM
- Cadet Command Center Operations Chief

**NOTE:** A variation of the cadet choir or a bagpipe player may be utilized as part of the ceremony, pending availability.

2.1.3. The appointed action officer will notify all key personnel of pending Taps Vigil ceremony and carry out the functions listed below.

2.1.3.1. Coordinate with the 10th Air Base Wing Commander (10 ABW/CC) staff for permission to fly the US Flag at half-staff. **NOTE:** The deceased cadet's class colored flag will be below the US Flag.

2.1.3.2. Coordinate with Command Center to make an announcement NLT 2200 hours the preceding day stating that there will be a Taps ceremony.

2.1.3.3. Contact USAFA/CWTM to coordinate Terrazzo light blackout with 10th Civil Engineer Squadron (10 CES). Please see Attachment 1 for the suitable timeframe of completion.

## **3 Day of Ceremony.**

**3.1.** At reveille, the Honor Guard will follow protocol guidelines to have the flag flown at half-staff and the deceased cadet's class color flag flown below the US Flag. **NOTE: If there are multiple cadets being honored from different classes, the most senior cadet's class colored flag will be flown all day.**

**3.2.** The Action officer will work with the Cadet Command Center to electronically notify the Cadet Wing on Taps Vigil procedures at 1700. **NOTE: The Taps Vigil ceremony serves as Taps for all cadets that evening.**

**3.3.** The vigil takes place on the Terrazzo, in evening hours as close to Taps as possible.

3.3.1. All dormitory lights in Sijan and Vandenberg Hall will be turned off with curtains closed (restricting hallway lights illumination) by Taps minus 20mins.

3.3.2. All terrazzo lights will be turned off by Taps minus 20mins. **EXCEPTION:** Dormitory stairwell lights and interior Cadet Chapel lights.

3.3.3. USAFA/CWTM will coordinate with all staffs in Fairchild Hall to turn off lights and close shades/curtains at the end of the duty day.



### 3.4. Taps Vigil Key Personnel.

34.1. Key personnel will be in place at Taps minus 15mins. The Cadet Wing Commander will stand on at the class wall. The cadet chorale (if utilized) will also be positioned at the class wall. The Bagpipe Player (if utilized) will be at the class wall next to the choir. Two buglers for echo Taps will stand in the grassy area, an appropriate distance from each other. The Honor Guard will be positioned at the top of Spirit Hill.

34.2. All cadets will be in service dress uniform with service caps and appropriate outer garments. **NOTE: Taps Vigil Ceremony will not be conducted in weather condition “black.”**

3.4.2.1. Cadets will emerge from the dormitories in silence, and position themselves around the grassy area on three of the four sides (the Class Wall side will be left vacant).

3.4.2.2. Cadets will stand at attention for the ceremony.

### 4. Schedule of Events.

Taps minus 30mins	10 CES (falcon zone) turns off designated lights
Taps minus 15mins	Key personnel in place, SQ/CCs ensure dormitory lights extinguished
Taps minus 10mins	All cadets in place
Taps minus 5mins	Bagpipe Player (if utilized) plays first verse of Amazing Grace
Taps minus 3mins	Honor Guard executes firing party
Taps	Buglers sound Taps (cadets execute automatic “PRESENT ARMS” on first note; “ORDER ARMS” on last note) <b>Note: Recorded music will be used if temperature is too cold for instruments.</b>
Immediately following	Cadet Choir (if utilized) sings High Flight
Immediately following	Cadet Choir (if utilized) leads third verse of the AF song (Cadets remove their cover)
Immediately following	Cadets replace their cover and return to dormitories in silence

### Attachment 1: Taps Vigil Checklist

#	Item	Susp Date
	Cadet Wing Commander appoint Action Officer	<b>ASAP</b>
1.	Notify Honor Guard of Taps Vigil ceremony. Responsibilities: Fly flag at ½ staff, fly class flag, and 21 gun salute.	72 hrs prior
2.	Contact 10 ABW/CC for authorization to fly US flag at half-staff and fly class color flag below.	72 hrs prior
3.	Notify USAFA/CW of Taps Vigil ceremony for following day. Coordinate with 10 CES to extinguish terrazzo lights and Fairchild office lights.	24 hrs prior
4.	Contact Program Manager for D&C to ensure that GOVs are acquired for weapons.	72 hrs prior
5.	Notify Cadet Choir of Taps Vigil ceremony for next day. (If utilized) Responsibilities: Sing “High Flight” and Lead 3rd verse of AF Song.	24 hrs prior
6.	Notify D&B of Taps Vigil ceremony for next day. Responsibilities: Play ECHO TAPS.	24 hrs prior
7.	Notify Command Center Chief of Taps Vigil ceremony for following day. Responsibilities: Make announcement of Taps Vigil.	24 hrs prior
8.	Coordinate with D&B Director to arrange for a bagpipe player from downtown (if necessary). Responsibilities: Play first verse of “Amazing Grace”.	24 hrs prior
9.	Coordinate with Cadet Command Center to make Taps Vigil ceremony announcement 2-hours prior to Taps. <b>NOTE: Taps Vigil Ceremony signifies Taps for that evening.</b>	Day of
10.	Action Officer coordinates with Cadet Command Center to electronically send message on protocol for Taps Vigil to Cadet Wing.	1700 Day of
11.	Confirm with USAFA/CWTM procedures for extinguishing lights has been coordinated.	Day of

## **Annex G – EMERGENCY MANAGEMENT PROCEDURES**

### **Unit Commander**

1. The Commandant of Cadets (CW) has delegated Emergency Management (EM) Program oversight to the CWV. The Vice Commandant will receive pre and post Program Reviews briefings. The Vice Commandant will sign all USAFA Form 11, EM Program Reports.
2. The CW Director of Staff (USAFA/CWD) will maintain oversight of individuals assigned to Control Center Operations (CCO). This individual will coordinate with the Commandant and Vice Commandant to determine appropriate manning levels in the Emergency Ops Center (EOC), and Unit Control Center (UCC).

### **Emergency Management Representatives**

1. Primary and Alternate Unit EM Representative responsibilities will be assigned to individuals filling the USAFA CW Facility Manager position and one permanent party member from both Sijan and Vandenberg Halls. EM Representatives will schedule themselves for initial training within 60 days of appointment.
2. EM Representatives will perform program reviews using MICT, AFI 10-2501, *AF Emergency Management Program*, checklist on a semi-annual basis. EM Representatives will comply with all requirements listed in AFI 10-2501, USAFA Sup 1, Air Force Emergency Management (EM) Program Planning and Operations, and the USAF Academy (USAFA) Unit EM Program Representative Guide to include posting USAFA Form 11 (Emergency Management (EM) Program Report) and USAFA Form 11a (Emergency Management (EM) Specialized Team Continuation) NLT than the 10th working day following the end of the reporting period (quarterly).
3. EM Program representatives will e-mail routine EM information program material received from the IO CES/CEX to Unit POCs to distribute as necessary (e.g. e-mail, commanders calls, or information boards). E-mail sent from the EM Representative to Unit POCs will serve as primary documentation that information was distributed.
4. EM representatives will coordinate with the CW Training Manager, as needed, to schedule unit personnel assigned to CCO.

**Unit Deployment Managers:** Primary and Alternate Unit Deployment Managers (UDMs) serve as Units Schedulers for CBRN Defense. UDMs will provide data concerning CBRN Defense Survival Skills training to the Unit EM Representatives as necessary.

### **Control Center Team Chief**

1. Individuals assigned to USAFA/CWDA will serve as Control Center Chiefs. Individuals will maintain a roster of all Unit POCs, current recall rosters, and checklists as necessary for the CCO.
2. Team Chiefs will review checklists on an annual basis or when changes occur to plans/instructions that would impact checklists.
3. Upon notification of an incident requiring CCO activation, Control Center Team Chiefs will determine manning requirements for the UCC and recall individuals as necessary. Individuals will follow procedures listed below in "Unit Control Center/Unit Points of Contact Procedures".

### **Unit Control Center/Unit Points of Contact Procedures**

1. National and local emergencies and other contingencies require the USAFA to notify personnel or recall them to their place of duty. Notifications and recalls shall be as covert as possible to deny potential adversaries useful information and to avoid public alarm. This SOP establishes procedures for the CW UCC and its subordinate Unit POC operations.
2. Each of the following CW organizations will have a POC subordinate to the CW UCC, and produce and maintain recall rosters to facilitate timely notification/recall of personnel.

	Primary Location	Alternate Location
CW Staff Command Section (UCC)	Fairchild Hall, 6th Floor	GE Warehouse, Bldg 1101
CWT (Unit POC)	Fairchild Hall, 4th Floor	GE Warehouse, Bldg 1101
CWC (Unit POC)	Polaris Hall, CCLD Conference Room	Arnold Hall Ballroom
CWP (Unit POC)	Fairchild Hall, 5th Floor	Bldg 2354, Fairchild Suite 5A10
CG-1 (Unit POC)	Vandenberg Hall, CG-1 Conference Room	Bldg 2354, Fairchild Suite 5A10
CG-2 (Unit POC)	Vandenberg Hall, CG-2 Conference Room	Bldg 2354, Fairchild Suite 5A10
CG-3 (Unit POC)	Sijan Hall, CG-3 Conference Room	Bldg 2354, Fairchild Suite 5A10
CG-4 (Unit POC)	Sijan Hall, CG-4 Conference Room	Bldg 2354, Fairchild Suite 5A10

3. Upon notification of UCC activation, the UCC will run the CW UCC Activation Checklist located on PSIF at (<https://usafa-cop.psif.milcloud.mil/group/afem/usafa-cwx>). The UCC will contact all subordinate POCs to activate if necessary or be placed on standby status. POCs will run their Activation Checklists, annotate times and report back to the UCC when actions are complete.

4. The UCC will annotate in the SharePoint event log when all Unit POCs are stood up.

5. The UCC and all subordinate Unit POCs will: monitor EOC and CAT directives, UCC message traffic, maintain an events log, post a USAFA base grid map on the wall (if not already mounted), inventory shelter-in-place kits and have access to all IEMP 10-2 checklists and required publications at the following location:

([https://sharepoint.usafa.edu/hg/a589/plansmgmt/Academy%20Plans/10-2%20Installation%20Emergency%20Management%20Plan%20\(IEMP\)%2031%20Aug%2016.pdf](https://sharepoint.usafa.edu/hg/a589/plansmgmt/Academy%20Plans/10-2%20Installation%20Emergency%20Management%20Plan%20(IEMP)%2031%20Aug%2016.pdf)). The UCC and subordinate Unit POCs will make schedules for 24-hour operations if necessary and have gain access to any required DCS applications.

6. The UCC and all subordinate Unit POCs will ensure facility managers post all FPCON signs on outer doors.

7. Unit POCs will conduct accountability/strength reporting when directed to do so by the UCC. Unit POCs will contact squadron AOCs/AMTs and request accountability/strength reporting. Accountability tools are as follows: telephones primary, e-mail alternate, and a runner liability. If directed, Unit POCs will direct all assigned personnel to log into the Air Force Personnel Accountability and Assessment System (AFPAAS) at <https://afpaas.af.mil/> and verify they and their family members are accounted for. The UCC will report Total Force Accountability for local events in SharePoint. The site is PSIF at (<https://usafa-cop.psif.milcloud.mil/group/afem/usafa-cw>).

8. If an event has not been created in AFPAAS, AOCs will verify permanent party accountability and task Cadet Squadron CQs to obtain accurate cadet accountability to include cadets within the squadron area and cadets performing activities outside the squadron area such as class, spotting events, physical fitness, airfield ops, etc. CQs will also account for cadets not on station and report this info back to their UCC. UCCs will validate/consolidate squadron information (cadet and permanent party) and report it to the UCC every hour or as requested until we achieve 100% accountability. The UCC will update CW strength reporting in PSIF at (<https://usafa-cop.psif.milcloud.mil/group/afem/usafa-cw>).

9. Upon activation, the Control Center Chief will update participation in PSIF at (<https://usafa-cop.psif.milcloud.mil/group/afem/usafa-cw>). Upon notification by the EOC or CAT to de-activate the UCC, the Control Center Chief will provide a listing of individuals who participated in the incident or exercise to the Unit EM Representatives.

10. The UCC and subordinate Unit POCs will access the EM SharePoint for all current guidance and information.

### **Shelter in Place (SIP) Procedures**

1. SIP locations/procedures for CW facilities are included in Attach 1 of this document.
2. CW has submitted a waiver application for SIP kits IAW with AFI 10-2501 USAFA Supplement.
3. A copy of this SOP and attachments will be located at each SIP location and in each Cadet Squadron's CQ binder.

### **USAFA Form 11, USAFA Form 11a, & Other EM Documentation/Checklists**

1. USAFA Form 11 (EM Program Reports) and USAFA Form 11a (EM Specialized Team Continuation), will be reviewed and updated on a quarterly basis.
2. Training statistics required in USAFA Form 11 can be obtained via Air Force Advanced Distributed Learning Center reports or through the CW Ancillary Training Managers.
3. Reports will be sent to the Security Manager and Vice Commandant for signature in-turn to verify security signatures and for situational awareness.
4. Forms will be posted to the IO CES/CEX Readiness and EM SharePoint located at <https://sharepoint.usafa.edu/10abw/10msg/10ces/em/usafa%20CW> in Tab B of the Unit EM Folder.
5. EM documentation as required by the 10 CES Readiness Flight to include self-inspection reports, staff assistance visits, and corrective action plans will be maintained electronically in the 10 CES/CEX SharePoint folders.
6. All control center checklists will be reviewed and maintained by the CW UCC located on the 6th floor of Fairchild Hall.

## 1. GENERAL PROCEDURES.

1.1. Any person receiving a warning regarding a HAZMAT (Hazardous Materials) or WMD (Weapons of Mass Destruction) will immediately notify the Cadet Wing Operations Center (CWOC) 333-2910.

1.2. CWOC will run the appropriate quick reaction action checklist and send a shelter in place notification via email and Falcon Voice. For example, the following message will be sent: "Attention all personnel in the Cadet Area--THIS IS NOT AN EXERCISE. A "real world" EMERGENCY exists that requires all personnel to seek shelter. Please proceed immediately to the "Shelter-in-Place" location..."

1.3. Sijan and Vandenberg Halls each have 8 public First Aid Kits/Automated External Defibrillators (AED). They are placed at hallway intersections and will be used as SIP locations. If the directive to shelter is given then all personnel will proceed and/or be directed to the following SIP locations.

- 1.3.1. Sijan 2nd floor hallways near stair well 2-8 (CS-33 CQ desk)
- 1.3.2. Sijan 2nd floor hallways near stair well 2-3 (Between the tailor shop and cadet issue)
- 1.3.3. Sijan 3rd floor hallways near stair well 3-8 (CS-36 CQ desk)
- 1.3.4. Sijan 3rd floor hallways near stair well 3-3 (next to Sijan Linen Exchange)
- 1.3.5. Sijan 5th floor hallways near stair well 5-8 (CS-35 CQ desk)
- 1.3.6. Sijan 5th floor hallways near stair well 5-3 (CS-28 CQ desk)
- 1.3.7. Sijan 6th floor hallways near stair well 6-8 (CS-34 CQ desk)
- 1.3.8. Sijan 6th floor hallways near stair well 6-3 (CS-26 CQ desk)
- 1.3.9. Vandenberg 2nd floor hallways near stair well 2-3 (CS-08 desk)
- 1.3.10. Vandenberg 2nd floor hallways near stair well 2-10 (CS-10 desk)
- 1.3.11. Vandenberg 3rd floor hallways near stair well 3-3 (CS-06 desk)
- 1.3.12. Vandenberg 3rd floor hallways near stair well 3-10 (CS- 22 desk)
- 1.3.13. Vandenberg 5th floor hallways near stair well 5-3 (CS-04 desk)
- 1.3.14. Vandenberg 5th floor hallways near stair well 5-10 (middle desk on north side of Main Vandy)
- 1.3.15. Vandenberg 6th floor hallways near stair well 6-3 (CS-02 desk)
- 1.3.16. Vandenberg 6th floor hallways near stair well 6-10 (middle desk on north side of Main Vandy)

\* Note between stairwells 2-3 & 2-5 and 3-3 & 3-5 are not authorized SIP locations, due to exposed windows\*

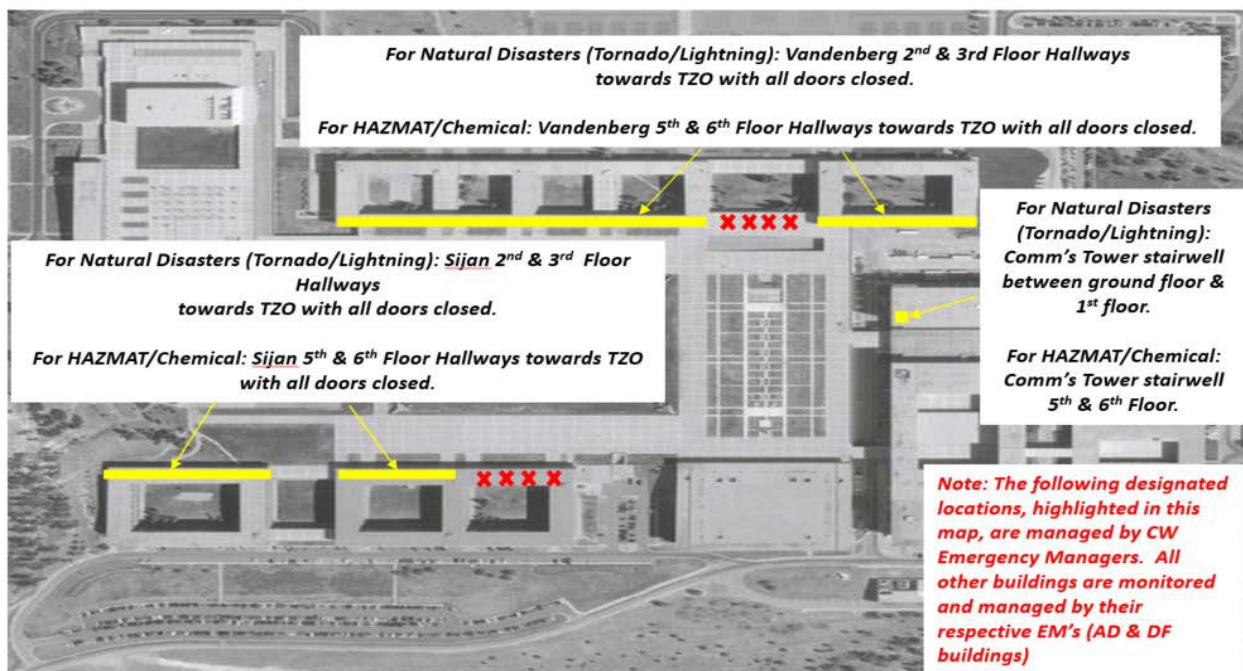
1.4. If the Directive to shelter is given for HAZMAT/Chemical disaster, then all personnel will proceed and/or be directed to the following SIP locations.

- 1.4.1. Commandants Tower stairwell between the 5<sup>th</sup> floor and 6<sup>th</sup> floor.
- 1.4.2. Sijan 5<sup>th</sup> floor hallways nearest TZO between stairwells 5-5 & 5-7
- 1.4.3. Sijan 5<sup>th</sup> floor hallways nearest TZO between stairwells 5-7 & 5-9
- 1.4.4. Sijan 6<sup>th</sup> floor hallways nearest TZO between stairwells 6-5 & 6-7

- 1.4.5. Sijan 6<sup>th</sup> floor hallways nearest TZO between stairwells 6-7 & 6-9
- 1.4.6. Vandenberg 5<sup>th</sup> floor hallways nearest TZO between stairwells 5-1 & 5-3
- 1.4.7. Vandenberg 5<sup>th</sup> floor hallways nearest TZO between stairwells 5-5 & 5-13
- 1.4.8. Vandenberg 6<sup>th</sup> floor hallways nearest TZO between stairwells 6-1 & 6-3
- 1.4.9. Vandenberg 6<sup>th</sup> floor hallways nearest TZO between stairwells 6-5 & 6-13

**1.5.** Each SIP location will designate a shelter commander. The shelter commander will initiate the appropriate SIP checklist (attachment 3 or 4 of this document) or designate an individual to run the checklist. If injury or casualty are present during SIP, Sijan and Vandenberg Halls each have 8 public First Aid Kits/Automated External Defibrillators (AED) that are placed at hallway intersections. ***(Note: The shelter commander will ensure accountability has been conducted and reported to appropriate channels i.e. AOG, AOC, and Cadet Leadership etc.)***

*(Note: Non-government civilians and non-active duty personnel (i.e. retirees, contractors, visitors, dependents) cannot be required to remain inside the facility during SIP situations. It should, however be explained that the environment outside the facility is unsafe and that they are strongly encouraged to remain inside for their safety and follow your guidance.)*



## 2. HAZMAT SIP.

2.1. Should an intentional or accidental release of HAZMAT occur and it is unsafe to evacuate the facility due to airborne contaminants:

2.2. Implement HAZMAT Shelter-in-Place (SIP) Checklist 1.

## 3. NATURAL DISASTER SIP.

3.1. When a "TORNADO WARNING" is issued for USAFA or El Paso County including the areas of Colorado Springs, Castle Rock, Monument or other nearby location:

3.2. Implement Natural Disaster (Tornado) Shelter-in-Place (SIP) Checklist 2.

## 4. TERMINATION OF SIP.

#### 4.1. Termination of HAZMAT SIP.

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4.1.1. Once the danger has passed, the IC will recommend that sheltered personnel be released. Small amounts of hazardous or toxic air may have entered the facility and therefore the facility must be ventilated after SIP by opening windows and doors until all suspected traces of hazardous substances are removed from the facility.

4.1.2. Terminate HAZMAT SIP (refer to Termination Section of checklist).

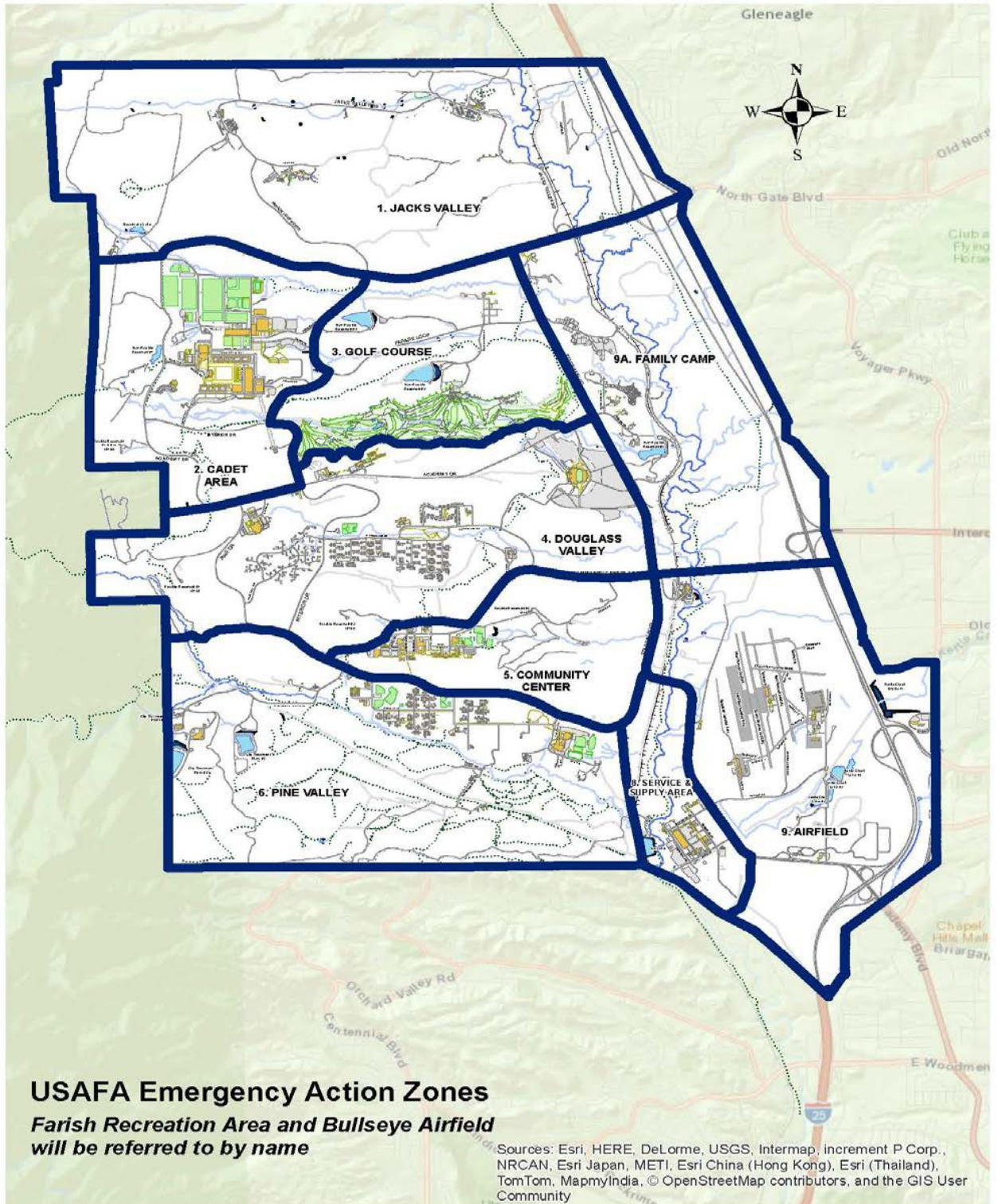
#### 4.2. Termination of Natural Disaster SIP.

4.2.1. Following the severe weather or danger of a natural disaster and consistent with the guidance of the EOC or other authority, personnel can be allowed to cautiously leave the shelter area.

4.2.2. Terminate Natural Disaster SIP (refer to Termination Section of checklist).



**Attachment 2 - USAFA EMERGENCY ACTIONS ZONES**



**USAFA Emergency Action Zones**  
*Farish Recreation Area and Bullseye Airfield will be referred to by name*

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

## Attachment 3 - SIP Checklists 1 &amp; 2

NATURAL DISASTER (TORNADO) SHELTER-IN-PLACE (SIP) CHECKLIST 1		
Organization: _____	Facility #: _____	Date: _____
ACTIVATION		
Item	Action	Complete
1	Each SIP location will designate a "SHELTER COMMANDER".	
2	Announce to all personnel (and visitors) that a TORNADO WARNING has been issued.	
3	Remind personnel to ensure windows and doors in their immediate area are closed.	
4	Direct all personnel (including visitors) to the TORNADO SIP location. If personnel are outdoors, direct them inside.	
5	Conduct accountability	
6	Remind personnel to stay off the phone (including personal cell phones) unless there is an emergency. (It is critical to keep phone lines free for fire, police, and medical.)	
7	Report accountability to the Unit Control Center/Command Section if communications capability is available.	
8	If telephone capability is available and IF you have pertinent information call 911 (remain in the line and answer all questions. Do not hang up until told to do so by the dispatcher.)	
9	Monitor personnel for medical or psychological concerns and mitigate accordingly.	
10	Remain in the shelter or protective location until "ALL CLEAR" is issued.	
TERMINATION		
Item	Action	Complete
1	<p>Brief all personnel that once they are released from the shelter room they are to immediately report to _____ (designated assembly area) for accountability and injury assistance purposes.</p> <ul style="list-style-type: none"> <li>• Remind personnel to be vigilant for hazards - power lines, broken gas lines tripping and other hazards that may be present following high winds.</li> <li>• Call 911 to report any hazard that presents a danger to life.</li> </ul>	
TERMINATION		
Item	Action	Complete
2	Collect the record of accountability form.	
3	Direct all personnel to the appropriate assembly area.	

### NATURAL DISASTER (TORNADO) SHELTER-IN-PLACE (SIP) CHECKLIST 1

4	Conduct accountability once all personnel arrive at the assembly area and brief that no one should leave the area unless they notify the Facility Manager or alternate. Report data to your Unit Control Center or Command Section.	
5	Report facility damage to your Unit Control Center or Command Section.	
6	Await guidance from Fire and Emergency Services or Security Forces before reoccupying the facility if damage has occurred.	
7	Once reoccupation is authorized, conduct a survey of your facility to determine if additional damage has occurred.	
8	Conduct an after actions review with facility occupants to determine what improvements are necessary.	

### HAZMAT SHELTER-IN-PLACE (SIP) CHECKLIST 2

Organization: \_\_\_\_\_ Facility #: \_\_\_\_\_ Date: \_\_\_\_\_

#### ACTIVATION

Item	A	Complete
1	Each SIP location will designate a "SHELTER COMMANDER".	
2	Announce to all personnel (and visitors) that a SIP order has been given.	
3	Direct all personnel (including visitors) to the HAZMAT SIP locations. If personnel are outdoors, direct them inside.	
4	Remind personnel to ensure windows and doors in their immediate area are closed.	
5	Ensure classified and/or sensitive documents are protected and secured as required.	
6	Shut down HVAC systems in AOC/AMT offices which can be manually turned off.	
7	Dampen a personal towel with water and place it under the door.	
8	Conduct accountability.	
9	Remind personnel to stay off the phone (including personal cell phones) unless there is an emergency. (It is critical to keep phone lines free for fire, police, and medical.)	
10	Report accountability to the Unit Control Center/Command Section if communications capability is available.	
11	If telephone capability is available and IF you have pertinent information call 911 (remain in the line and answer all questions. Do not hang up until told to do so by the dispatcher.)	
12	Monitor personnel for medical or psychological concerns and mitigate accordingly.	

<b>NATURAL DISASTER (TORNADO) SHELTER-IN-PLACE (SIP) CHECKLIST 1</b>		
13	Remain in the shelter or protective location until "ALL CLEAR" is issued.	
<b>TERMINATION</b>		
<b>Item</b>	<b>A</b>	<b>Complete</b>
1	Brief all personnel that once they are released from the SIP room they are to follow official release instructions and immediately report to _____ (designated assembly area) for accountability. If other EA zones remain hazard areas, remain upwind of these areas if possible.	
2	Remove the wet towel from underneath doors.	
3	Collect the record of accountability.	
4	Direct all personnel to the appropriate assembly area.	
5	Conduct accountability once all personnel have arrived at the assembly areas and brief that no one should leave the area until approved to do so by CWOC.	
6	Await guidance from Fire and Emergency Services/Security Forces before reoccupying the facility if hazards are suspected within the	
7	Conduct an after actions review with facility occupants to determine what improvements are necessary.	
<b>NATURAL DISASTER (TORNADO) SHELTER-IN-PLACE (SIP) CHECKLIST 2</b>		
Organization: _____	Facility #: _____	Date: _____
<b>ACTIVATION</b>		
<b>Item</b>	<b>Action</b>	<b>Complete</b>
11	Announce to all personnel (and visitors) that a TORNADO WARNING has been issued.	
12	Remind personnel to ensure windows and doors in their immediate area are closed.	
13	Direct all personnel (including visitors) to the TORNADO SIP location. If personnel are outdoors, direct them inside.	
14	Conduct accountability.	
15	Remind personnel to stay off the phone (including personal cell phones) unless there is an emergency. (It is critical to keep phone lines free for fire, police, and medical.)	

<b>NATURAL DISASTER (TORNADO) SHELTER-IN-PLACE (SIP) CHECKLIST 2</b>		
16	Report accountability to the Unit Control Center/Command Section if communications capability is available.	
17	If telephone capability is available and IF you have pertinent information call 911 (remain in the line and answer all questions. Do not hang up until told to do so by the dispatcher.)	

18	Monitor personnel for medical or psychological concerns and mitigate accordingly.	
19	Remain in the shelter or protective location until "ALL CLEAR" is issued.	

<b>TERMINATION</b>		
<b>ITEM</b>	<b>ACTION</b>	<b>Complete</b>
1	<p>Brief all personnel that once they are released from the shelter room they are to immediately report to _____ (designated assembly area) for accountability and injury assistance.</p> <ul style="list-style-type: none"> <li>• Remind personnel to be vigilant for hazards – power lines, broken gas lines tripping and other hazards that may be present following high winds.</li> <li>• Call 911 to report any hazard that presents a danger to life.</li> </ul>	
2	Collect the record of accountability form.	
3	Conduct accountability once all personnel arrive at the assembly area and brief that no one should leave the area unless they notify the Facility Manager or alternate. Report data to your Unit Control Center (UCC) or Command Section.	
4	Report facility damage to your UCC or Command Section.	
5	Await guidance from Fire and Emergency Services or SF before reoccupying the facility if damage has occurred.	
6	Once reoccupation is authorized, conduct a survey of your facility to determine if additional damage has occurred.	
7	Conduct an after action review with facility occupants to determine what improvements are necessary.	