

**HOLM CENTER T-203**

**AFROTC  
LEADERSHIP EVALUATION AND  
DEVELOPMENT MANUAL**



**HQ AFROTC/DO**

**January 2017**

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

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

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

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

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

Emergency Contact Name/Relationship:  
\_\_\_\_\_

Emergency Contact Phone: \_\_\_\_\_

Leadership Evaluation and Development Liaison Element  
(LLE) (334) 303-5253

## **PREFACE**

*“War makes extremely heavy demands on the soldier’s strength and nerves. For this reason, make heavy demands on your men in peacetime exercises.”*

-- German Field Marshall Erwin Rommel

Welcome to Leadership Evaluation and Development (LEAD) Preparation. LEAD completion is mandatory to receive an Air Force commission through AFROTC. The program is designed to evaluate military leadership and discipline, determine your potential for entry into the Professional Officer Course (POC), and stratify you among your peers.

This Leadership Evaluation and Development Manual (LEADM) is yours and you must take it with you to LEAD. You may write in, highlight, tab, or underline this manual as desired. Ensure you have a thorough understanding of this material prior to departing for LEAD; you will be held accountable upon arrival.

All cadets attending LEAD must be mentally and physically prepared for a rigorous, demanding schedule. Training during LEAD will generally follow the AEF deployment concept. Additionally, you will be tested on this manual. Scoring below 70% will result in an automatic “unsatisfactory” on the “Preparation for Leadership Evaluation and Development” portion of your Leadership Evaluation and Development Performance Report (LEADPR), scoring between a 70% and 75% will result in an automatic “marginal” on your LEADPR.

Your detachment will provide you with orders, tickets, uniforms and other items required for LEAD. Keep two copies of your orders with you at all times. Before you depart, provide your family with a copy of your orders, scheduled departure times and return times, and the LEAD address and phone number (annotated within this document). You **MUST** show up to LEAD with all required items and proper documentation. If you fail to adhere to these guidelines, you risk being disqualified from LEAD.

Advise your family that if an emergency should arise, the quickest way to contact you is through the AFROTC Headquarters Leadership Evaluation and Development Liaison Element (LLE) at 334-303-5253 or the American Red Cross. Note, cadets do not have access to personal cell phones during LEAD. If you have a pending family/personal issue that may become an emergency while you are at LEAD, you **MUST** let your detachment and FTO know as soon as possible. Also, it is extremely important that prior to departing for LEAD you verify and

update your emergency data (name and address of next of kin) with your detachment and ensure that the emergency data is uploaded into WINGS.

Cadets are **NOT** permitted to have visitors while at LEAD. Advise both family and friends they will **NOT** be allowed to visit with you. This includes religious services.

If you have any questions about LEAD or the LEADM, ask your detachment cadre. Keep in mind, you are preparing for a commission in the world's finest Air Force ... stay motivated and good luck!

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## CHAPTER 1: WARRIOR KNOWLEDGE

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### 1. WARRIOR KNOWLEDGE.

All cadets are required to demonstrate knowledge of the following information and repeat it verbatim.

a. **USAF Chain of Command:**

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

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

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

USAF Chief of Staff: \_\_\_\_\_

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

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

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

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

Leadership Evaluation and Development Staff (learned at arrival at LEAD)

b. **USAF Major Commands:**

Air Mobility Command: Scott AFB, IL

Air Combat Command: Joint Base Langley-Eustis, VA

Air Education and Training Command:

    Joint Base San Antonio-Randolph, TX

Air Force Space Command: Peterson AFB, CO

Air Force Special Operations Command: Hurlburt Field, FL

United States Air Forces in Europe: Ramstein AB, Germany

Pacific Air Forces: Joint Base Pearl Harbor-Hickam, HI

Air Force Materiel Command: Wright-Patterson AFB, OH

Air Force Reserve Command: Robins AFB, GA

Air Force Global Strike Command; Barksdale AFB, LA



c. Mission Statements



AIR FORCE MISSION:

TO FLY, FIGHT AND WIN... IN AIR,  
SPACE, AND CYBERSPACE.



HOLM CENTER MISSION:

DEVELOP THE BEST AIR FORCE  
LEADERS AND CITIZENS OF  
CHARACTER, DEDICATED TO  
SERVING THE NATION.



AFROTC MISSION:

DEVELOP PREMIER LEADERS OF  
CHARACTER FOR THE AIR  
FORCE.

AFROTC LEAD MISSION:

TRAIN AND EVALUATE CADETS FOR POTENTIAL ENTRY  
INTO THE PROFESSIONAL OFFICER COURSE

d. **The Air Force Code of Conduct**

**I.**

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

**II.**

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

**III.**

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

**IV.**

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior I will take command.

If not I will obey the lawful orders of those appointed over me and back them up in every way.

**V.**

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

**VI.**

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

e. **Quotes to Memorize**

*“Duty then is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less.”*

General Robert E. Lee

*“The American people rightly look to their military leaders to be not only skilled in the technical aspects of the profession of arms, but to be men of integrity.”*

General Joseph L. Collins

*“Leadership is intangible; therefore no weapon ever designed can replace it.”*

General Omar Bradley

*“If our air forces are never used, they have achieved their finest goal.”*

General Nathan Twining

*“If I didn’t have air supremacy, I wouldn’t be here.”*

General Dwight D. Eisenhower

*“I don’t mind being called tough, because in this racket, it’s tough guys who lead the survivors.”*

General Curtis E. Lemay, Chief of Staff, USAF

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

General Ulysses S. Grant

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

John Stuart Mill

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

General Charles A. Gabriel, Chief of Staff, USAF

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

Father Denis Edward O’Brien, Sergeant, USMC

*“War, once declared, must be waged offensively, aggressively. The enemy must not be fended off; but smitten down. You may then spare him every exaction, relinquish every gain, but ‘til then he must be struck incessantly and remorselessly.”*

Alfred Thayer Mahan

*“There is only one sort of discipline – PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline.”*

General George S. Patton, Jr., USA

*“The power of excellence is overwhelming. It is always in demand, and nobody cares about its color.”*

General Daniel S. “Chappie” James, USAF

f. **The Air Force Song**

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

Minds of men fashioned a crate of thunder,  
Sent it high into the blue;  
Hands of men blasted the world asunder;  
How they lived God only knew!  
Souls of men dreaming of skies to conquer  
Gave us wings, ever to soar!  
With scouts before and bombers galore. Hey!  
Nothing'll stop the U.S. Air Force!

Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we send a message of his brother men who fly.  
We drink to those who gave their all of old,  
Then down we roar to score the rainbow's pot of gold.  
A toast to the host of men we boast, the U.S. Air Force!

Off we go into the wild sky yonder,  
Keep the wings level and true;  
If you'd live to be a gray-haired wonder  
Keep the nose out of the blue!  
Flying men, guarding the nation's border,  
We'll be there, followed by more!  
In echelon we carry on. Hey!  
Nothing'll stop the U.S. Air Force!

g. **The Airman's Creed**

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

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

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

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

## CHAPTER 2: TRAVEL AND PAY

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### 1. TRAVEL

- a. The Air Force will pay for your travel to and from LEAD. Scholarship cadets will receive a prorated per diem payment based on travel time. Additionally, all cadets may be reimbursed for mileage to and from the airport, bus, or rail terminal. Cadets will be issued a duffel bag by their detachments. This bag and a carry-on/backpack (which conforms to AFI 36-2903, *Dress and Appearance of Air Force Personnel*) are the only authorized luggage items. Your backpack/carry-on should be black and conform to AFI 36-2903. Small logos are authorized, but backpacks will not have ornamentation, a high gloss, designs or hanging/dangling objects. Cadets will not place items on their carry-on or duffel bag that detract from the professional image of the Air Force (e.g. colored/patterned duct tape, ribbons, etc.). Place one copy of your orders in each luggage item. In accordance with TSA guidance, you must have an identification tag attached to your luggage. **Do not write or mark your name on the duffel bag.**
- b. Cadets will travel to and from LEAD in civilian attire. Ensure your clothes present a professional image. You will keep your civilian clothes in your luggage while at LEAD. Cadets will pack a full Physical Training Uniform (PTU) and a full set of short-sleeve blues in their carry-on in order to avoid training delays due to lost or delayed luggage.
- c. The point of departure (POD) and return location must originate from and return to either your home of record or your detachment location. The location used must be the actual location from which you will depart, i.e. if your detachment is in Phoenix but you will be departing from your home in Seattle, you will use Seattle in your travel orders.
- d. Cadets should bring \$200 cash for expenses occurred while at LEAD. Cadets may also bring a credit card. Examples of expenses may include a hotel stay in the event you are delayed overnight while traveling to/from LEAD or hospital expenses in the event of injury while at LEAD. If you must stay overnight in a hotel, contact the LLE immediately. The LLE will attempt to get the hotel costs transferred to HQ AFROTC for payment. If the costs are not transferred, it is likely you will not be reimbursed for the hotel.

- e. Mark your luggage with a luggage tag with the following example: **Cadet (your name), AFROTC, MAX# \_\_\_\_\_, 60 W Maxwell Blvd, Maxwell AFB, AL 36112**. If your luggage is lost by a transportation carrier, contact your carrier, complete a lost luggage form and request delivery to the same address.
- f. If your POD is 150 miles or more from Atlanta International Airport (ATL) Atlanta, GA or 200 miles or more from Maxwell AFB AL you will travel to LEAD via air transportation. If you are within 200 miles of Maxwell AFB, AL, you are authorized to travel by auto, train, or rail to LEAD.
- (1) **AIR TRAVEL**. You will fly into ATL to begin LEAD and fly out of Louis Armstrong New Orleans International Airport (MSY) upon completion of LEAD. Air Force Reserve members are authorized to travel by military aircraft on a space-available basis. However, they are not authorized travel pay for that portion of travel.
- (a) Your detachment will provide electronic airline tickets and a flight itinerary. If you lose your itinerary, contact your detachment for a copy. Verify the information to ensure complete round trip travel to and from the correct locations.
- (b) HQ AFROTC will pay for flights originating from PODs located overseas only if your home of record or detachment is located in Alaska, Hawaii, or US territories (Puerto Rico, Guam, Virgin Islands, or American Samoa) or if your home of record is based on an active duty military sponsor on PCS orders stationed overseas. Otherwise, cadets traveling from overseas will receive government provided transportation from and to the ports-of-entry into the continental United States. Any remaining travel expenses (to include lodging) will be at the cadet's expense. All cadets traveling from an overseas home of record or detachment location POD are authorized to arrive in Atlanta one day prior to the start of LEAD. HQ AFROTC will work with your detachment to arrange and pay for your lodging at ATL. Ensure you receive pertinent information about this reservation from your detachment prior to traveling (reservation number, hotel name, hotel phone number, method of travel to hotel, etc). You will then report as described in paragraph g below.



- (c) Upon receiving your electronic tickets, you must contact the designated airline, confirm your reservation and ensure the ticket is paid for by HQ AFROTC NLT **3 days** prior to your departure. If the airline has no reservation or the ticket is not paid for, contact your detachment **IMMEDIATELY**. You must report to the airline counter at least 1 hour prior to your scheduled flight.
- (d) Commercial airlines have strict baggage codes. You are responsible for paying any baggage fees upfront. Show your orders when checking your duffel bag as this may prevent you from having to pay baggage fees (some airlines do not charge baggage fees to military members). If you are charged a baggage fee, keep the receipt and turn it in with your completed travel voucher for reimbursement.
- (e) Ensure your flight into ATL arrives no later than 1400 Eastern Daylight Time (EDT). In the event your flight to LEAD is rescheduled, contact the LLE immediately. **DO NOT** volunteer to be bumped from your scheduled flight to LEAD under any circumstances.
- (f) If your POD is less than 150 miles from ATL, you must travel to ATL via automobile, bus, or rail. **Overnight parking is not authorized.**
- (g) Upon arriving at ATL, retrieve your baggage from the claim area and immediately report to the designated AFROTC check-in desk. Look for signs pointing you toward AFROTC Check In. You will then travel by HQ AFROTC procured transportation to Maxwell AFB. Prior to departing, you are highly encouraged to call home to inform your loved ones that you have arrived safely. Ensure you have sufficient funds or means to make this telephone call. Telephones are off-limits upon departing ATL for Maxwell AFB.
- (h) Following LEAD, cadets returning to their POD via air transportation will be transported to and will depart from MSY. **No itinerary changes will be authorized.** **Exception:** HQ AFROTC staff will facilitate changes, as necessary, for cadets released or removed early from LEAD.

- (2) **BUS/RAIL TRAVEL.** Bus or rail transportation is reserved for cadets whose POD is less than 150 miles from Atlanta International Airport or 200 miles or less from Maxwell AFB, AL.
- (a) Your detachment will provide you with bus/rail tickets, a travel itinerary, or a Government Transportation Request (GTR), which is similar to a certified check. If you receive a GTR, it is your responsibility to secure your tickets at the terminal. As with airline tickets, bus/rail tickets and the GTR are your responsibility. If they are lost or stolen, you will have to replace them at your own expense.
  - (b) If traveling to ATL, verify all travel information to ensure you will arrive no earlier than 1100 EDT and no later than 1400 EDT. If your tickets indicate you will arrive after 1400 EDT, notify the LLE immediately.
  - (c) If traveling to Maxwell AFB, verify all travel information to ensure you will arrive no earlier than 1200 EDT and no later than 1600 EDT. If your tickets indicate you will arrive after 1600 EDT, notify the LLE immediately.
  - (d) Bus and rail lines have strict baggage codes. Contact your carrier to inquire about baggage restrictions. You will be responsible for any associated fees for exceeding baggage restrictions. Arrive at least 1 hour prior to your scheduled departure.
  - (e) An AFROTC representative will be at the terminal to transport you to LEAD. If an AFROTC member is not present, contact the LLE immediately to announce your arrival.
- (3) **POV TRAVEL.** POV travel is only authorized for cadets whose POD is less than 150 miles from ATL or less than 200 miles from Maxwell AFB, AL.
- (a) Any incidents (accidents, tickets, etc.) which occur while traveling to LEAD must be reported. Contact the LLE to report the incident and be prepared to provide the following information:

1. The location and time of the incident.
  2. The name and address of other person(s) involved.
  3. The name and address of any witness.
  4. The tag number and make of the vehicle(s) involved.
  5. Any other pertinent details concerning the incident.
- (b) If traveling to ATL, ensure your scheduled arrival time is no later than 1400 Eastern Daylight Time (EDT). Notify the LLE immediately if you will arrive after this time. Ensure you are dropped off at the airport as parking fee reimbursement is not authorized. Upon your arrival to the airport's North terminal immediately report to the designated AFROTC check-in desk. Refer to air travel information paragraph g above for further information.
- (c) If traveling to Maxwell AFB, AL, you will enter the base using the Maxwell Blvd East gate located at the intersection of Maxwell Blvd and Bell St. Your name will be on an Entry Authority List (EAL), show your orders and government issued picture ID to the entry controller for base entry. Before departure for LEAD, ensure you are familiar with the route and gate location. Study an online map and Attachment 4 and arrive at the Ritchey Center parking between 1200 Central Daylight Time (CDT) and 1500 CDT on the authorized travel day. You will be responsible for your lodging expenses, if you arrive prior to the authorized travel day.
- (d) Driving on base is a privilege and you must satisfy all requirements prior to being allowed to enter the base. You must bring a valid driver's license, proof of automobile insurance (minimum requirement for the state in which automobile is registered), state vehicle registration, and (if the vehicle is not yours) you must have notarized, written permission from the vehicle owner.
- (e) You should call home one final time prior to entering the base to let your family know you arrived safely. Telephones are off-limits upon arrival at LEAD.
- (f) Your POV will be parked in the Ritchey Center parking lot and locked for the duration of LEAD. Do not leave

items of value where they can be seen. You may want to purchase a sunscreen or car cover to prevent heat damage to the interior.

- (g) You must turn-in your car keys during in-processing; they will be secured with your FTO for the duration of LEAD. **Your POV is off-limits during LEAD.**
- (h) **Do not check in at the billeting office.** Cadets will report to the Ritchey Center.

## 2. SETTLEMENT

Cadets must follow the instructions below to receive travel pay.

- a. All travel vouchers will be completed via WINGS at your detachment upon your return from LEAD. The voucher must be completed within 5 business days of returning - do not wait until you return to school for the Fall term.
- b. You will receive a DD Form 1351-2, *Travel Voucher or Sub-voucher*, and detailed instructions on how to complete the form. You must attach all your receipts, any unused tickets, four (4) copies of your orders, and a copy of a deposit slip or voided check (for direct deposit requests) to the DD Form 1351-2, which will be completed when you return home. **THE DD FORM 1351-2 MUST BE COMPLETED IN ORDER FOR YOU TO RECEIVE TRAVEL PAY ENTITLEMENTS.**
- c. Only Scholarship/Contract cadets will receive travel per diem to/from LEAD. However, non-scholarship cadets may submit travel vouchers for mileage to/from an airport or LEAD and meals eaten on travel days (must have receipt for meals for reimbursement).

**CHAPTER 3: GENERAL LEADERSHIP EVALUATION  
AND DEVELOPMENT GUIDANCE**

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**CHAPTER 3.1: HONOR CODE AND PROFESSIONAL VALUES**

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**1. THE CADET HONOR CODE**

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.” The purpose of the Honor Code is to foster an environment based upon a personal sense of honesty and integrity. Implementation of the Honor Code means you will be trusted to do what is right and must confront those who violate these standards. An honor code violation will result in mandatory counseling with the LEADU/CC and possible removal from LEAD. If you think a violation has occurred or if you have a question about the Honor Code, talk to your FTO.

- a. Lying. Lying is any statement of untruth, which is meant to deceive or mislead. One example of lying at LEAD is intentionally signing in at an improper time in order to avoid a regulation violation.
- b. Stealing. Anyone who wrongfully takes, obtains, or withholds someone else's property without their permission, with the intent to temporarily or permanently deprive another of such property, is guilty of stealing.
- c. Cheating. In essence, cheating is taking unfair advantage of another. Cheating violates the competitive sense of "fair play." An example of cheating at LEAD is not completing the minimum required push-ups during the PFA, yet coercing your spotter to indicate otherwise or knowingly allowing it to occur.
- d. Toleration. Toleration means enduring without complaint. If you know a cadet has lied, stolen, or cheated, and you fail to report or confront the matter, you may be guilty of toleration, therefore breaking the honor code.

**2. CORE VALUES**

In using the Honor Code, AFROTC is looking to develop officers with character. More specifically, to produce leaders for the Air Force and build better citizens for America. AFROTC expects to produce officers with the following core values:

- a. Integrity First. Officers with forthright integrity voluntarily decide the right thing to do and do it in both their professional and private lives. They do not choose the right thing because of a calculation of what is most advantageous to themselves, but because of a consistent and spontaneous inclination to do the right thing. Their inclination to do right is consistently followed by actually doing what they believe they should do and taking responsibility for their choices. In other words, persons of integrity do the right thing when no one is looking.
- b. Service Before Self. Officers who are selfless in service to their country, the Air Force, and their subordinates know how to prioritize their loyalties so that their highest loyalty is to the moral principles reflected in the Constitution, then to the profession of arms, then to the mission, and lastly to individuals. People who serve selflessly resist the natural tendency to focus exclusively on self-serving desires and, therefore, do not take advantage of situations for personal pleasure, gain, or safety at the expense of the unit or mission. They share in the danger, hardships, and discomforts of subordinates. Their rank is shown by their commitment to duty and responsibility to others rather than claims of personal privilege or advantage.
- c. Excellence In All We Do. Officers who are committed to excellence in the performance of their personal and professional responsibilities strive to do their best in everything they are capable of accomplishing. They base their self-esteem and sense of accomplishment not on how their accomplishments compare with others but on how they measure up compared to a realistic appraisal of what they are capable of accomplishing.

## **CHAPTER 3.2: RULES AND REGULATIONS**

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### **1. DISCIPLINE**

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

Remember, while at LEAD, you are a guest of the host base and must be a responsible user of the provided facilities. Certain situations may necessitate cadet interaction with other civilian and military personnel not associated with LEAD. Therefore, it is paramount to follow all rules and regulations, as well as be professional at all times. If a confrontation or disagreement occurs with anyone other than ROTC LEAD personnel, be professional and get their rank, name, and squadron, then report the incident to your FTO. Do not argue with other staff members or trainees.

### **2. PROHIBITIONS**

The following rules apply for the duration of LEAD. Violations of these rules are severe breaches in discipline and will be dealt with harshly. Mandatory actions will include counseling by the LEAD staff and/or removal from the LEAD. **WHILE AT LEADERSHIP EVALUATION AND DEVELOPMENT, CADETS ARE RESTRICTED FROM THE FOLLOWING ACTIVITIES:**

- a. Consuming alcohol
- b. Using illegal or unauthorized prescription drugs or substances
- c. Possessing items widely considered as weapons (i.e., any knife, firearm, explosive, etc.)
- d. Using tobacco products (including smokeless)
- e. Possessing igniting devices (matches, lighters, etc.)<sup>1</sup>
- f. Using a telephone or cellular phone at any time<sup>2</sup>
- g. Engaging in spirit missions such as procuring food outside the dining hall, leaving rooms during lights out (except for emergencies and latrine use), or engaging in activities not directed by the daily schedule
- h. Going off-base or entering “Off-Limits” areas without prior staff approval<sup>3</sup>

- i. Operating or riding as a passenger in any motor vehicle without LEADU staff approval or entering the POV parking area
- j. Gambling
- k. Engaging in physically intimate behavior (kissing, intimate touching/hand holding, etc.)
- l. Disclosing LEAD test answers or questions to individuals who have not taken the tests
- m. Providing information about GLPs or the Leadership Reaction Course (LRC) to cadets at LEAD or the detachment
- n. Having financial transactions with permanent-party members
- o. Collecting/soliciting money from cadets without prior authorization from the LEADU staff
- p. Using profanity
- q. Wearing civilian clothing
- r. Wearing or displaying any unauthorized body piercing, ornamentation or unauthorized tattoos
- s. Transiting alone<sup>4</sup>
- t. Visiting another flight area except while on official business
- u. Entering the storage areas without authorization from the FTO
- v. Having visitors or observers at any time, to include Chapel services and competitive sports, other than Commander approved events
- w. Departing LEAD prior to dismissal by the LEADU/CC<sup>5</sup>
- x. Consuming candy (unless commander authorized)
- y. Possessing a camera (Cadets will store cameras in luggage until authorized to use them)
- z. Rolling their ABU sleeves while at Leadership Evaluation and Development.
- aa. Retaining MRE items

**Note<sup>1</sup>:** Cadet Flt/CD will collect and dispose of any uneaten food, heaters and matches from MREs.

**Note<sup>2</sup>:** Telephones and cell phones may only be used in emergency situations and/or when authorized by the LEADU/CC.



**Note<sup>3</sup>:** Off-limits areas include: Exchange/Commissary/Express; base housing; permanent party or LEAD staff living areas; base service station; Class Six; Officer; NCO or Consolidated Club all dining areas (Burger King, pizza parlor, community bowling center, golf course and snack bars); unused dorms or rooms; exterior fire escape stairs (except in an emergency) and patios; and any additional LEADU/CC-designated areas.

**Note<sup>4</sup>:** Cadets must always travel in pairs. If you need to be escorted back from the clinic, for example, ensure you request assistance from LEADU staff with obtaining an escort; do not transit alone.

**Note<sup>5</sup>:** Except under emergency circumstances (such as a death in the immediate family -- notification coordinated through the American Red Cross), cadets will not be allowed to depart LEAD. Family in the local area, weddings, college/university enrollments, etc. are not emergency circumstances.

### **3. TATTOOS/BRANDS/BODY MARKINGS**

Cadets not in compliance with AFROTCSUP to AFI 36-2903 and AFI 36-2903 will not be allowed to continue in LEAD as they are not authorized to wear the uniform.

### **4. DRUGS AND ALCOHOL**

The Air Force does not tolerate the use of illegal drugs or chemicals. Failure to divulge drug use will result in disciplinary action and may prevent your entry into the POC. While at LEAD, canine drug sweeps of the dorms and random drug testing may occur. Cadets at LEAD are strictly prohibited from consuming any alcoholic beverages, regardless of age or situation. Violation of this policy will result in immediate removal from LEAD.

### **5. MILITARY DECORUM**

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

a. Staff/CTA/Cadet Interaction. Use appropriate military courtesies when greeting staff or any other recognized military members. Always use full rank and last name if you recognize the member or by "Sir/Ma'am" as appropriate.

(1) When passing, addressing, or being addressed by staff, the proper greeting of the day is **ALWAYS** given. The proper

greetings of the day are defined by the time of day: “Good Morning, Sir/Ma’am” from 0000 until 1159, “Good Afternoon, Sir/Ma’am” from 1200 until 1659 and “Good Evening, Sir/Ma’am” from 1700 until 2359.

- (2) Cadets will **IMMEDIATELY** come to their feet and stand at the position of attention when addressed by or addressing any staff member, except during flight room instruction and while eating.
  - (3) When any staff member or commissioned officer addresses a cadet, the cadet will respond first with the word “Sir” or “Ma’am” followed by the answer to the question. The **only exceptions** to this rule are when a yes/no question is asked or when the question “will that be all?” is asked. In those cases, replies will simply be “Yes/No Sir/Ma’am.”, or “Will that be all, Sir/Ma’am?” Any cadet being addressed will always end all conversations by asking, “Will that be all, Sir/Ma’am?” and give the proper greeting of the day. If outdoors, the cadet being addressed will end the conversation by saying, “Will that be all, Sir/Ma’am?” followed by a salute and the proper greeting of the day. Other cadets present, but not being addressed will simply render a salute and the greeting of the day (unless in flight formation for which the Cadet Flt/CC will extend all courtesies).
  - (4) When approaching a group of individuals, the greeting of the day will be rendered to the highest ranking individual(s) first. If the individuals are of the same rank, greet the female(s) first (e.g. A female Captain walking with a male Captain will be greeted with “Good morning Ma’am, Good morning Sir”). If all individuals are of the same gender, greet them as a group with “Ladies” or “Gentlemen” (e.g. A male Major walking with a male Captain will be greeted with “Good morning, Gentlemen”). If rank is indeterminable, greet the female(s) first (e.g. A group of four males and two females in PT gear will be greeted with “Good Morning Ladies, Good Morning Gentlemen”).
- b. Reporting. Reporting procedures will be accomplished for both commissioned and enlisted staff members and CTAs.

- (1) For a single cadet ordered into an office, reporting procedures are as follows:
  - (a) Center on the door or cubicle entrance and knock once (loud enough to be heard in an average size room). Do not knock on the door or cubicle wall if a conversation is taking place in the office.
  - (b) When given the order, enter, close the door (if you opened it), march using the most direct route to the staff member, perform the appropriate facing movement, (if on carpet, do not square corners), center yourself two paces away from the individual, salute if reporting to an officer and CTA and state: "Sir/Ma'am, Cadet (last name) reports as ordered."
  - (c) When reporting to an officer or CTA, the reporting cadet will hold the salute until the officer or CTA drops their salute and remain at the position of attention until told otherwise.
  - (d) At the end of a conversation, cadets will stand and assume the position of attention (if at a different position) and ask, "Will that be all sir/ma'am?" If so, take one step backwards, salute (if reporting to officers or CTAs) and render the proper greeting of the day, perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. (If on carpet, do not square corners.)
- (2) When multiple cadets are ordered into an office, reporting procedures are as follows:
  - (a) A selected cadet will center on the door or cubicle entrance and knock once (loud enough to be heard in an average size room). Do not knock on the door or cubicle wall if a conversation is taking place in the office.
  - (b) When given the order, enter, close the door (if you opened it or are directed to do so), march using the most direct route to the staff member, perform the appropriate facing movement, (if on carpet, do not square corners), all cadets will center two paces away from the individual with a selected cadet standing on the right, and salute (if officer or CTA). This cadet will state on behalf of the

others, “Sir/Ma’am, Cadets (give last names of the whole party) report as ordered.”

- (c) All cadets will hold the salute (if officer or CTA) until the officer drops their salute and remain at the position of attention until told otherwise.
  - (d) At the end of the conversation, all will stand and assume the position of attention (if at a different position) and the selected cadet will ask, “Will that be all sir/ma’am?” If so, all cadets will take one step backwards, salute (if reporting to officers or CTA’s) and the selected cadet will render the proper greeting of the day. All cadets will perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. (If on carpet, do not square corners.)
- (3) If a cadet is not ordered to report, but needs to see a staff member in their cubicle or office to make a statement or ask a question, the cadet will use the preceding procedures with the following exception: instead of using the above reporting statement, use the appropriate remarks: "Sir/Ma'am, Cadet (last name) reports." Once acknowledged by the staff member, the cadet will continue with the question or statement.

c. Respect towards LEAD cadre

- (1) Use one of the following *seven basic responses* as appropriate to begin speaking to, respond to a direct question from, or as instructed by a staff member:
  - (a) “Yes, Sir (Ma’am).”
  - (b) “No, Sir (Ma’am).”
  - (c) “No excuse, Sir (Ma’am).”
  - (d) “Sir (Ma’am), I do not know.”
  - (e) “Sir (Ma’am), I do not understand.”
  - (f) “Sir (Ma’am), may I make a statement?” (not necessary when responding to a direct question)
  - (g) “Sir (Ma’am), may I ask a question?” (not necessary when you are call upon by raising your hand)

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

#### d. Saluting

- (1) The salute is one of the oldest military traditions. It is a courtesy exchanged between members of the armed forces as both a greeting and a symbol of mutual respect. The uniform hat is worn and salutes are rendered in all outdoor areas, unless specifically indicated otherwise. Although inappropriate at certain times, it is never incorrect to salute a senior officer outdoors as a courtesy and a greeting. Do not salute indoors unless formally reporting in to a staff member's office or upon receiving an award at an awards ceremony. Do not salute when reporting to enlisted staff members.
- (2) In detail formations (two to four cadets), all will extend military courtesies as appropriate. In normal formations (5 or more cadets in a flight), the cadet in charge renders the military courtesies for the formation.
- (3) Cadets will initiate the salute in time to allow the officer/CTA to return it, but not from such a distance as to hinder communication. To prescribe an exact distance for all circumstances is not practical, but good judgment indicates when salutes will be exchanged. (**NOTE:** A standard rule of thumb is to use the same distance prescribed for rendering a salute to the Colors—approximately six paces.) At no time will a cadet turn their upper body to salute someone behind them nor will they salute someone they approached from the rear. If marching, they will continue as needed. If stationary, they will use appropriate facing movements
- (4) Cadets passing an officer engaged in conversation will render a salute but not interrupt with the greeting of the day. If the officer does not return the salute, the cadet will continue and then drop the salute once abreast of the officer.
- (5) While in formation and at double-time, the formation commander may simply render a verbal greeting rather than bring the formation to quick-time to salute.
- (6) If called to receive an award, proceed in a crisp, military manner and stand approximately one arm's length in front of the presenter. Extend the right hand and shake the presenter's

hand while taking the award with the left hand. Then render a salute if the presenter is a commissioned officer. Exit the area in a crisp, military manner. If there are multiple award presenters, side step down the line repeating the same procedure of shake, take, and salute, unless the ceremony is indoors. If indoors, only salute the presenter of the award, but shake the hands of everyone else on the line.

- (7) LEADU staff and cadets will render proper customs and courtesies even if participating in scheduled training or athletic events. The only exceptions to this are if cadets and staff are actively participating in the LRC, Fitness Assessment (FA), or other events with cadets actively “encumbered” and staff actively engaged in safety-spotting or evaluating performance. In these situations, safety and common sense should always prevail. Personnel outdoors in uniform face the flag (if visible) or the music and assume the position of Parade Rest upon hearing the first note of “Reveille” or “Retreat”. If the flag is being raised during “Reveille”, face the flag and render a salute. Upon hearing the first note of “The National Anthem” or “To the Colors”, come to attention, face the flag (if visible) or the music and salute. Hold your salute until the last note of the music is played. When indoors, do not salute, stand at attention and face the flag. When in civilian clothes indoors or outdoors, come to attention and place your right hand over your heart.
- (8) Salute all occupied staff cars with front license plates indicating senior officers.
- (9) No-salute areas. No-salute areas will be determined by the LEADU/CC upon arrival to LEAD.
- (10) Saluting due to rank recognition is not required when wearing the PTU.

e. Academic Building protocol

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

cadets, addressing or being addressed by LEADU staff or visitors, or giving the greeting of the day.

- (2) Restroom Guidance. Cadets will enter, use the facilities and then exit in an expedient manner. Cadets may not speak unless making on-the-spot corrections to other cadets or addressing or being addressed by LEADU staff or visitors. Cadets will not give greetings to staff or other cadets or trainees while in the restroom.
- (3) Auditorium (mass lecture) procedures. Cadets will sit according to assigned seating arrangement. After taking their seat, they will maintain good order, discipline and posture. During the lecture, cadets may not talk, sleep, or move unnecessarily (e.g. stretching, gathering notes before dismissal, etc.), and will not engage in any activity not directly related to the current lesson.
  - (a) Auditorium Opening Guidance. The Cadet GP/CC will stand and command, **“Class, prepare for instruction.”** At this time, cadets will stand at parade rest in front of their seats. Then the Cadet GP/CC commands, **“Class, attention.”** Cadets will then move to the position of attention. The Cadet GP/CC will then turn to the lecturer, salute (for officers only) and report, **“Sir/Ma’am, Leadership Evaluation and Development Unit \_\_\_ is ready for instruction.”** The instructor will return the salute, if applicable, and direct the class to take their seats, and the lesson will begin.
  - (b) Asking/Answering Questions. When cadets wish to ask a question or provide an answer during a class auditorium lecture, they will remain seated and raise a hand. When the lecturer recognizes a cadet, the cadet will stand up, state their name and flight and ask the question/give the answer, unless directed to do otherwise by the lecturer. Proper military customs and courtesies, including **“Sir/Ma’am”** will be used.
  - (c) Auditorium Closing Guidance. Once the instructor/lecturer indicates they are ready to close class, the Cadet GP/CC will stand and command, **“Class, prepare for dismissal.”** At this time, cadets will set aside class materials and be ready to stand. Next, the Cadet GP/CC will issue the command, **“Class,**

**attention**”, upon which cadets will move to the position of attention. The Cadet GP/CC will then turn to the lecturer, salute (for officers only) and report, **“Sir/Ma’am, Leadership Evaluation and Development Unit \_\_\_ is ready for dismissal.”** When the instructor/lecturer departs the auditorium, they will command **“Carry on.”** The class will loudly echo, **“Carry on, Sir/Ma’am.”** If the command is not given, the Cadet GP/CC will command **“Carry on”** once the instructor has left the auditorium.

- (4) Flight Room procedures. When class is not in session, cadets will call the room to attention, in unison, when a commissioned officer or CTA enters or exits the room, provided there is not already a commissioned officer of equal or greater rank in the room. As the officer breaks the plane of the door, all cadets will command, **“Room, attention.”** When exiting, if the officer or CTA commands **“Carry on,”** all cadets will echo, **“Carry on Sir/Ma’am.”** If the **“Carry on”** command is not issued, cadets will resume normal duties when the officer has left the room. When class is open, the flight room will not be called to attention for visitors regardless of rank. This is an academic session and will continue uninterrupted. When class is stopped for a break and the same lesson will resume upon conclusion of the break, cadets will not call the room to attention when the instructor enters or exits the room.

f. Dormitory Protocol

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



- (2) Foyer/Day Areas/ Hallways. Cadets will not call foyers, day areas (open area used as a dayroom), or hallways to attention when senior personnel enter, but will show proper respect for all LEADU staff and other commissioned officers when present in the dormitory. If seated, cadets will stand and render the proper greeting of the day, or, if already standing, will simply render the proper greeting of the day. Exception: If there are two or more cadets in the foyer, dayroom, day-area, or hallway and the LEADU/CC, or an O-6 or above, enters the building/area, the cadets will call the building/area to attention unless there is an officer of equal or higher rank already in that specific building/area. If there is only one cadet, the cadet will stand at the position of attention and render the proper greeting of the day.
  - (3) Entering/leaving Dormitory Rooms. When LEADU staff and other commissioned officers enter or leave a room, the first person to take notice will call the room to attention, provided there is not already a commissioned officer of equal or greater rank in the room. If a cadet is alone in the room, that cadet will come to attention as the officer enters or leaves, but not call the room to attention.
- g. Bus Protocol. Cadets will fill busses from back to front with two cadets (unless otherwise directed) in each seat. Sit at the position of attention (for local travel) and read the selected portions of this manual as directed. You may rest your hands on the seat in front of you for safety.

## **6. DISCRIMINATION AND SEXUAL HARASSMENT**

- a. The Air Force has a zero tolerance policy towards discrimination and sexual harassment.
  - (1) Discrimination is defined as any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, gender, national origin, religion, age, and, if civilian, handicapping conditions, for which distinctions are not supported by legal or rational considerations.
  - (2) Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature (see Attachments).

- b. If at any time during LEAD you feel you are a victim of discrimination or sexual harassment (whether committed by a staff member, CTA, fellow cadet, or host base personnel), notify any LEADU staff member immediately. Additionally, comments can be placed in the Commander Action Line Boxes; locations to be identified during in-processing. Boxes will be checked daily by AFROTC staff. These comments can be anonymous.

## **7. MALTRAINING AND HAZING**

If you suspect that you or a fellow cadet has experienced mal-training and/or hazing, immediately notify the LEADU chain of command starting with the FTO. If the FTO is part of the problem, notify the ADO/DO or ask the Chaplain for assistance. Additionally, comments can be placed in the Commander Action Line Boxes; locations to be identified during in-processing. Boxes will be checked daily AFROTC staff. These comments can be anonymous.

## **8. DAILY SCHEDULE**

A typical daily schedule is demanding and fast-paced. Cadets will be expected to maintain a sense of urgency at all times. Time is critical and vital to LEAD success.

## **9. CALL-TO-QUARTERS (CTQ)**

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

## **10. INDIVIDUAL CADET TIME (ICT)**

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

## **11. RELIGIOUS ACCOMMODATIONS**

The Air Force values the free exercise of religious beliefs and seeks to accommodate their practices within the limits of military

requirements. Chaplains are on call 24-hours a day. The Chaplain will brief the available services and services schedules during the Chaplain Program briefings. Only on-base religious services are authorized. Some faith groups may require religious observances that fall within a standard training week; and not on the weekend. Cadets must understand that accommodation will be sought to the best of the ability of the AFROTC's Command. However, accommodation begins with a cadet's understanding that the military mission and training requirements may cause conflict with standard worship practices, and that full accommodation may not be possible. Cadets may feel free to discuss the issue of accommodation in detail with the Holm Center Chaplain.

## **12. LIGHTS OUT**

Between Taps and Reveille, you are not authorized to engage in any activities other than sleeping (e.g., writing letters, reading, talking, etc.) You will not leave your bed except in the event of an emergency or to use the latrine. Talking in the latrine is prohibited after lights out. Lights out violations will result in AFROTC Form 17, Counseling.

## **13. PROPERTY SECURITY**

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

- a. Personal Valuables. Do not bring high value items to LEAD (for example laptops). It is your responsibility to secure personal items, and you must keep such items locked in your security drawer, or duffel bag while in the field, at all times. Report thefts or losses to your FTO immediately. AFROTC is not responsible for lost or damaged items.
- b. Security violations. Security violations at LEAD indicate one's inability to safeguard classified information and other government property while on active duty. The following personal items, if found unsecured, constitute a security violation: 1) Any photo ID; 2) Military Orders; 3) US currency greater than or equal to \$1. Additionally, any security drawer found unsecured (regardless of contents) will constitute a security violation. If you are found guilty of an infraction, you will be counseled via the AFROTC Form 17 by the FTO; a second violation will result in an AFROTC Form 17 counseling from the ADO; a third violation will result in an AFROTC Form 17 counseling from the DO, who will evaluate

the cadet's ability to remain at LEAD. Other personal items found unsecured **DO NOT** constitute security violations, but will be confiscated by the FTO until the end of LEAD.

#### **14. GOVERNMENT PROPERTY**

You will be accountable for all property (including uniforms) assigned to you until the items are returned or another individual signs for them. You must maintain all property in good condition. Do not deface, tear, or disassemble; do not move equipment without permission; report all malfunctions or damage to your FTO.

#### **15. AFROTC FORMS**

The following forms are used to document adherence to LEAD standards.

- a. AETC Form 341, *Excellence/Discrepancy Report*. The AETC Form 341 is used for “on the spot” counseling and documents extraordinary performance in any area of LEAD. When used for a discrepancy, staff members are specifically documenting a deficiency in military conduct, training, or discipline. All AETC Forms 341 will be turned in to the FTO before CTQ each day.
  - (1) Cadets must have: three AETC Forms 341 (with first two lines completely filled out), Leadership Evaluation and Development Manual, two copies of orders and a picture ID on their person at all times, unless otherwise directed.
  - (2) Multiple discrepancies may be recorded on the AETC Form 341. The date on the form should reflect the training day such as “TD-3” rather than the calendar date.
  - (3) LEAD staff members issuing discrepancies will personally annotate a cadet's AETC Form 341 with a description of the discrepancy (or discrepancies), identify the corresponding category, flight/office information, and signature.
  - (4) Cadets who receive multiple AETC Form 341 discrepancies during LEAD (especially for the same deficiency) will be counseled by their FTO via the AFROTC Form 17 and will receive remedial training as needed. Lack of progress will result in a second AFROTC Form 17 and counseling from the ADO. If the poor performance continues, the cadet will be referred to the DO who will administer a third AFROTC Form 17 and counseling, as well as make a retain/remove recommendation to the CC.

- b. AFROTC Form 84M, *Dormitory Checklist of Authorized Items* (Male)
- c. AFROTC Form 84-1M, *Dormitory Checklist of Authorized Items* (Female)
- d. AFROTC Form 85, *Squadron Area Inspection Report*; this form is only issued to the Cadet SQ/CC and must be turned in to the respective FTO prior to CTQ.

## CHAPTER 3.3: UNIFORMS, CLOTHING, AND SUPPLIES

### 1. GENERAL GUIDELINES

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

a. Grooming Standards. All cadets must comply with AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel* and AFROTC Supplement to 36-2903, regarding Cadet Uniforms and Insignia. Additionally, the following standards apply:

- (1) Mustaches and make-up are not authorized while at LEAD.
- (2) Each cadet must maintain his/her personal hygiene and shower at least once per day. Showers are mandatory whenever Personal Hygiene (PH) time is scheduled and cadets must wash their hands after using the latrine. All cadets will change undergarments each day and will not wear uniforms more than two days without washing them. Laundry service will be provided.
- (3) Male cadets must appear clean-shaven at the first PT session of the day.
- (4) Female trainees will wear their hair IAW AFI 36-2903, as they would with blues or ABUs, including marching to and from PT. **Exception:** When actively participating in PT, female hair may have loose ends, but will still be above the collar. Additionally, to prevent mold growth females may wear their hair down during Call to Quarters (CTQ) (see Chapter 8).

b. Laundry Marks. Each cadet must mark all undergarments, towels and washcloths with a **permanent clothing marker**. Mark clothing using the following convention: first letter of last name followed by last four digits of your social security number (for

example, P1234). You will mark your clothing prior to your arrival at LEAD.

- (1) All undergarments will be marked on the inside of the item, at the waistband, collar, or toe and centered (when feasible).
  - (2) Towels and washcloths will be marked on one short side (if a rectangle), centered, no further than 1 inch from the edge.
- c. Uniforms. Military uniforms must be worn in accordance with AFI 36-2903, and AFROTC Supplement to AFI 36-2903 which includes AFROTC Cadet Uniforms and Insignia. Note: Cadets may bring any combination of ABUs with them. When worn, the ABU top and bottoms must match (i.e. lightweight top with lightweight bottom or heavyweight top with heavyweight bottom) but either cap may be worn with both uniform types.
- d. Caps. All caps must be clean and fit properly. When not worn or stored, the following rules apply:
- (1) Flight caps will be tucked under the left side of the belt between the first and second belt loops. The cap will be flush with the top edge of the belt, on the left side of the body, with the open end of the cap facing the wearer's left pocket.
  - (2) ABU caps will be placed inside the left cargo pocket of the ABU pants. The cap will not be visible while in the pocket.
- e. Hydration System. A hydration system will be issued to you at LEAD. Your hydration system is always worn with ABUs and PTUs unless otherwise directed.
- (1) While in blues, carry the hydration system in the left hand.
  - (2) When sitting, store your hydration system under the seat and even with the front of the chair.
  - (3) Do not wear the hydration system where you are resting on the full bladder. This has caused many to burst/leak and has resulted in damaged property. **Exception:** While in PTUs or ABUs at the DFAC, removal of the hydration system is not required.
- f. Eyewear. Sunglasses and prescription photosensitive lenses are not authorized at LEAD unless prescribed for medical reasons, e.g., PRK/LASIK surgery or on the written advice of a medical official. Written documentation from a qualified medical professional must be provided during in-processing. Cadets who

require vision correction highly encouraged to bring two pairs of eyeglasses and eyeglass straps (plain black or dark blue without logos or advertisements) that conform to AFI 36-2903. Eyeglass straps are required to be worn at all times. As constraints on time and sanitation in field conditions make proper care of contacts difficult, contacts are not authorized during any portion of LEAD.

- g. Sleepwear. As a minimum, your sleepwear will consist of the PT shorts and PT T-shirt. Cadets may wear flip-flops in the dorms in the evening at FTO discretion.
- h. Jewelry. It is highly recommended that you do not bring any jewelry to LEAD as jewelry will not be worn at any time. Medical alert necklaces/bracelets, however, are authorized and may be worn in accordance with AFI 36-2903. If you do bring jewelry, store these items in your security drawer.
- i. Watches. Watches are not required but may be worn unless otherwise directed by a FTO. Hourly chimes and alarms will be turned off at all times. If you choose to bring a watch, keep in mind that there is a high probability that the watch may be scratched, cracked, paint balled, soaked, and/or otherwise damaged when participating in LEAD events. AFROTC is not responsible for any damage.
- j. Telephones. You are not authorized to use a telephone at any time during LEAD. If you bring a cellular phone, iPod, iPad or other wireless communication device, you must turn it in to your FTO upon arrival at Maxwell AFB on TD-0. Your item will be individually marked, secured, and returned back to you upon departure from LEAD.

## 2. UNIFORM REQUIREMENTS

Ensure your uniforms are serviceable, fit properly, and are free of cables (loose strings). Ensure your athletic shoes and boots are broken in to prevent blisters. Blisters are one of the main reasons cadets miss training. Uniform requirements are listed in the Leadership Evaluation and Development Uniform and Equipment Checklist. Do not bring additional clothing items. Laundry services are provided every day.

<b>Blues Uniform Items</b>	
3	Socks, cotton, black (2 pair issued, 1 pair personal expense)
2	Trousers (male)/slacks (female), polywool



1	Belt, blue, w/chrome-like finish on clip and matching buckle
2	Shirt (male/blouse (female, tuck-in only), short sleeve w/epaulets)
3	T-shirt, white, v-neck (3 personal expense)
2	Name tag, plastic, ultramarine blue
2	Rank, cadet, third class set (soft)
1	Cap, flight, w/silver and blue diamond pattern edge braid
1	Shoes, low quarters, black
<b>Airman Battle Uniform (ABU) Items</b>	
1	Boots, combat, sage green only
1	Cap, ABU
4	Socks, sage green (2 pair Det issued, 2 pair personal expense)
3	Trousers, ABUs
1	Belt, Desert sand-colored (ABU)
4	Undershirt, sand (ABU), crew neck (3 Det issued, 1 personal expense)
3	Shirt (Blouse), ABU with name and USAF tapes
2	Rank, cadet, third class set (metal)
2	Extra nametapes and U.S. Air Force tapes, ABU pattern
<b>Physical Training Uniform (PTU) Items</b>	
4	PT uniform shirt, Air Force
4	PT uniform shorts, Air Force
4	Socks, plain white, below-the-calf (4 personal expense)
1	Shoes, athletic, running, lace-up (personal expense) * see note 1
2	Towel, white (approximately 24" x 14") (2 personal expense)
<b>Other clothing/personal items (all items at personal expense)</b>	
4	Underwear (male/female)
4	Bra (female) (any combination of bras/sports bras)
2	Mouth guards, boiled and pre-fit (combatives)
1	Shoeshine kit (equipment and supplies)
1	Kneepads (optional) for field exercises, black, sage green or tan
2	Towel, white, bath (approximately 54" x 32")
2	Washcloth, white (approximately 12" square)

**TABLE 3.3.1. Clothing Items**

**Note 1: Athletic Shoes (second pair).** Highly Recommended. If you plan to bring the new “Five Toe Shoes” you are only authorized to wear them during the PFA. You must ALSO have a standard pair of athletic shoes for all other activities.

### **3. ADDITIONAL EQUIPMENT AND REQUIRED ITEMS**

These items are listed on the Leadership Evaluation and Development Uniform and Equipment Checklist. They are required (unless noted) and must be purchased at your own expense – your detachment will not provide them (Exception: Leadership Evaluation and Development Manual). Bring sufficient supply to last 30 days. This list is not all inclusive and you may bring additional items you require for daily hygiene/grooming.

	<b>Miscellaneous Items</b>
	Razor (w/additional blades) or electric razor
	Shaving cream (unless bringing electric razor)
	Toothbrush and toothpaste
	Aftershave (optional)
	Shampoo
1	Comb or brush
1	Shower shoes
1	Bath Soap (bar w/soap box, or liquid soap)
	Female Hygiene Products
1	Insect repellent
	Moleskin, roll (for blisters and calluses)
1	Lip balm
1	Sunscreen
1	Small Bottle Liquid Hand Sanitizer
1	Small Bottle Anti-Bacterial Liquid Hand Soap
1	Packet Sanitary Wet Wipes (optional)
1	Combination lock (test the lock to ensure it fits the duffel bag)
1	Picture ID
10	Clothes hangers, white plastic
1	Holm Center T-203, <i>Leadership Evaluation and Development Manual</i>
1	Digital wrist-watch with a stopwatch feature IAW AFI 36-2903
	Stamps and Envelopes (optional)
1	Talcum Powder (optional)

**TABLE 3.3.2. Non Clothing Items**

## CHAPTER 3.4: MEDICAL TREATMENT AND FIRST AID

### 1. MEDICAL TREATMENT AND MEDICINE

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

- a. **Physical Exams.** In order to attend LEAD you must have a military physical exam on file. For example: Department of Defense Medical Review Board (DODMERB) or a Military Entrance Processing Station (MEPS). Further, if there has been a significant change in your health since your physical exam was completed (such as surgery or diagnosis of a chronic disease), you must inform your detachment before proceeding to LEAD. Failure to do so could result in your immediate removal from LEAD.
- b. **Immunizations.** It is required that the MMR (measles, mumps, rubella) and varicella (chicken pox) vaccinations be verified or obtained ASAP after notification of your selection to attend LEAD. Your detachment will not be able to process your LEAD order and travel request without official documentation on file. [Note: Varicella is a two-shot series, split by a wait period between shots, so plan accordingly]. If you had the Chicken Pox disease as a child, it must be medically documented with the specific date of disease or date of positive blood titer. Immunizations, and associated costs, are the responsibility of the cadet.
- c. **Medications.** During in-processing cadets are required to disclose all prescription/non-prescription medications to the staff healthcare provider. Cadets may be allowed to keep items such as acetaminophen (*Tylenol*®), ibuprofen (*Advil*® or *Motrin*®), naproxen (*Aleve*®), over-the-counter antacids, general multi-purpose vitamins (limited to a 30 day supply), topical medications/creams, non-pseudoephedrine containing *Claritin*® or *Zyrtec*® and personal prescription medications with the pharmacy label attached. Weight loss or energy formulas, pseudoephedrine or pseudoephedrine-containing medications, caffeine supplements, and herbal supplements are not allowed. All medications must be in their original bottle, not in a zip lock bag, envelope etc. The CC will make the final determination concerning any item that does not comply with the preceding guidelines.

- (1) Cadets with prescription medications must have a physician's statement detailing any/all side effects (Exception: birth control pills). If the medication will hinder completion of LEAD, the cadet will be released from LEAD without prejudice.
  - (2) Secure authorized medications; do not allow use or access by other cadets.
  - (3) Cadets who require regular, scheduled maintenance shots must bring a doctor's note detailing any/all side effects. The note must be presented during in-processing and indicate how often the shots are required and when the next scheduled injection is due. Depending upon the type of medication, the cadet may be responsible for the cost of the injection.
  - (4) Medications received in the mail are not authorized without proper medical coordination.
  - (5) Cadets who receive prescription medication during LEAD will notify their FTO.
- d. **MEDICAL TREATMENT.** While at LEAD, medical treatment will be administered by qualified medical personnel either at the MAX or a medical treatment facility. If you require medical care, notify your FTO.
- (1) Sick Call. Sick Call hours and procedures will be provided to cadets upon arrival at LEAD.
  - (2) If you require treatment at a civilian facility, you will file a Department of Labor (DoL) claim for reimbursement of incurred costs. While the LEAD staff and your detachment will assist with filing the claim, you are ultimately responsible for the costs and the reimbursement process. Additionally, you must inform civilian medical treatment facility personnel that your release paperwork must be signed by a physician. **The Department of Labor Office of Workers' Compensation Program will not accept paperwork endorsed solely by physician assistants or nurses.**
  - (3) Upon returning from the LEAD, you should report to your detachment and begin working with detachment personnel to ensure all necessary information has been submitted to the DoL. DoL has the final say on payment of medical expenses.

- e. **HEAT STRESS.** Due to the physical nature of training, heat and heat indexes are always a concern. To combat the effects of heat, you must actively replace the water and electrolytes your body loses through perspiring. ***It is recommended that you drink ½ to 1 quart of water per hour for no more than 12 quarts a day or more than 1 ½ quarts an hour for water replacement. Rapid ingestion of large amounts of water (more than 1 ½ quarts per hour) can lead to acute water intoxication.*** Due to the variable sizes of hydration systems, additional guidance will be provided by the LEAD staff. The preferred method of electrolyte replacement is a balanced diet. You should salt your food to taste. Sports drinks are acceptable interim measures but should not substitute for meals. Early signs of heat stress disorders include dizziness, headache, dry mouth, unsteady walk, weakness, moist/sweating skin and muscle cramps. If you feel or note anyone else exhibiting these signs, notify the closest staff member immediately and take the following actions: remove individual from training; rest individual in shade; take (or give) the individual sips of water. If signs or symptoms do not improve after 30 minutes, transport to nearest medical facility. If signs/symptoms worsen, call an ambulance. Immediate action must be taken if the following (more advanced) signs of heat stress disorder occur: hot body, high temperature, confusion, abnormal behavior, unresponsiveness, coma, vomiting, involuntary bowel movement, convulsions, and weak or rapid pulse. Call an ambulance, take the same actions for early signs, and have the individual lay with feet elevated. If skin is hot to touch, remove as much clothing as possible, pour cool water over head and body and fan.
- f. **FIRST AID.** There may be situations when it may be necessary to administer first aid or “buddy care” for minor injuries or until medical personnel arrive. In addition to the heat-related conditions above, the following conditions may arise:
- (1) **Blisters.** Blisters are the most common LEAD-related injury. Soft feet, coupled with skin stress and unsuitable shoes and/or wet socks, can produce severe blisters. As a result of friction acting on the skin, fluid collects under the skin’s surface at the “hot spot.” Blisters may be clear or watery, but if deeper tissues have been affected they may also contain blood.

- (a) Protect against abnormal amounts of friction by applying talcum powder or petroleum jelly to the skin before putting on socks. Wearing thick or two pairs of socks during activities can also help guard against blisters. Keep your feet clean and dry at all times. If your socks get wet, change them as soon as possible. Nylons are an additional recommendation – be sure to bring any of these items with you to LEAD.
  - (b) If prevention fails and a blister forms, clean it, apply a sterile bandage, and leave it alone for 24 hours. If the blister is large, seek medical care.
- (2) Insect Bites. Although usually not a major health consideration, an insect bite can be extremely painful and in rare cases may cause a severe reaction. Most insect bites may be avoided by using insect repellent, rolling down sleeves, and blousing boots. For severe reactions, seek medical attention as soon as possible.
  - (3) Ants, Bedbugs, Chiggers, and Mosquitoes. Wash the bite area thoroughly with soap and cool water. To control swelling, cover the bite with a very cold wet cloth. Inform LEAD cadre immediately if you believe your bedding has been infested with bedbugs.
  - (4) Ticks. Ticks are known to carry various illnesses. Remove imbedded ticks immediately with protected fingertips or tweezers. Scrub the area with soap and water for 5 minutes and search the entire body for additional ticks. If a fever, headache, or chills develop, **seek medical attention**.
  - (5) Bees, Wasps, and Hornets. Treat the same as above. Also, remove the stinging apparatus.
  - (6) Scorpions and Spiders. A scorpion or spider bite can cause severe allergic reactions. In the event of a bite, be able to describe the insect. Position the victim's body to ensure the bite is below heart level. Keep victim quiet, warm, and watch for breathing difficulties. Apply a very cold, wet cloth to the affected area and **seek immediate medical attention**.
  - (7) Plant Poisoning. Although swallowed plant poisonings are rare at LEAD, contact poisonings are fairly common. Most contact poisonings result from encounters with Common Poison Ivy, Western Poison Oak, and Poison Sumac.

- (a) Symptoms of exposure may not begin for 48 hours after exposure and may include a severe rash with redness, blisters, swelling, burning, itching, and high fever.
  - (b) To treat, carefully remove contaminated clothing and wash the exposed area thoroughly with mild soap and water. Apply rubbing alcohol and calamine lotion to control the itching. If a severe reaction occurs, seek medical help.
- (8) **Animal Bites.** Although rare, because much of LEAD is conducted outdoors the possibility of an animal bite always exists. If an animal bite occurs, follow these procedures: First, control the bleeding. Flush the wound immediately with cool running water to remove saliva and cleanse thoroughly with mild soap for 5 minutes. Cover the site with a sterile pad or clean cloth and instruct the victim not to move the affected area. **Contact medical personnel or LEAD staff as soon as possible!**
- (9) **Snakebites.** All snakebites (poisonous or nonpoisonous) should have immediate medical attention – be sure to get a good identification of the snake (color, designs, head shape, sounds, etc.). **Contact medical personnel or LEAD staff as soon as possible.**
- (a) Do not give sedatives, aspirin, or any other medication to relieve pain. Also, do not apply cold compresses, ice, chemical ice packs, or any other methods of cold therapy. Have the victim lie down and keep as still and calm as possible. Adjust the victim's body so that the bite site is below heart level. It is important to be alert for breathing difficulties and to be prepared to treat for shock.
  - (b) Mild to moderate snakebite symptoms include mild swelling or discoloration, mild pain with a tingling sensation at the bite site, rapid pulse, weakness, blurred vision, nausea, vomiting, and shortness of breath.
  - (c) Severe snakebite symptoms include the following: rapid swelling, numbness, severe pain at the bite site, pinpoint pupils, slurred speech, shock, convulsions, paralysis, unconsciousness, and no breathing or pulse.



(10) Shock. This generally occurs to some degree after an injury and, when severe, can cause death.

- (a) Symptoms of shock may include a dazed or confused look and, depending on the injury, the cadet may be pale or flushed. Breathing will be irregular or weak, vomiting may occur, and the person may lose consciousness.
- (b) Have the cadet lie on their back; keep the head level or slightly elevated above the body. Loosen the person's clothing around the chest and neck. If the skin is pale and cool, cover the person with one or more blankets to provide warmth--be careful not to overheat. If the skin is hot and red, apply towels or napkins soaked in cool water until the skin returns to normal temperature. **Never give a person in severe shock anything to eat or drink!**

## CHAPTER 3.5: INSPECTION, EVALUATION, COUNSELING

### 1. INTRODUCTION

The LEAD staff will evaluate you through direct observation and by analyzing the results of your performance as compared to your peers. This assessment of your performance will determine your suitability for entry into the Professional Officer Course (POC) and your potential to commission as an Air Force officer. It will also affect your final ranking at the detachment and therefore your choice of careers in the USAF.

### 2. FORMAL INSPECTIONS

You and your flight will receive two types of formal inspections: stand-by and open ranks. Any LEAD staff member may conduct formal inspections.

- a. Stand-by Inspections. Stand-by inspections evaluate the condition and appearance of your quarters and equipment. Any cadet who receives a total of four or more discrepancies in one or more of the four graded categories during a single stand-by inspection will be counseled via AFROTC Form 17.
  - (1) All cadets will be at parade rest outside of their rooms. The Cadet Flt/CC and Cadet Flt/CD will meet the inspector as he/she enters the flight area. The Cadet Flt/CC will call the flight to attention, salute the inspector, and report, “**Sir (Ma'am), \_\_\_ Flight is prepared for inspection.**” The Cadet Flt/CD will accompany the inspector and record any discrepancies on individual cadets’ AFROTC Form 84M (Male) and 84-1M (Female). Cadets will follow the inspector into their room while the inspector is inspecting.
  - (2) After the inspector has finished inspecting the rooms, the Cadet Flt/CC and Cadet Flt/CD will escort the inspector to the common areas. Common areas will be inspected on AFROTC form 85. If available, the SQ/CC should accompany the inspector during this portion of the inspection.
  - (3) When the inspection is complete, the Cadet Flt/CC will salute the inspector and report, “**Sir (Ma'am), all flight areas have been inspected.**” The flight will prepare for the next scheduled event upon the inspector’s departure. The Cadet Flt/CD will consolidate discrepancies onto the discrepancy

roster and turn all AFROTC Forms 84M and 84-1M into the Cadet Flt/CC immediately after the inspection.

- (4) The Cadet Flt/CC will review and initial the consolidated Flight Standby Inspection Discrepancy Report. The Cadet Flt/CD will turn this report in to the FTO (NLT CTQ on the day of the inspection).
- b. Open Ranks Inspections. Open ranks inspections focus on military bearing and personal appearance. Any cadet who receives a total of four or more discrepancies during a single open ranks inspection will be counseled via AFROTC Form 17.
- (1) Flights being inspected will march to the inspection area, position themselves at the proper location, and stand at parade rest. The Cadet Flt/CC will be posted six paces to the front of, centered on, and facing away from the flight. When the inspector approaches, the Cadet Flt/CC will call the flight to attention, salute the inspector, and offer a verbal greeting. The inspector will direct the Cadet Flt/CC to prepare the flight for inspection at which time the Cadet Flt/CC salutes the inspector and does an about face. The Cadet Flt/CC then gives the command “**Open ranks, March,**” and then immediately walks at a 45-degree angle to position him/herself one pace to the guidon bearer’s right side and then faces down the line. The Cadet Flt/CC then proceeds to align the flight starting with the First Element and ending with the Third Element.
  - (2) Once the flight is aligned, the Cadet Flt/CC positions him/herself three paces in front of the guidon bearer’s right side, facing down the line. The first element will now be three paces to the left of the Cadet Flt/CC. The Cadet Flt/CC will command “**Ready front.**”
  - (3) The Cadet Flt/CC takes one step forward, conducts a right face, and salutes the inspector (who has positioned him/herself immediately in front of the Cadet Flt/CC) and reports, “**Sir (Ma'am), \_\_\_ Flight is prepared for inspection.**” The inspector returns the salute and begins to inspect the Cadet Flt/CC.
  - (4) While the Cadet Flt/CC is being inspected, the Cadet Flt/CD takes one step to the rear, conducts a right face, and marches to a position one pace to the right and one pace to the front of

the guide. He/she faces down line and prepares to record the inspection results.

- (5) Once completed inspecting the Cadet Flt/CC, the inspector asks the Cadet Flt/CC to accompany him/her on the inspection. Both the Cadet Flt/CC and Cadet Flt/CD will accompany the inspector; the Cadet Flt/CD documents discrepancies on the ORI Discrepancy Roster.
- (6) After being inspected, the Cadet Flt/CC executes a left face (down line) and commands, “**Second and third elements, parade rest.**” The inspector takes the necessary steps forward to inspect the guidon bearer. The Cadet Flt/CD, who is still positioned in front of the guidon bearer, continues to face down the line. The Cadet Flt/CC executes a half left in marching without arm swing and halts one pace to the right and one pace to the rear of the inspector. (This causes the Cadet Flt/CC to precede the inspector and the Cadet Flt/CD to follow the inspector.) Cadet Flt/CD continues to face the inspector during the inspection, documenting any discrepancies. These positions are maintained throughout the inspection of the front of each respective rank. After completing the front inspection of each cadet, the inspector looks to the right to signal to the Cadet Flt/CC he/she is ready to move. When moving from individual to individual during the inspection, the inspector and Cadet Flt/CC simultaneously execute a facing movement to the right in marching and an in-place halt as described in section 7 below. (Cadet Flt/CD faces the inspector and simply takes one step forward for each inspector and Cadet Flt/CC movement)
- (7) The movement is executed by pivoting 90 degrees to the right on the ball of the right foot, simultaneously stepping over the right foot with the left foot and placing the left foot parallel to the rank being inspected. Then advance one short step with the right foot, and place the right foot pointed toward the flight. Next bring the left heel into the right heel, and once again reassume the position of attention. The upper portion of the body remains at the position of attention, and the arm swing is suspended throughout when inspecting the front of each rank.
- (8) These movements should place the inspector directly in front of the next individual to be inspected, still preceded by the Cadet Flt/CC and followed by the Cadet Flt/CD.

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

- (9) When the inspection party finishes inspecting the first element and before the inspector halts in front of the first person of the second element, the second element leader assumes the position of attention. The element leader turns his or her head approximately 45 degrees down line and commands, “**Second element, Attention.**” When the first element leader can see the inspector out of the corner of his or her eye, the element leader turns his or her head down line and commands, “**First element, parade rest.**” This procedure is repeated throughout the remaining elements.
- (10) After the last element has been inspected from the rear, with the Cadet Flt/CD and Cadet Flt/CC following the inspector, the inspector will halt and execute an about face. The Cadet Flt/CD will halt while the Cadet Flt/CC will position him/herself one pace to the right of the Cadet Flt/CD, halt, and record the inspection results of the Cadet Flt/CD. The inspector inspects the Cadet Flt/CD and commands “**POST**”. The Cadet Flt/CD will return to his/her position in the flight. The inspector marches off to the right flank (element leaders) of the flight while the Cadet Flt/CC proceeds directly to a position three paces beyond the front rank, halts, faces to the left (down line), and commands, “**Flight, attention.**” The Cadet Flt/CC then takes one step forward with arm swing and faces to the right. The inspector marches to a position directly in front of the Cadet Flt/CC and gives comments.

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

### **3. INFORMAL INSPECTIONS**

Unscheduled inspections are conducted by CTAs/FTOs. Cadets who fail two inspections will receive an AFROTC Form 17 from the FTO. Cadets who fail three inspections will be counseled by the ADO. A fourth failed room inspection will result in an AFROTC Form 17 from the DO who will make a removal from LEAD for unsatisfactory performance recommendation to the CC.

### **4. EVALUATION**

Your LEAD performance will be evaluated and recorded. Your FTO and/or other commissioned LEADU staff will complete several Leadership Competency Evaluations (LCE) of your actions and behaviors while serving in leadership positions. Your FTO will review this and other data, including PFA scores and academic test results, and complete a Leadership Evaluation and Development Performance Report (LEADPR), which will be forwarded to your detachment commander. The LEADPR is a permanent part of your cadet record. It will influence your detachment commander’s decision on your admission to and/or continuation in the POC and your suitability for commissioning.

### **5. COUNSELING**

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

- a. Initial Counseling. Your FTO will conduct an initial counseling with you within three days of arrival. During these meetings, your FTO will express his/her expectations for your performance.
- b. Mid-way Counseling. Mid-way through LEAD you will receive a mandatory counseling session from your FTO. During this session, your FTO will identify your observed level of *Preparation for Leadership Evaluation and Development* and also

advise you of your current *Strengths* and *Areas for Improvement*. For the *Areas for Improvement*, the FTO will offer you suggestions for achieving the desired level of performance.

- c. Final Counseling. Your FTO will conduct a final counseling session no earlier than two days prior to the end of LEAD. During this session, your *Strengths* and *Areas for Improvement* will be highlighted on the LEADPR. NOTE: The evaluation period does not end until you physically depart LEAD; your formal rating could change.
- d. Additional Counseling. Your FTO may schedule any additional counseling sessions he/she deems necessary in order to clarify expectations or discuss behavior or performance concerns.
  - (1) A number of items necessitate mandatory counseling by the FTO using the AFROTC Form 17 to include security drawer violations, formal inspection failures, lights out violations, and PFA failures.
  - (2) The AETC Form 341 is given “on the spot” for unacceptable performance or behavior. Cadets receiving excessive amounts of AETC Forms 341 will be counseled using AFROTC Form 17. Examples include: arriving late to reveille or retreat formations; talking or making extraneous movements while at the position of attention; or failure to perform a particular duty such as knowing your daily knowledge.
  - (3) The DO and CC will counsel cadets referred as “Marginal” or “Unsatisfactory” by FTOs as well as any cadets under investigation for significant breaches of discipline such as honor code or rules violations.

## CHAPTER 3.6: PHYSICAL TRAINING (PT)

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### 1. OVERVIEW

PT is an integral part of your LEAD experience and provides an opportunity to evaluate your physical condition and teamwork capacity. PT will occur daily and consists of such activities as the PFA, warrior runs, dynamic stretching, calisthenics, competitive sports, combatives, etc. To minimize the risk of injury, CADETS MUST ARRIVE AT LEAD READY TO PARTICIPATE IN STRENUOUS PHYSICAL ACTIVITY.

### 2. PT SESSIONS

- a. Fall in by squadron. Form up in column formation, without a guide. The class will form up with each flight facing their Flt/PFO. Prior to the start of the PT session, cadets will ground their gear. The gear will be standardized and grounded in straight lines. Spacing will be double arm's length apart on each side and to the front and rear. The Cadet GP/PFO ensures the group is at parade rest and prepared for the PT session prior to but not later than 0515 (unless otherwise instructed).
- b. Reporting Procedures. The Cadet GP/PFO initiates by commanding "GROUP". The SQ/CCs will command "SQUADRON", followed by the Cadet GP/PFO's command "ATTENTION". Starting with Squadron 1, each SQ/CC will salute the GP/PFO and say "Ma'am/Sir, Squadron \_\_\_\_\_ is ready for instruction."
- c. Class Procedures. The Cadet GP/PFO commands "**I am the center, face the center, face.**"
  - (1) The Cadet GP/PFO will announce warm-up exercises in the following manner: "The first exercise of the day will be (exercise). It is a \_\_\_\_-count exercise. We will perform \_\_\_\_ repetitions. Position of the exercise, MOVE!" All flights will then assume the appropriate position. The Cadet GP/PFO will then give the command of execution, "Ready, BEGIN!"
  - (2) The Cadet GP/PFO will call cadence and each flight will respond on the completion of each set. Example follows.

Cadet GP/PFO calls, "1...2...3...etc."  
Cadets respond, "ONE"  
Cadet GP/PFO calls, "1...2...3...etc."  
Cadets respond: "TWO"



- (3) Following the completion of each exercise, cadets will respond as follows:

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

Cadets respond, “**AIR POWER!**”

- d. For any exercise requiring a partner, flight members will be paired by gender (male/male and female/female). In the event there is an extra cadet, a CTA of the same gender or a member from a different flight may be used.
- e. All cadets are required to bring a PT towel.
- f. After the warm-up exercises, the Flt/PFO will move the flight to the starting point of the day’s physical activity.
- g. Closing Class Formations. Fall in by flight and squadron. The Cadet GP/PFO will ensure everyone has put on their equipment and the formation is at attention. Then a member of the LEADU staff will dismiss the entire formation.

### **3. FITNESS ASSESSMENT (PFA) - GENERAL**

- a. The FA will be performed IAW , *Fitness Program*.
- b. Prior to attempting the FA you will be asked to fill out the FA questionnaire to determine if there is anything that will prevent you from performing the FA such as illness. FA scores are calculated based on four weighted events: the abdominal circumference measurement, push-ups, sit-ups, and a 1.5-mile run. To pass, you must achieve a composite score of 75 or greater and meet all individual component minimums. Failure to meet even one component minimum will result in an overall failure.
- c. An abdominal circumference and height/weight measurement will be accomplished during in-processing on training day (TD)-0 and will be used to compute your FA score. The remainder portions of the FA (push-ups, sit-ups, and the 1.5-mile run) will be accomplished on TD-2.
- d. You will be given one opportunity to complete the FA. Cadets failing to meet FA standards will receive an unsatisfactory on their LEADPR.

### **4. FA - TESTING INFORMATION**

The FA will be conducted IAW AFI 36-2905. During the FA, staff members will monitor each event to ensure standardization and proper execution. Incorrect repetitions of push-ups and sit-ups will

not be counted. You will be told what you're doing wrong and must correct the error. The total number of correct repetitions in one minute is recorded as your score.

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

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

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

- (3) Completion of Exercise. 1-minute time limit expires; cadet rests in the down position or with any body part resting on the ground other than hands and feet (knees, elbows etc).
- b. Sit-ups. You have one minute to perform as many correct sit-ups as you are able. Your counter will count the correct number of sit-ups aloud. Your counter will not count incorrect sit-ups. Your counter will tell you what you're doing wrong and will repeat the last number of correct sit-ups until you correct the error. The total number of correct sit-ups in one minute is recorded as your score.
- (1) Starting Position. You will lie face up on the floor/mat. In the starting position, your feet may extend off the mat, but the buttocks, shoulders, and head must not extend beyond the mat. Your knees will be bent at a 90-degree angle (throughout the assessment), with the feet or heels in contact with the floor at all times. Your arms will be crossed over the chest with the hands/fingers on the shoulders or resting on the upper chest.
- (2) Foot Hold. Your heels must remain anchored to the floor throughout the assessment. You may request to have your feet held down. The "holder" may use their hands or put their knees on your feet but the holder may not anchor your legs by holding onto your calves or standing on your feet during the assessment. The holder will use enough force to keep your feet/ankles from rising while the sit-ups are being accomplished.
- (3) Complete Sit-up. A complete sit-up is accomplished when your upper torso is raised off the floor/mat, the elbows touch the knees or thighs, and your upper torso is lowered back to the floor/mat until the shoulder blades touch the floor/mat. Elbows must touch the knees or thighs at the top of the sit-up, and the shoulder blades must touch the floor/mat at the bottom of the sit-up. Any part of your hands/fingers must remain in contact with your shoulders/upper chest at all times. Incorrect sit-ups (e.g., elbows do not touch the knees or thighs at the top of the sit-up, shoulder blades do not touch the floor/mat at the bottom of the sit-up, hands/fingers lift completely off the shoulders/upper chest, etc.) will not be counted. If an incorrect sit-up is performed, the counter will repeat the number of the last correct sit-up and explain what is being done incorrectly. You may only rest in the up position. If you rest in the down position or hold onto your

knees/legs while in the up position, the sit-up component of the assessment will be terminated.

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

c. 1.5-Mile Run:

- (1) Acceptable. Walking at any time or momentarily stopping to re-fasten shoe lace(s) during the run, provided you remain within the lateral limits of the running surface; signaling current lap count verbally or using fingers; wearing a watch; walking for one lap on the outside of the track to cool down after completing the 1.5-mile run.
- (2) Unacceptable. Crossing an inside barrier (if present); deliberate physical contact with another runner or observer, regardless if the contact occurs on or off the running surface.
- (3) Completion of Exercise. Crossing the finish line; failure to cross the finish line (regardless of reason) results in a score of zero for the event.
- (4) Observers. Must remain off the running surface. (i.e.; no pacers are allowed)

## **CHAPTER 3.7: LEADERSHIP EVALUATION AND DEVELOPMENT ORGANIZATION**

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### **1. OVERVIEW**

Leadership Evaluation and Development (LEAD) is composed of an In Garrison (InG) portion (Maxwell AFB, AL) and an AEF (deployed) portion, (Camp Shelby Joint Forces Training Center, CSJFTC, MS). During InG, cadets will be organized into a cadet group structure. The Cadet Group structure will be reorganized into a Cadet Wing structure upon deployment to AEF. The LEAD staff positions described below will apply to both the InG and AEF portions of LEAD.

### **2. LEADERSHIP EVALUATION AND DEVELOPMENT STAFF**

- a. Commander (CC). The Commander exercises general command over the LEAD staff and cadets assigned to the MAX. The commander is a colonel and is responsible for accomplishment of the LEAD mission. The key links between the commander and cadets are the Director of Operations (DO), the Assistant Director of Operations (ADO), the Flight Evaluation Officers (FTO), and the Cadet Training Assistants (CTA).
- b. Vice Commander (CV). The CV is second in command and assumes command in the absence of the Commander.
- c. Director of Operations (DO). The DO is responsible for the daily operations of the Cadet Group. The DO supervises the ADO, DOS, and FTO functions.
- d. Assistant Director of Operations (ADO). The ADO maintains discipline, standardizes training, and oversees the physical training (PT), drill and ceremonies (D&C), and standardization programs for the cadet group. The focus of the ADO is standardized cadet training and performance.
- e. Scheduling Officer (DOS). The DOS is responsible for scheduling and ensures all training curriculum and administration is scheduled.
- f. Flight Evaluation Officer (FTO). FTOs are the cornerstone of LEAD. FTOs train, evaluate, counsel, and administrate cadets within the flights.
- g. Director of Support (SD). The SD oversees all support staff functions including administration, scheduling, special projects, and host base support.

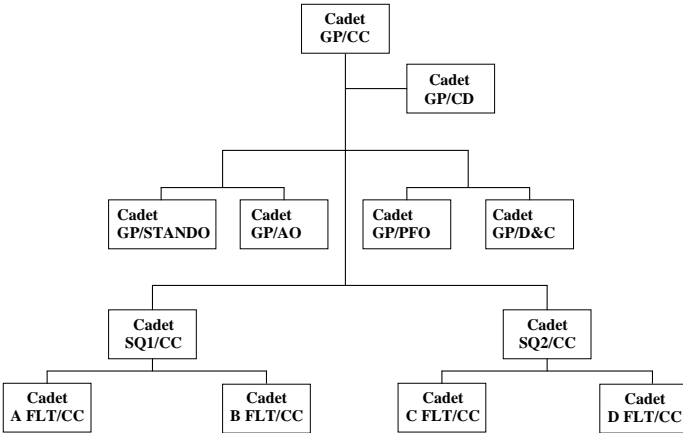
- h. Project Officer (SDP). The SDP coordinates all special projects and events.
- i. Command Support Staff (SDCS). The SDCS supports all administrative functions.

### **3. CADET TRAINING ASSISTANTS (CTA)**

CTAs are POC cadets who are selected (based on their LEAD performance and overall cadet record) to return to LEAD as assistants to active duty staff members.

**1. CADET ORGANIZATION**

While in garrison cadets will operate under a Cadet Group structure.



**FIGURE 4.0.1. Cadet Group Organization**

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

**2. CADET LEADERSHIP RESPONSIBILITIES**

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

**3. CADET POSITIONS**

As a cadet, you will hold various positions within the cadet organization. The FTOs will assign most of these positions. These positions may be classified as leadership or non-leadership and may be permanent or rotating. Rotation will be at the discretion of the FTO. Rank will not change based on position held. All cadets will wear Cadet 3rd Class rank for the duration of LEAD. Prior to each rotation of leadership positions, the incoming and outgoing group commanders will meet with the ADO.

Additionally, the outgoing Cadet staff will brief the incoming staff on duties and items of interest. All cadet staff members will be evaluated on their performance. Cadets will hold at least one leadership position during LEAD.

#### **4. CADET POSITION DESCRIPTIONS**

Table 3.3.2. lists leadership and non-leadership positions while in garrison. The ADO may issue additional or more detailed responsibilities for each position. (Note: Lists of cadet responsibilities are general and not inclusive.)

- a. Cadet Group Commander (Cadet GP/CC). The Cadet GP/CC reports to the ADO. This individual will coordinate cadet activities and monitor the overall appearance and conduct of the cadet group. The Cadet GP/CC is the delegating authority for the group staff to accomplish work details, inspections, or other special duties and taskings. The Cadet GP/CC must also establish and update the Master Suspense File.
- b. Cadet Deputy Group Commander (Cadet GP/CD). The Cadet GP/CD reports to the Cadet GP/CC and assumes command in the absence of the Cadet GP/CC. This individual is responsible for assembling the cadet group for formations and receiving the accountability report from the Cadet SQ/CDs. The Cadet GP/CD will also ensure common areas outside the dorms are clean and orderly.
- c. Cadet Group Drill and Ceremonies Officer (Cadet GP/D&C). The Cadet GP/D&C reports to the Cadet GP/CC or CD and is responsible for training flights and squadrons on all D&C activities (retreat, reveille, etc.) and evaluating their performances. In addition, the Cadet GP/D&C advises the Cadet GP/CC or Cadet CD of the plan for each D&C hour scheduled and serves as the liaison between the Cadet flight D&C officers (Cadet Flt/D&C) and the D&C CTA. The Cadet GP/D&C ensures compliance with AFMAN 36-2203, *Drill and Ceremonies*.
- d. Cadet Group Physical Fitness Officer (Cadet GP/PFO). The Cadet GP/PFO reports to the Cadet GP/CC or CD and directs the PT program by coordinating with the PT CTA and Cadet Flight Physical Fitness Officers (Cadet Flt/PFO). The Cadet GP/PFO leads the morning PT and stretching exercises before sports, ensures safety briefings are conducted prior to each activity, and



works with staff to ensure water is available. This individual also relays PT data for warrior flight scoring to the PT CTA.

- e. Cadet Group Standardization Officer (Cadet GP/STANDO). The Cadet GP/STANDO reports to the Cadet GP/CC or CD and is responsible for training Cadet Flt/STANDOs on inspection procedures. The Cadet GP/STANDO coordinates with the STANDO CTA and Cadet Flight Standardization Officers (Cadet Flt/STANDO) to standardize the cadet organization. This cadet conducts standardization spot checks on flights and, when possible, accompanies the STANDO CTA on inspections. Cadet GP/STANDOs will continue to perform their duties while at AEF.
- f. Cadet Group Academic Officer (Cadet GP/AO). The Cadet GP/AO reports to the Cadet GP/CC or CD and is responsible for standardizing Cadet Flt/AO's in leading flight academic lessons and group discussions. The Cadet GP/AO must coordinate with the ADO to get academic lesson plans on the master training schedule. The Cadet GP/AO reviews each lesson with Cadet Flt/AOs to ensure standardization of information and to consolidate feedback from the flights.
- g. Cadet Squadron Commander (Cadet SQ/CC). The Cadet SQ/CC reports to the GP/CC and is the liaison between the group staff and the flights in his or her squadron. This cadet is responsible for ensuring standardization of squadron appearance, conduct, and training in accordance with (IAW) Cadet GP/STANDO and Cadet Flt/STANDO guidance.
- h. Cadet Deputy Squadron Commander (Cadet SQ/CD). The Cadet SQ/CD reports to the Cadet SQ/CC and assumes command in the absence of the Cadet SQ/CC. This individual is also responsible for assembling the squadron for formation and receiving the report from the Cadet Flt/CCs. The Cadet SQ/CD will ensure common areas inside the dorm are clean and orderly.
- i. Cadet Flight Commander (Cadet Flt/CC). The Cadet Flt/CC plans and coordinates activities within the flight. The Cadet Flt/CC also notifies the Cadet SQ/CC of any problems within the flight and reports flight attendance to the Cadet SQ/CD during formations. The Cadet Flt/CC is responsible for execution of the daily schedule, to include ensuring that his/her flight arrives at all scheduled events on time.
- j. Cadet Deputy Flight Commander (Cadet Flt/CD). The Cadet Flt/CD assumes command of the flight in the absence of the Cadet

- Flt/CC. This individual is responsible for assembling the flight during formations, reporting attendance during fire drills/emergency evacuations, and receiving the accountability reports from element leaders.
- k. Cadet Flight Academic Officer (Cadet Flt/AO). The Cadet Flt/AO reports to the Cadet GP/AO and is responsible for briefing academic lesson plans and leading discussions within the flight. The Cadet Flt/AO receives guidance from the Cadet GP/AO on curriculum and discussion topics. The Cadet Flt/AO is also responsible for receiving feedback from the flights and reporting feedback to the Cadet GP/AO.
  - l. Cadet Flight Physical Fitness Officer (Cadet Flt/PFO). The Cadet Flt/PFO manages the flight PT program by coordinating with the Cadet GP/PFO and the PT CTA. The Cadet Flt/PFO relays Cadet GP/PFO rules clarifications, works with staff to ensure the safety and adequacy of the athletic areas, ensures flight members know the procedures and protocols for warm-up exercises, and administers warm-up exercises in the Cadet GP/PFO's absence.
  - m. Cadet Flight Standardization Officer (Cadet Flt/STANDO). The Cadet Flt/STANDO trains the flight on procedures outlined by the Cadet GP/STANDO, ensures standardization within the flight, and reports discrepancies to the Cadet Flt/CD.
  - n. Cadet Flight Drill and Ceremonies Officer (Cadet Flt/D&C). The Cadet Flt/D&C assists the Cadet GP/D&C with reveille, retreat, and other drill and ceremony activities. The Cadet Flt/D&C also explains drill evaluation procedures to the flight and assists cadets with special drill, remedial drill, and drill competition IAW AFMAN 36-2203.
  - o. Cadet Element Leader. Element leaders (three per flight) must account for each cadet in the element during duty hours. At formations, the element leader will take roll and report the results to the Cadet Flt/CD. While marching in formation, Element Leaders will call "Safety!" to identify any obstacles in the Flight's path. Any problems or concerns within the element should be reported to either the Cadet Flt/CD or Cadet Flt/CC.
  - p. Guidon Bearer, Color Bearer, and Color Guard. These cadets coordinate with the Cadet GP/D&C and perform duties as outlined in AFMAN 36-2203. The Color Bearer and Color Guard members must be present for duty at least 10 minutes prior to

formations. Flight guidons must be at all activities unless the LEAD staff directs otherwise.

- q. Cadet Flight Mail Orderly/Alternate. The Cadet Flight Mail Orderly will acquire all cadet signatures authorizing mail delivery and report to the SDCS section at the designated time to receive mail. All mail must be safeguarded until it is delivered to the addressee or returned to the SDCS section. The mail orderly will collect all outgoing mail and deliver it to the SDCS section at the time designated by DOS. The Flight Mail Orderly must train the alternate and ensure that individual is available for duty when needed.
- r. Cadet Flight Safety Officer (Cadet Flt/FSO)/Alternate. The Cadet Flight Safety Officer will ensure the flight is briefed on safety procedures, evacuation plans, and fire reporting procedures. This cadet monitors and ensures flight members are properly evacuated that the flight carries road guard equipment to all activities, first aid kits and water to PT events, and flashlights when traveling during late evening and early morning activities. The Flight Safety Officer must ensure the alternate Safety Officer is knowledgeable of all safety-related procedures and policies.
- s. Cadet Flight Supply Officer. The Cadet Flight Supply Officer is responsible for three main areas: supply, linen exchange, and facility discrepancy reporting. The Cadet Flight Supply Officer monitors supply storage areas and coordinates with the SD office for restocking supplies. The Cadet Flight Supply Officer must ensure each cadet has two sheets, one mattress cover/pad, two blankets, one pillow, and one pillowcase, in addition to any items identified by the FTO or CTA. The Cadet Flight Supply Officer is also responsible for organizing and leading a detail to collect and exchange sheets and pillowcases on linen exchange days. Linen exchange will be as directed by the SDCS. In addition, the Cadet Flight Supply Officers will be responsible for reporting and tracking facility discrepancies for their dorm/bays and will maintain a log of discrepancies that indicates when the discrepancies were reported and their status. Flight Supply Officers report discrepancies to the SDCS using the facility discrepancy form issued at the initial meeting with SDCS. Flight Supply Officers will be the only cadets that will deal with the SDCS. When requesting supplies use a supply request form issued at your first meeting with SDCS.

Position	Remarks
Cadet Group Commander	Leadership
Cadet Deputy Group Commander	Leadership
Cadet Group Academic Officer	Leadership
Cadet Group Drill & Ceremonies Officer	Leadership
Cadet Group Physical Fitness Officer	Leadership
Cadet Group Standardization Officer	Leadership
Cadet Squadron Commander	Leadership
Cadet Deputy Squadron Commander	Leadership
Cadet Flight Commander	Leadership
Cadet Deputy Flight Commander	Leadership
Cadet Flight Academic Officer	Leadership
Cadet Flight Drill & Ceremonies Officer	Leadership
Cadet Flight Physical Fitness Officer	Leadership
Cadet Flight Standardization Officer	Leadership
Cadet Element Leader (3 per flight)	Non-Leadership
Guidon Bearer	Non-Leadership
Color Bearer	Non-Leadership
Color Guard	Non-Leadership
Cadet Flight Mail Orderly	Non-Leadership
Cadet Flight Mail Orderly Alternate	Non-Leadership
Cadet Flight Safety Officer	Non-Leadership
Cadet Flight Safety Officer Alternate	Non-Leadership
Cadet Flight Supply Officer	Non-Leadership

**TABLE 4.0.1. Cadet Leadership/Non-Leadership Positions**

## 5. SIGNING OUT/IN

You must sign an AFROTC Form 82, *Student Sign Out/In Register*, anytime you will miss activities on the schedule, or when proceeding anywhere without your flight. Always consult your FTO or CTA and sign out prior to proceeding to any medical treatment. Ensure times are accurate to the minute. If there is a line of cadets waiting to sign out or in, enter the time you joined the line. It is your responsibility to return to quarters prior to CTQ. If you cannot return on time, inform a LEAD staff member.

## 6. FORMATIONS

### a. Definitions

- (1) Detail - Formation of two to four cadets, including the cadet in charge. In formations with three or four cadets, the formation is properly sized and the cadet in the right rear position will lead the formation. When in details of two the detail leader marches on the right. When in a detail to retrieve a guidon, the cadet on the right will carry it, regardless of their assigned duty for that day.
- (2) Flight – Normally a formation of five or more cadets. This includes a designated flight leader, usually the Cadet Flt/CC. There will be at least two but no more than four elements. While on the OTS Complex, OTS flights will normally march with two elements and AFROTC flights will normally march with three elements at close interval.
- (3) Guide – The guide marches, without a guidon, in front of the highest numbered element leader and will regulate the direction and rate of marching (front-right corner when in column formation).
- (4) Guidon Bearer – The guidon bearer marches, with a guidon, in either a detail of two or a flight with six or more cadets (Cadet Flt/CC, four cadets, and a guidon bearer). He/She assumes the same position as the guide in a formation. The guidon bearer will perform all proper movements in accordance with AFMAN 36-2203 Chapter 5 Section C.
- (5) Road Guard - Cadet designated to stop traffic when cadets cross a road or parking lot.

### b. General Guidance

- (1) The Cadet Flt/CC's first responsibility is the safety of the formation. Therefore, situational awareness of the surroundings is critical and must be maintained at all times, even when stationary.
- (2) Cadets will not talk while in formation.
- (3) Double Time. Cadets will double-time when wearing the PTU, except within one hour after a meal and if the Wet Bulb Globe Test (WBGT) flag conditions do not support. After the first PFA, cadets may also double-time when wearing blues (at the discretion of the FTO or CTA) or ABUs. Cadets

may double time on paved surfaces to and from physical conditioning activities except when crossing the street. Cadets will not double time during hours of darkness for safety reasons, nor will they double time to/from combatives (Exception: Approved formation runs may take place during dawn and dusk, and if the formation is carrying flashlights or reflective gear).

- (4) All cadets will move on sidewalks, parking lots, troop walks, and other improved surfaces. When there are none available, use unimproved surfaces with caution and while marching at ease. The Cadet Flt/CC will act as road guard for flights with 10 or fewer cadets. If traveling along a roadway, march with as few elements as practical (usually two) and in the designated running lane. If no designated running lane exists, cadets will march against the flow of traffic.
- (5) All members of a formation must carry operable flashlights during hours of darkness and period of reduced visibility. (Exception: Reflective gear is a suitable substitute during formation runs.)
- (6) Cadets do not have the authority to place flights “*at ease*” or “*at rest*” at any time. If a flight member wishes to address the flight, he/she must first request permission from the Cadet Flt/CC to address the flight and then do so from the position of attention. The flight will also be at the position of attention. Individual flight members cannot address the flight while the flight is in transit. However, flight members may request from the Cadet Flt/CC permission to ask a question or to make a statement in order to address a safety concern.

## **7. ROAD GUARD PROCEDURES**

### **a. General Information.**

- (1) Required safety equipment (only when pulling road guard as a detail): fluorescent/reflective vest (worn by road guards) and flashlight (during hours of darkness).
- (2) Cadets will not “piggyback” units (march more than one unit across the street without allowing traffic to proceed between them) when crossing streets unless directed to do so by LEADU staff.
- (3) The Cadet Flt/CC will render all courtesies for the flight. If an officer (on foot) or staff vehicle passes (from the front) the

person in charge will render courtesies. If a staff vehicle approaches the flight while crossing an intersection the road guard will not salute (due to safety). The person in charge will march the flight across the street, halt the flight, call in the road guards, and then render courtesies to the staff vehicle. Safety is the priority in this situation.

b. Procedures

- (1) For safety reasons, flights will always be halted six paces from the roadway so the Cadet Flt/CC can ensure the safety of the posting road guards. To post road guards, the Cadet Flt/CC will use the verbiage “**Road guards, post.**” At that time, the required number of road guards will fall out of the flight and post as a detail six paces in front of the flight. The required number of road guards is determined by the number of lanes of traffic that must be halted to safely cross the roadway.
- (2) The Cadet Flt/CC will move forward, post in front of the flight at the roadway edge, salute and ask permission from their FTO or CTA to enter the roadway with the verbiage: “**Sir/Ma’am, \_\_\_\_\_ Flight requests permission to enter the roadway.**”
- (3) The Cadet Flt/CC will then look both ways to ensure there is no traffic and enter the center of the roadway. The Cadet Flt/CC is only required to extend arms if traffic is visible (only when halted). They will then perform an about face (to face their flight) and command “**Road guards, out.**”
- (4) On the command, "ROAD GUARDS OUT," the left road guard will go to the closest lane, and the right road guard will go to the farthest lane, face oncoming traffic at parade rest with the right arm up, palm flat with the fingers pointed upward. If carrying a flashlight, road guards will hold the flashlight in the extended arm with the beam pointed down.
- (5) The Cadet Flt/CC will move out of the path of the flight, command the flight to march across the intersection, and perform the necessary facing movements so they can observe the flight at all times.
- (6) Once the flight has crossed the roadway and is out of danger, the Cadet Flt/CC will halt the flight and command, "**Road**

**guards, in."** The road guards will then return to their detail six paces in front of the flight.

- (7) The Cadet Flt/CC will remain in the intersection and continue to halt existing traffic while the road guards return to the rear of the flight.
- (8) To have the road guards fall back in the flight, the Cadet Flt/CC must give the command "**Road guards, secure your gear and fall into the rear of the flight.**" The road guards remove their vests, secure them and fall into the rear of the flight to continue travel.
- (9) The Cadet Flt/CC does not give further commands (e.g., "FORWARD MARCH") until rejoining the flight.

## **8. GUIDON PROCEDURES**

- a. Each flight of six or more cadets will carry their guidon from start to end of academic day while marching from one location to another on Maxwell AFB, except when specifically instructed by staff to do otherwise, or due to weather advisories.
- b. The guidon will be carried to all events except the LRC, PT, or other events as directed by LEADU staff. If there is no guidon holder at the event, the guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. Guidons will not be posted by jamming them into the ground.
- c. Storage of the Guidon. Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons will not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. If entering a building that does not have a storage rack, cadets will take the guidon inside with them and place it out of the way, leaning into a corner so that it will not fall. (NOTE: When entering a building with a guidon, cadets will announce "GUIDON" in order to alert others in the area to the hazard.)
- d. Cadets will take care of the guidon. If any part of the guidon breaks, cadets will not attempt to repair it. They will take the guidon to their FTO or CTA for repair.

## **9. BUILDING ENTRANCE AND DEPARTURE PROCEDURES**

Entrance and departure procedures are necessary in order to promote good order and discipline among cadets while entering or exiting any



permanent structure, including Academic buildings, Dormitories, or the Dining Facility (after clearance from the Mess Checker). These procedures apply to squadron, flight and detail formations. If a door becomes propped in the open position, the last cadet entering will close it.

- a. Upon halting a flight near an entrance in which entry is required, the Cadet Flt/CC will command, "Guidon bearer, secure the guidon and post the door." The guidon will be placed in the guidon stand. If there is no guidon, the Cadet Flt/CC will command "**Guide, post the door.**" Then the Cadet Flt/CC will command, "**COLUMN OF FILES FROM THE RIGHT (LEFT), FORWARD.**" Upon the Cadet Flt/CC's command of "**FORWARD,**" the element leader of the selected element turns his/her head 45 degrees to the right (left) and echoes the Cadet Flt/CC's command of "**FORWARD**". At the same time the remaining element leader(s) turns his/her head 45 degrees to the right (left) and commands, "**STAND FAST.**" Their heads stay turned until they step off. After all element leaders have echoed the appropriate command, the Cadet Flt/CC will command, "**MARCH.**"
- b. Upon the Cadet Flt/CC's command of "**MARCH**" all members of the selected element will step off. The element leader of the selected element will step off toward the appropriate entrance. The element leader of each remaining element will command, "**FORWARD, MARCH**" as the last cadet in each preceding element has passed. Giving the command as the left foot strikes the ground will ensure their element is in step with the preceding element. All elements will incline in the appropriate direction, following the leading element in successive order.
- c. The Cadet Flt/CC will be the last person from his/her flight to enter the building.
- d. While marching as a detail, the cadet in charge will command, "**DETAIL HALT,**" followed by the command of "**FALL OUT.**" The cadets will then enter the building.
- e. The Cadet Flt/CC will be the first member of the flight to depart the building and will designate the position for forming the flight. The flight will exit the building and form up on the guide, in line formation, three elements, facing the Cadet Flt/CC. When departing as a detail, cadets will exit the building in an orderly manner and form up on the sidewalk.

There will be no talking in formation. Cadet Flt/CCs will take care to not block traffic into or out of the building. The last cadet in a formation will ensure building doors close behind them.

## 10. MAIL

- a. While in-garrison, the Flight Mail Orderly (or alternate) will pick up incoming flight mail from and deposit outgoing mail into the designated mailbox in the SDCS office during the designated hours, Monday through Saturday (except holidays). Separate instructions will be provided for mail pick-up upon arrival at AEF. Mail Orderlies will report in to the SDCS office as follows: **“(Alpha/Bravo/etc.) Flight Mail Orderly reports to pick up the mail.”** The SDCS member will grant permission. After retrieving the mail, cadet will report out by saying, **“Will that be all, Sir/Ma’am?”**
- b. Tell your parents, spouse and friends **not** to send “care packages” to you during any portion of LEAD or send mail to you during the last 7 days of training. Cadets are not allowed to retain food items due to health concerns (spoilage) or environmental concerns (potential to attract rodents or insects). You may return the package to sender. If so, you will prepare the package for mailing and pay all costs. You may also dispose of any food items or give them to your FTO to dispose of. If food items are non-perishable and the cadet does not wish to pay postage costs to return them, the FTO will retain the food until the end of LEAD. The AF will assume no liability for lost or stolen items. Other items such as magazines must be placed in the storage area unless approved by the FTO.
- c. During LEAD cadets are not allowed to receive packages from online stores such as Amazon, Ebay, etc.
- d. Your mailing address during LEAD follows:

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

## **CHAPTER 4.1: DINING FACILITY PROCEDURES**

### **1. GENERAL INFORMATION**

The in-garrison Riverfront Inn Dining Facility (DFAC) serves a nutritious, balanced diet designed for active cadets. Cadets are encouraged to eat three meals daily. Cadets who choose not to eat are still required to process through the DFAC with the flight. Food will not be taken from the DFAC. The DFAC also services other staff and trainees, move purposefully and quickly through the facility. Remember proper customs and courtesies at all times.

- a. During each meal period two cadets will be designated as water monitors. After successfully reporting into the DFAC, these cadets will enter the DFAC as part of the Key Personnel, and proceed to the kitchen to begin filling glasses of water for the cadets in the serving line. Once the current water monitors are relieved of duty by the in-coming water monitors, they will immediately process through the serving line as quickly as possible. Water monitors will always wear cover, regardless of uniform.
- b. When Meals Ready to Eat (MREs) or box meals are offered in lieu of a hot meals meal, all items in the MRE or box lunch are authorized for consumption, with the exception of candy, mints, or caffeinated products unless authorized by the commander. No items may be kept after meal period. Do not leave any garbage and/or unopened items behind- clean up after yourself.

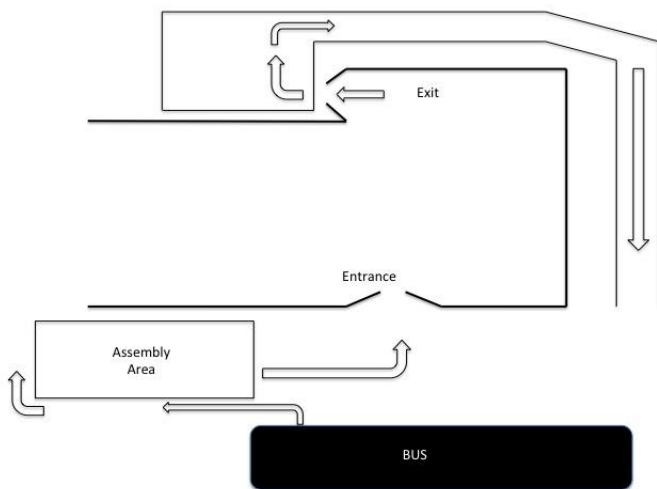
### **2. ENTRANCE PROCEDURES**

- a. Mess checkers will pick up the dining priority list and MREs prior to the first flight's arrival time at the DFAC and will work as a team until the last flight (regardless of program) has met their dining priority. The on-duty mess checkers have the authority to clear flights into the DFAC early/late if there are no other flights waiting and the early/late flight will not inhibit any other flight's on-time entry into the facility.
- b. All flights will use the following procedures to access the DFAC:
  - (1) Flights will arrive no more than 3 minutes before or after their scheduled dining priorities (if marching to the DFAC). The Cadet Flt/CC will note the time they initially halt the flight in front of the dining hall as their official arrival time. For example, if a flight has to wait for another flight to clear the bay area, they will still annotate their initial halting time as

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

- (2) The Cadet Flt/CC will halt the flight, place them at “Parade Rest”, and then take the most direct and unobstructed route to within one pace in front of the mess checker, halt, initiate a salute and say, "**Sir/Ma'am, \_\_\_ Flight reports with a dining priority of \_\_, we arrived at \_\_, our accountability is \_\_ of \_\_.**" If the flight arrives on time, the mess checker will say, "**You have arrived on time, your flight may enter.**" If the flight arrives late, the mess checker will say, "**Your flight has arrived late, exit the dining facility immediately after receiving your MREs.**" The mess checker will annotate the early/late flight and will issue one MRE per cadet in the flight. After the mess checker gives instructions, the Cadet Flt/CC will ask, "**Will that be all, Sir/Ma'am?**" After the mess checker responds, the Cadet Flt/CC will salute, return to the flight, and wait to enter the dining facility with normal building entrance procedures.
- (3) The mess checker and cadet reporting in do not need to interrupt their reporting procedures to greet and salute commissioned staff. The area outside the dining hall will only be called to attention for colonels (O-6) and above. The first cadet to see one of these officers will call the area to attention, salute the officer(s), and render the greeting of the day. When the officer returns the salute the cadet will drop their salute and direct the area to carry on. When other commissioned officers approach, formation leaders will come to attention and call their formations to attention before rendering salutes.

- c. Cadets must wash hands prior to eating all meals.



**FIGURE 4.1.1. Arriving at DFAC**

### **3. DINING FACILITY PROCEDURES**

- a. Upon entering the dining facility form one line even with the edge of the wall and remain at attention. Before moving forward, cadets will look both ways and then proceed into the serving area. While moving in the DFAC, cadets may not talk or look around unless addressed by a staff member or dining facility staff. Cadets may pass each other in the serving area if they are not waiting for the same food items. Cadets must execute proper situational awareness to ensure that they do not run into or obstruct the path of one another while moving through the dining facility. (NOTE: Cadets will not square corners while carrying trays, but will square corners in non-carpeted areas if unencumbered.) The LEADU/ADO will turn in the chow roster for entire LEADU for each meal. The Cadet Flt/CD will be the first to process through the chow line, and the Cadet Flt/CC will be the last. See Figure 3.7.2.
- b. If a cadet needs to use the restroom, they will proceed directly to the restroom once they've entered the dining facility. Upon exiting the restroom, they will go to the back of the line waiting to post into the serving line.

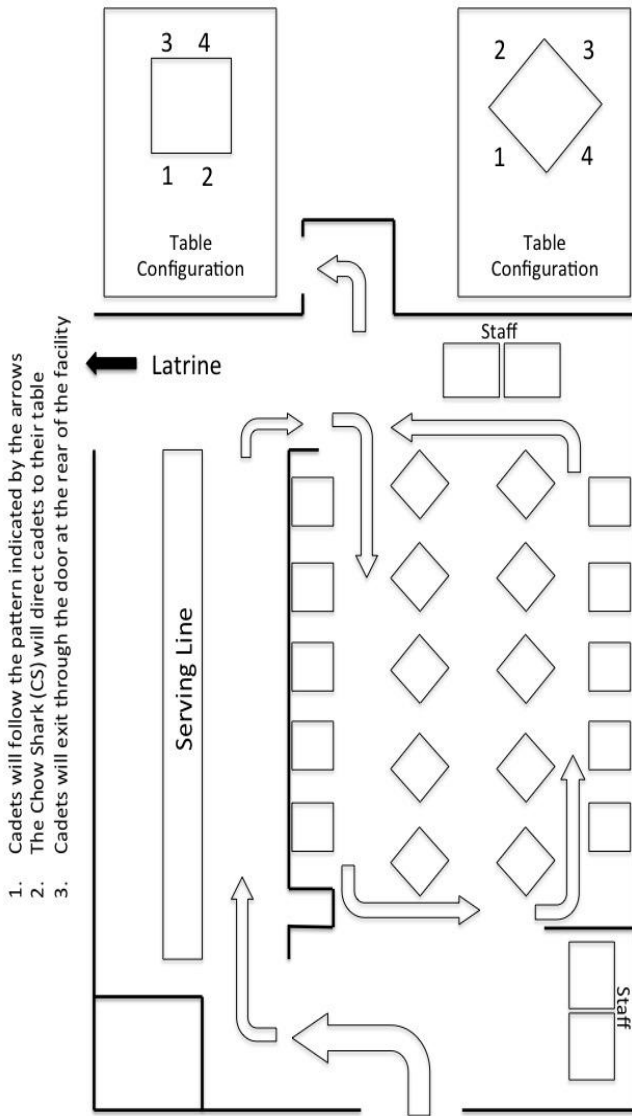
- c. Upon reaching the tray and silverware stand, cadets will step forward, execute a facing movement, and take a tray along with the appropriate silverware. Cadets will not step forward unless there is room on the serving line to place the tray. Cadets will not perform facing movements while in the serving line—they will side step through the entire serving line (heels together when halted). When using the salad bar and water fountain, cadets will go to the farthest available serving area in order to minimize backup. All cadets should consume a minimum of three full 8-oz. glasses of drinking water or sports drink per meal (24-oz). Note forced consumption IS mal-training. The three full glasses are a recommendation to help avoid/minimize heat related injuries. Coffee and juice may only be consumed at the direction of the encampment commander.
- d. Tight meals are designed to instill self-discipline, a sense of military bearing and individual attention to detail. Tight meals include no talking or looking around. All cadets start eating tight meals beginning with their arrival and end eating tight meals as described in this section. The following guidelines apply whether or not a cadet is eating. Tight meals, by definition, include sitting at the position of modified attention.
- (1) Cadets will sit at modified attention with back straight (not resting on the chair back) and shoulders squared. Elbows will not be placed on the table or chair arms. If leaning forward is needed to prevent spilling food, cadets will bend forward slightly from the waist, but not relax the position of attention.
  - (2) Cadets will not talk to each other at the table during a tight meal. Cadets may answer questions directed at them by staff or dining facility personnel.
  - (3) Cadets will be seated in accordance with guidance that will be provided to you by the InG staff. Figure 3.7.2 provides a general overview of the DFAC interior for reference.
  - (4) Once halted in position, cadets will ground the tray to the front edge of the table and centered and assume the position of attention. Cadets will remain at attention until the table is filled or a reasonable amount of time (20 seconds) has passed and then take a seat. When the last cadet (position 4) arrives and stands at attention they will instruct the table to “**Be seated.**”

- (5) If in blues, all cadets will place hydration systems and ponchos under their chairs and sit down. Once seated, cadets in positions 2 and 3 will pass a napkin to the cadet on their right and then take one for themselves. Napkins will be placed on the cadet's lap.
- (6) The cadet in Position 4 will state "**Moment of silence**" to accommodate those who wish to pray before their meal. When everyone at the table is ready, position 4 states "**Enjoy your meal.**"
- (7) Cadets will have a minimum of 10 minutes to eat their meal from the time "Enjoy your meal" is stated. Time will end when trays are removed from the table. The Cadet that is timing the meal will place his or her watch on the center of table once started.
- (8) Cadets will place a napkin on top of the tray to signify they are finished with the meal.
- (9) Once everyone at the table has finished eating (all occupants of the table have napkins on their tray), cadets in Positions 2 and 3 will pass all the items from their trays to cadets in Positions 1 and 4. Glasses will be placed on the trays upside down, but will not be stacked. Trays will be stacked and carried to the cabinets by two when possible. If there are three cadets, one cadet will carry his/her own tray. If a cadet is unable to carry the tray due to restrictions, the other cadets will make the appropriate adjustments to carry the tray. Once trays are stacked, cadets will stand, don their hydration systems, ground the chairs to the right side of the table, and then momentarily assume the position of attention. The cadet in Position 1 will proceed to the tray cabinet. The cadet in Position 3 will lift the napkin holder while the cadet in Position 2 wipes down the table. The cadet in Position 4 will wait to collect any waste left over from cleaning and then proceed to the tray cabinet. Trays will be placed in the cabinet from bottom to top, back to front. After complete position duties, cadets will proceed to the exit in a military manner.

#### **4. DEPARTURE PROCEDURES**

- a. Cadet flights will exit the dining facility from the door opposite the DFAC entry door. Upon exiting, cadets will organize themselves into an element of two to four cadets before proceeding to the designated area.
- b. Cadets will form up in line formation in the designated area and wait for the rest of the flight to form up. The first two cadets in a flight to exit the dining facility will proceed to the front of the dining facility to retrieve the guidon and then fall in appropriately with the flight. When retrieving the guide the tallest cadet will be on the right and will carry the guidon.
- c. Cadets will exit the Dining Facility or Operations Center and march in elements of two to four cadets to the designated location.





1. Cadets will follow the pattern indicated by the arrows
2. The Chow Shark (CS) will direct cadets to their table
3. Cadets will exit through the door at the rear of the facility

**FIGURE 4.1.2. Riverfront DFAC interior**

## CHAPTER 4.2: DORMS

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### 1. GENERAL INFORMATION

- a. Housing. While in garrison, you will be housed in dormitories by flight in shared rooms. Female cadets will be housed in separate rooms from males. Unoccupied rooms and supply closets are off-limits unless a staff member specifically authorizes you to enter. Before entering a room occupied by members of the opposite gender, cadets and staff members will announce, “**Gentleman (Lady) in the area,**” and wait for the appropriate response. The cadet closest to the entrance will confirm that all cadets in the area are properly dressed and respond, “**Please Standby**” if any member is not properly dressed and, “**All Clear**” as soon as appropriate. Cadets will not change clothes in the presence of members of the opposite gender.
- b. Dorm rooms. Doors and curtains/blinds will be closed when cadets are changing clothes. Curtains/blinds will be fully closed at all times, and doors will be open at a 90° angle during duty hours and closed during sleeping hours (*Taps to reveille*).
- c. Inspection Order. Rooms should be inspection ready from the end of the first dorm maintenance period until the beginning of CTQ. Wastebaskets must be completely empty during formal inspections and no more than half full at all other times.
- d. Common Areas. Common areas are those spaces which all cadets use, i.e., stairwells, hallways, dayrooms, latrines, laundry rooms, etc. These areas must be clean and orderly at all times. Squadron Commanders will be responsible for all squadron common areas as designated by the group staff. The Group Commander(s) will be responsible for common areas inside and outside of the main administrative building (including the laundry room).
  - (1) Latrine. Commodes, urinals, sinks, showers and drying areas will be kept clean and dry. Toilet seats will be displayed in the up position for both male and female latrines. Toilet tissue will be neatly rolled, e.g., not hanging down. Latrine doors will be opened 90 degrees when not in use.
  - (2) Windowsills, walls, stairwells, hallways, and water faucets will be cleaned on a regular basis.
  - (3) Personal or group-purchased commercial cleaning products are not authorized.

- (4) Pictures, posters, etc., are not authorized for display in dorm unless approved by the FTO.
- e. Energy Conservation. Turn off all lights when not in use. Turn off water faucets when not in use and report leaks to the FTO or CTA. Windows must remain closed/locked unless a staff member directs otherwise.

## **2. BED GUIDELINES**

Keep bed rails clean and free from dust. Items placed on bedding must be clean, dry, serviceable, folded, lint-free, and displayed tight, neat, and wrinkle-free where applicable. If an item becomes unserviceable, inform your FTO. Cadets will sleep with their head to the wall (aka head end of bed). The bottom bunks will be utilized prior to the top bunks. Two cadets will be housed per room and both sides of the bed will be considered subject to inspection. Cadet 1 will be the cadet on who occupies the bottom bunk and Cadet 2 will occupy the top bunk.

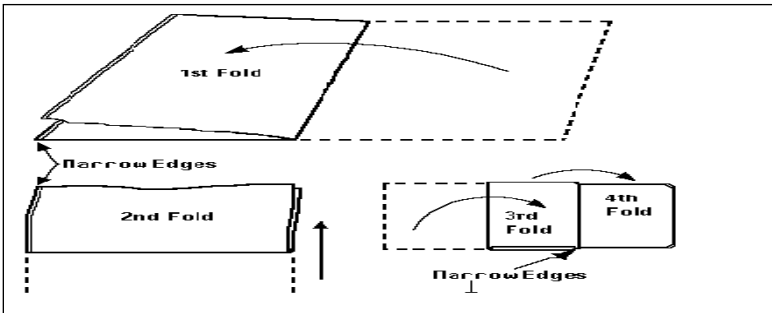
- a. The bed will be made as follows:
  - (1) Mattress. Center the mattress on the bed frame and ground to the head end of bed.
  - (2) Bottom Sheet. Drape evenly over width of mattress. Ensure bottom edge of sheet is flush with the foot end of mattress. Tuck excess sheet under the head end of mattress. Make hospital corners.

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

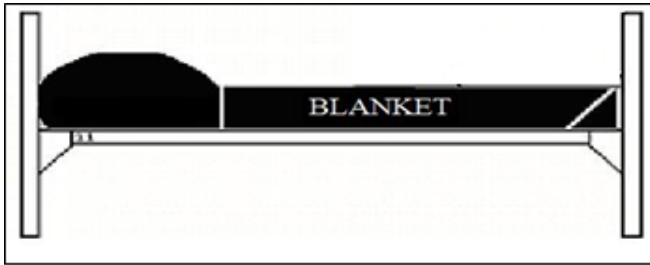
- (3) Top Sheet. Drape evenly over width of mattress so that the top edge of the sheet is approximately 6 inches from the head end of the mattress. Tuck excess under the foot end of mattress.
- (4) First Blanket. Drape evenly over width of mattress so that the top edge of the blanket is approximately 6 inches from the head end of the mattress. Tuck the excess blanket under the foot end of mattress. Make hospital corners with both the sheet and the blanket, together.

- (5) Pillow and Pillowcase. Put pillow inside the case and place on the bed, open side to the right with excess material neatly folded underneath, flush with the head of the bed, and centered with the width of the mattress.
- (6) Dust Cover. Fold the blanket in half from narrow end to narrow end. Drape evenly over the head end of mattress. Single fold is approximately 24 inches from the head end of mattress. Tuck excess blanket under the head end of mattress. Make hospital corners (picture does not show them). Ensure no excess blankets/sheets or strings are hanging down under mattress.
- (7) Extra Blankets. Fold blanket(s) into an “e” fold and display the “e” fold to be viewed from and flush with the side of the bed facing the bathroom. The blanket(s) should be flush with the foot end of the bed as well.

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

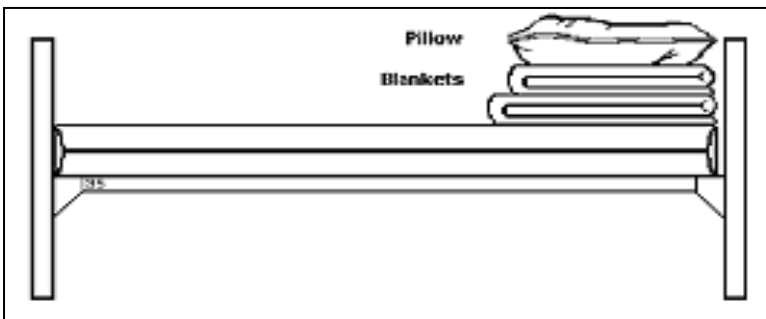


**FIGURE 4.2.1. Procedures for Making an “e” Fold**



**FIGURE 4.2.2. Bed**

- b. Open-Air Bed (during linen exchange). Remove the blankets, sheets, pillow, and pillowcase from bed. Remove mattress cover only if exchanging. Otherwise, leave cover on mattress; tie strings if possible and tuck excess material underneath. Smooth and tighten to conformity of mattress.
- (1) **Mattress.** Center the mattress on the bed frame and ground to the head end of the bed.
  - (2) **Blankets.** Fold blanket(s) not being exchanged into “e” fold and stack blanket(s) on the mattress with the widest blanket on the bottom at foot end of the bed. Ground and flush the blanket(s) to the foot end. Ground the blankets to the edge of mattress. Ensure “e” fold(s) are flush with each other and with the edge of the mattress facing the bathroom.
  - (3) **Pillow.** Place pillow on top of blanket(s) centering length of pillow on the width of mattress. Flush the side of pillow with the single fold of blanket(s) and ground to edge of mattress.



**FIGURE 4.2.3. Open-Air Bed**

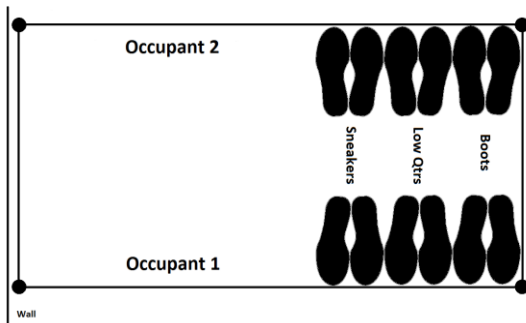
### **3. AFROTC Forms 84M / 84-1M, *Dormitory Checklist of Authorized Items (Male/Female)***

Cadets will display the appropriate Inspection Checklist form on their bed from wake-up until CTQ each day. All cadet information must be completed in displayed forms. On the Dust Cover Bed, the form will be centered under the dust cover, or crease, with the header information (top two inches approximately) displayed. Only the bottom two inches will fit under the crease. On the White Collar Bed the form will be centered under the bottom edge of the white collar with the header information displayed. On the Open-Air Bed, the form will be centered under the bottom blanket with the header information displayed.

### **4. SHOE DISPLAY**

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

- a. Order of Display: Occupant one will place his/her shoes under the bed with the fronts grounded to an imaginary line parallel to the left side of the bed. Occupant two will place his/her shoes under the bed with the fronts grounded to an imaginary line parallel to the right side of the bed. The first pair of shoes will be grounded as close to the corner bedposts - opposite of the wall - as possible without protruding from under the bed.
- b. Alignment: Ensure the heel and front of like shoes are grounded to each other and unlike shoes are grounded at the fronts only. Keep shoes as perpendicular to the imaginary line as possible. Leave a space when wearing a pair of shoes.



**Figure 4.2.4. Shoe Placement**

c. Lacing.

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



**Figure 4.2.5. Boot Lacing**

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



**Figure 4.2.6. Low Quarters Lacing**

- (3) Running Shoes: Lace in the same manner as low quarters unless your running shoes have loops. In this case, lace in the same manner as boots with loops.

## **5. FOLDING/ROLLING PROCEDURES**

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

a. Towels will be folded as follows:

- (1) Lay the towel flat with the laundry mark down and to your right.



**Figure 4.2.7.**

- (2) Starting with the side closest to you, fold the towel away from you so it is approximately 12 inches wide.



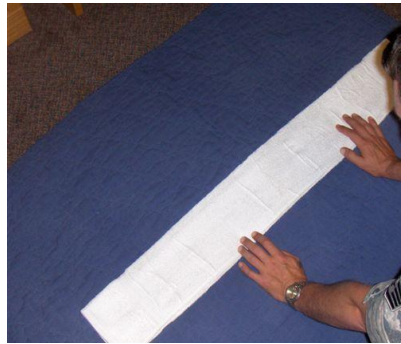
**Fold Away**



**Figure 4.2.8.**

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

**Fold Towards**



**Figure 4.2.9.**

- (4) Tightly roll the towel from left to right.
- b. Washcloths (optional):
    - (1) Lay the washcloth flat with the laundry mark down and to the right.
    - (2) Fold it in half from left to right, then in half from bottom to top away from you. Keep the edges as even.
  - c. Socks: Roll all socks in the following manner:
    - (1) Roll socks in pairs.
    - (2) Lay a pair of socks flat (right side out), one on top of the other with the open end away from you, and one sock offset by two inches.



**Figure 4.2.10.**

- (3) Starting with the toes, tightly roll towards open end.
- (4) Fold the open end of bottom sock back over the entire roll securing it.
- (5) The open end of the socks will be flat with no excess sticking out past the roll.



**Figure 4.2.11.**

d. T-Shirts will be folded as follows:

- (1) Lay the T-shirt flat with the collar down and to your right. Ensure edges are even.
- (2) Fold the shirt in half. Start with the side closest to you and fold away from you.



**Figure 4.2.12.**

- (3) Fold the sleeves toward you until the shirt is forming a rectangle.



**Figure 4.2.13.**

- (4) Starting from the side furthest away from you, fold the T-shirt in half towards you.



**Figure 4.2.14.**

- (5) Tightly roll the t-shirt starting from the waist towards the collar. Ensure you keep edges as even.



**Figure 4.2.15.**

e. PFA Shorts and Underwear

- (1) Lay flat with the front down, waistband away from you.



**Figure 4.2.16.**

- (2) Fold in half from crotch to waistband. Fold in half from leg openings to waistband. Crotch should be even with the top of the waistband. Fold excess over to make top even.



**Figure 4.2.17.**

- (3) Square by folding the sides neatly towards the center.



**Figure 4.2.18.**

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



**Figure 4.2.19.**

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



**Figure 4.2.20.**

f. Bras will be folded as follows:

- (1) Place one cup inside the other cup. Make sure the single fold is on the left.
- (2) Tuck the straps and back of the bra completely inside the cups.



**Figure 4.2.21.**

g. Sports Bras will be folded as follows:

- (1) Lay the bra flat with the front down and the straps away from you.



**Figure 4.2.22.**

- (2) Fold the straps down until flush with the bottom edge of the bra.



**Figure 4.2.23.**

- (3) Fold the bra from left to right in half, keeping all edges even. Single fold will face the left.



**Figure 4.2.24.**

h. The duffel bag will be folded as follows.

- (1) Empty the duffel bag and the pocket. Lay the bag flat with the handle down and the open end away from you. Unbuckle the straps and tuck the dust flap smoothly inside the bag. Fold the bottom of the bag flat, so that it is in the shape of a football.
- (2) Starting with the left side, fold each side toward the center in thirds.



**FIGURE 4.2.25. Folding the Duffel Bag**

- (3) Fold the bag in thirds from the bottom to the open end.



**FIGURE 4.2.26. Folding the Duffel Bag**

- (4) Ensure the edges are as even as possible and attach the hook over the edges at the open end of the bag.





**FIGURE 4.2.27. Attach Hook**

i. Rain Poncho.

- (1) Fold sides of rain poncho in towards center.
- (2) With the hood away from you, roll the bottom of poncho towards the hood, but do not roll past the head hole.
- (3) Tuck the rolled material neatly inside the hood.

**6. WARDROBE**

Occupants 1 will utilize the wardrobe to the left and Occupant 2 will utilize the wardrobe to the right.

- a. General Instructions. Keep the wardrobe clean and dust free. Keep all items clean, dry, pressed, folded, serviceable, and displayed appropriately. Inform your FTO if an item becomes unserviceable. Remove all strings and tags (except sewn-in tags). Ensure all pockets are empty. Display items as worn (zipped, snapped, buttoned, pressed, etc.), unless otherwise directed. Display items right side out.

- (1) Hang all hangers with the open end of hook facing toward the rear of the wardrobe.
- (2) Hang all items separately.
- (3) Hang all sleeved items with the left sleeve facing towards you.

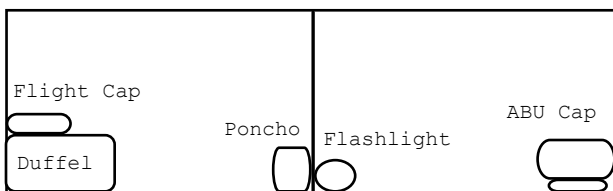
b. Hanger Management.

- (1) No more than three “extra” hangers per cadet are authorized. These hangers should be used for replacement purposes, to display the uniform of the day, or for items being worn or laundered.
- (2) Display “extra” hangers as one, grounded to the left wall of the closet, and consider them as part of the wall itself.

- (3) Space hangers evenly between the left wall and the right wall of wardrobe. The space between the left wall and first hanger, and between the last hanger and right wall, is equal to the space between all other hangers.

c. Top Shelf.

- (1) Duffel Bag: Ground to the left side wall of the wardrobe with the single fold flush with front edge of shelf and handle on top.
- (2) Flight Cap: Place on top of the duffel bag with the front of the cap flush with the front edge of the shelf. Ground the bottom of the cap to the wall of the wardrobe.
- (3) ABU Cap: Ground to the right side wall of the wardrobe. Flush the bill of cap to the front edge of shelf.
- (4) Flashlight: Ground to the right side of the center vertical partition with the light emitting end flush with the front edge of the shelf.
- (5) Rain Poncho:
  - (a) When dry, place on the shelf with the hood opening facing down, ground a long edge of the rolled poncho to the left side of the center vertical partition ensuring the poncho is also flush with the front edge of the shelf.
  - (b) When wet, place on a hanger and hang on the shower rod with the left sleeve facing towards you.



**Figure 4.2.28. Top Shelf of Wardrobe**

d. Hanging Arrangement.

- (1) Unless being worn, one ABU and one Blue Service Uniform will be displayed as a Special Display Uniform.
- (2) Displays will be in the following order from left to right: Special Display Uniform, uniform top(s), uniform bottom(s).

- e. Blues will be hung on the left side of wardrobe.
  - (1) Nametags are mandatory and must be displayed appropriately on both tops.
  - (2) Blues Special Display
    - (a) Slacks will be displayed with the belt fed thru the loops, unbuckled. Drape slacks over hanger bar so that the legs are seam to seam with the waistband to the left and the fly towards the front of the wardrobe. Place waistband and cuffs even. The fly is displayed unzipped/unbuttoned.
    - (b) Drape shirt over the same hanger as slacks. Leave front of shirt unbuttoned. Pocket buttons must be buttoned. Shirt garters (if used) must be displayed.
  - (3) Blue tops will be buttoned with exception of the top (collar) button.
  - (4) Blue Slacks will be zipped, buttoned, and hooked where applicable. Place legs of slacks inseam to inseam and drape over hanger bar so waistband is to the left. Cuffs should be even with the waistband.
- f. ABUs will be hung on the right side of wardrobe.
  - (1) ABU Special Display
    - (a) Pants will be displayed with the belt fed thru the loops, unbuckled. Drape pants over hanger bar so that legs are seam to seam with the waistband to the left and the fly towards the front of the wardrobe. Place waistband and cuffs even. The fly is displayed unzipped/unbuttoned.
    - (b) Drape the shirt over the same hanger as pants. Leave the front of the shirt and sleeves unbuttoned.
  - (2) ABU tops will be buttoned with exception of the top (collar) button.
  - (3) ABU pants will be buttoned. Place legs of pants inseam to inseam and drape over hanger bar so waistband is to the left. Cuffs should be even with the waistband. Hang with the fly facing the front of the wardrobe.
- g. Security Drawer. Store only authorized items. Hiding clothes or other unauthorized items will not be tolerated. Any items stored

in the security drawer must present a neat and orderly appearance. Security Drawer items include but are not limited to:

- Money, credit cards, etc.
- Jewelry, eyeglasses, dog tags
- Prescription medication
- Religious materials to include Bibles and undergarments

h. Bottom Drawer. If an item is not available for display, leave that space empty.

- (1) Place items in the drawer as described in Figure 4.2.29.
- (2) Black socks will be grounded to the back left corner of the drawer with the opening of the sock facing the front of the drawer. Additional socks will be placed to the right of the previously placed black sock, grounded to both the sock and the back wall of the drawer.
- (3) Green socks will be grounded to the back right corner of the drawer with the opening of the sock facing the front of the drawer. Additional socks will be placed to the left of the previously placed green sock, grounded to both the sock and the back wall of the drawer.
- (4) White socks will be placed in a row, sides of adjacent white socks grounded to each other. Each pair will be grounded to the back wall of the drawer, with the opening of the sock facing the front of the drawer. There will be an equal amount of space between the leftmost pair of white socks and the closest black pair of socks as there is between the rightmost pair of white socks and the closets pair of green socks.
- (5) White t-shirts. Ground the first white t-shirt with the front wall and left wall of the drawer with the “flap” edge facing down. Place shirts in one row from the front to the back, stacking if necessary. Shirts will be grounded to each other and the left wall of the drawer.
- (6) Place underwear to the right of the white t-shirts with the waistband facing away from you. Ground underwear to the t-shirt and the front of the drawer. Stack as required.
- (7) Place bras/sports bras to the right of and grounded to the underwear. Stack sports bras first then bras on top. The bottom of the sports bra will be grounded to the front of the drawer with the left edges of the stacked sports bras flush with each other. Bras will be stacked with the cup facing up

and the fold facing the left. Bras will be grounded to the front of the drawer.

- (8) Sand t-shirts. Ground the first sand t-shirt with the front wall and right wall of the drawer with the “flap” edge facing down. Place shirts in one row from the front to the back, stacking if necessary. Shirts will be grounded to each other and the right wall of the drawer.
- (9) PT uniforms will not be worn for more than 2 consecutive training days. Only uniforms to be washed will be placed in the laundry bag.
  - (a) Wet PT uniforms will be displayed in the bathroom on the shower rod until dried. Once dry, it will be placed in the laundry bag. Hang the T-shirt on a hanger with the left sleeve towards you. Without folding the PT shorts, drape them over a hanger with the Air Force emblem facing the toilet. Hang the bra on the t-shirt hanger. The order of drying PT uniform garments will be alternating t-shirts and shorts.
  - (b) PT shirts will be placed to the left of and grounded to the sand t-shirts. The first PT shirt will be grounded to the front of the drawer with the flap edge facing down and to the front. Place shirts in one row from the front to the back, stacking if necessary. Shirts will be grounded to each other and the sand t-shirt to its right.
  - (c) PT shorts will be placed to the left of and grounded to the PT shirt. Stack shorts if necessary with the waistband facing away from you, grounded to the front of the drawer, with the right edges flush with each other.

Black Socks		White Socks			Green Socks
White T-Shirts	Underwear	Bra/ Sports bra	PT Shorts	PT Shirt	Sand T-Shirts

**Figure 4.2.29. Bottom Drawer**

## **7. LAUNDRY BAG.**

Store only dirty clothes, towels and washcloths inside the laundry bag. Pull the laundry bag strings tight so the top of the bag is closed. Any excess at the top of the bag and strings will be tucked neatly. Display on the floor grounded to the left side of the occupant's wardrobe and the room wall.

## **8. SINK VANITY CABINETS AND DRAWERS**

- a. Occupant 1 will utilize the left upper drawer and the middle drawer of the cabinet.
- b. Occupant 2 will utilize the right upper drawer and the bottom drawer of the cabinet.

## **9. SUPPLEMENTAL INFORMATION**

- a. Hydration Systems: The hydration system will be hung on a hangar in the closet. At night, cadets will ensure the hydration system is full for hydration purposes. Cadets will fall out in the morning for PT with full hydration systems.
- b. Wet Towels and Washcloths: Wet towels will be folded in half, length-wise, with the laundry mark facing in with bottom edges even with each other. Cadets on the bottom bunks will hang the towel on the bottom rail at the foot of the bed with the single fold grounded to the left side of the rail. Cadets on the top bunks will hang the towel on the top rail at the foot of the bed with the single fold grounded to the left side of the rail. Cadets on the bottom bunks will hang their wet PT towel on the same rail as their bath towel with the single fold grounded to the right side of the rail. Cadets on the top bunks will hang their wet PT towels on the same rail as their towel with the single fold grounded to the right side of the rail. Cadets will hang washcloths on top of their bath towels with the single fold grounded the same as the bath towels.
- c. It is the Group Standardization Officer's responsibility to standardize where and how vanity, sink, and other items not previously described will be displayed.

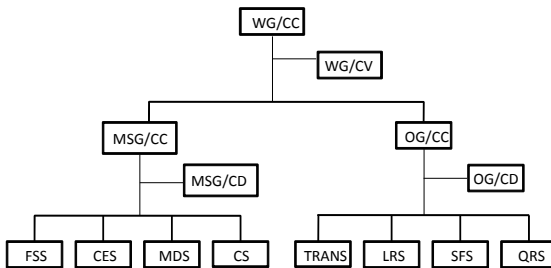
## CHAPTER 5: AIR EXPEDITIONARY FORCE (AEF)

### 1. GENERAL INFORMATION

Unless specifically stated, all InG rules apply to the AEF portion of LEAD.

### 2. CADET ORGANIZATION

While at CSJFTC, cadets will reorganize into a Wing Structure.



**Figure 5.0.1. Cadet AEF Structure**

NOTE: Each squadron will have two alphabetically designated flights.

### 3. CADET POSITION DESCRIPTIONS

Cadets may serve in one of the following positions: (Note: the lists of cadet responsibilities are general and not all inclusive.)

- a. Cadet Wing Commander (Cadet WG/CC). The Cadet WG/CC reports to the AEF Team Command & Control (C2) Lead during the duty day. This individual will coordinate cadet activities and monitor the overall appearance and conduct of the cadet wing. The Cadet WG/CC is the delegating authority for the cadet wing staff to accomplish work details, inspections, or other special duties and taskings. The Cadet WG/CC must also establish and update a suspense tracker that will be passed on to the replacement Cadet WG/CC.
- b. Cadet Wing Vice Commander (Cadet WG/CV). The Cadet WG/CV reports to the Cadet WG/CC and assumes command in the absence of the Cadet WG/CC. This individual is responsible for assembling the cadet wing for formations and receiving the report from the Cadet GP/CCs. The Cadet WG/CV will also ensure the Contingency Operating Location (COL) is clean and orderly.

- c. Cadet Operations Group Commander (OG/CC). The Cadet OG/CC reports to the Cadet WG/CC and AEF ADO and is responsible for overseeing the Cadet Logistics Readiness Squadron (LRS), the Security Forces Squadron (SFS), the Quick Reaction Force Squadron (QRS), and the Transportation Squadron (TRANS).
- d. Cadet Operations Group Deputy Commander (OG/CD). The Cadet OG/CD reports to the Cadet OG/CC.
- e. Cadet Mission Support Group Commander (MSG/CC). The Cadet MSG/CC reports to the Cadet WG/CC and AEF C2 Team Lead and is responsible for overseeing the Force Support Squadron (FSS), the Civil Engineering Squadron (CES), Medical Squadron (MDS) and the Communications Squadron (CS).
- f. Cadet Mission Support Group Deputy Commander (MSG/CD). The Cadet MSG/CD reports to the Cadet MSG/CC.
- g. Cadet Logistics Readiness Squadron Commander (LRS/CC). The Cadet LRS/CC reports to the OG/CC and AEF LRS Team Lead and is the liaison between the wing staff and the two flights in his or her squadron. This cadet is responsible for the readiness flight (coordinating troop movement and the resources necessary for those movements), the resource management flight (management of facilities, Meals Ready to Eat [MREs] and materiel accountability) and the supply and distribution flight (host nation requests and contracting). The two cadet flights in this squadron may need to be divided to create the three required flights.
- h. Cadet Security Forces Squadron Commander (SFS/CC). The Cadet SFS/CC reports to the OG/CC and the AEF SFS Team Lead and is the liaison between the wing staff and the two flights in his or her squadron. This cadet is responsible for securing the COL. One flight secures the north and east sides of the COL to include buildings, personnel, and defensive fighting positions (DFPs). The second flight is responsible for securing the south and west sides of the COL to include buildings, personnel, and DFPs. Both flights are also responsible for securing the entry control points (ECPs).
- i. Cadet Quick Reaction Force Squadron Commander (QRS/CC). The Cadet QRS/CC reports to the OG/CC and the AEF QRS Team Lead and is the liaison between the wing staff and the two flights in his or her squadron. This cadet is responsible for the roving patrol flight (random ID checks and base attack defense),



the quick reaction force flight (provides base attack defense, surveillance/reconnaissance, convoy security and search & rescue) and the C2 flight (armory and UCC).

- j. Cadet Transportation Squadron Commander (TRANS/CC). The Cadet TRANS/CC reports to the OG/CC, the AEF LRS Team Lead and AEF Vehicle Control NCO and is the liaison between the wing staff and the two flights in his or her squadron. This cadet is responsible for the vehicle accountability/inventory, daily operation and scheduling of vehicles and maintenance issues, daily vehicle inspections (via AF Form 1800, *Operator's Inspection Guide and Trouble Report*) and the daily cleaning of AEF vehicles.
- k. Cadet Force Support Squadron Commander (FSS/CC). The FSS/CC reports to the MSG/CC and the AEF FSS Team Lead and is the liaison between the wing staff and the two flights in his or her squadron. This individual is responsible for the manpower/personnel flights (accountability/task management), services and simulated mortuary affairs.
- l. Cadet Civil Engineering Squadron Commander (CES/CC). The Cadet CES/CC reports to the MSG/CC and the AEF CES Team Lead and is the liaison between the wing staff and the two cadet flights in his or her squadron. This cadet is responsible for the Explosives Ordnance Disposal (EOD) flight (UXO/IED sweep teams), the construction flight (facility hardening, blast areas, and new facility construction) and the maintenance flight (battle damage assessment [BDA], runway/facility repair and UCC).
- m. Cadet Medical Squadron Commander (MDS/CC). The Cadet MDS/CC reports to the MSG/CC and the AEF MDS Team Lead and is the liaison between the wing staff and the two cadet flights in his or her squadron. This cadet is responsible for the operations flight (doctors/nurses), the administration flight (medical technicians and UCC) and training flight (Self-Aid Buddy Care (SABC) training, base safety and wounded/casualty collection).
- n. Cadet Communications Squadron Commander (CS/CC). The CS/CC reports to the MSG/CC and the AEF FSS Team Lead and is the liaison between the wing staff and the two flights in his or her squadron. This individual is responsible for the command post, public affairs, cadet communications plan, inventory and control of cadet radios and charges, wing briefings, and the intel flight (map-making, intel gathering, RPA support, etc.).

#### 4. DISCIPLINE

While at AEF you are a guest of the Mississippi Army National Guard. You must be a responsible user of their facilities. You will maintain your military bearing and follow military customs and courtesies when interacting with personnel at all times.

#### 5. PROHIBITIONS

The following rules apply for the duration of LEAD. Violations of these rules are severe breaches in discipline and will be dealt with harshly. Mandatory actions will include counseling by the LEAD staff and or removal from LEAD. **IN ADDITION TO THE PREVIOUS PROHIBITIONS, THE FOLLOWING APPLY WHILE AT AEF:**

- a. Entering any area marked as off limits (signs, cones, safety tape).
- b. Possessing any munitions items, regardless if they have been expended or not.
- c. Transiting the COL in flip-flops or shower shoes.
- d. Retaining MRE items (see note<sup>1</sup>).
- e. Possessing/consuming/storing food items in living quarters (food must be consumed in the dining facility [DFAC] or outside only).
- f. Leaving the COL or military operations in urban terrain (MOUT) facilities unless escorted by a member of the LEAD cadre.
- g. Cross-gender searching or searching personal body areas during exercises.
- h. Forcible restraint during exercises; if a role player resists restraint, let them go.
- i. Being alone in a barrack/building with a member of the opposite sex unless approved by AEF cadre.
- j. Entering any AEF cadre barrack/building without permission.
- k. Handling/aggravating/molesting any wildlife.
- l. Discussing/providing information about any AEF exercises to cadets that have not participated in the exercise already.

**Note<sup>1</sup>:** Cadet Flt/CD will collect and dispose of any uneaten food and matches from MREs following the meal. Ensure all heaters are expended outside any enclosed facility and properly disposed.

## **6. MILITARY DECORUM**

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

## **7. MEDICAL TREATMENT**

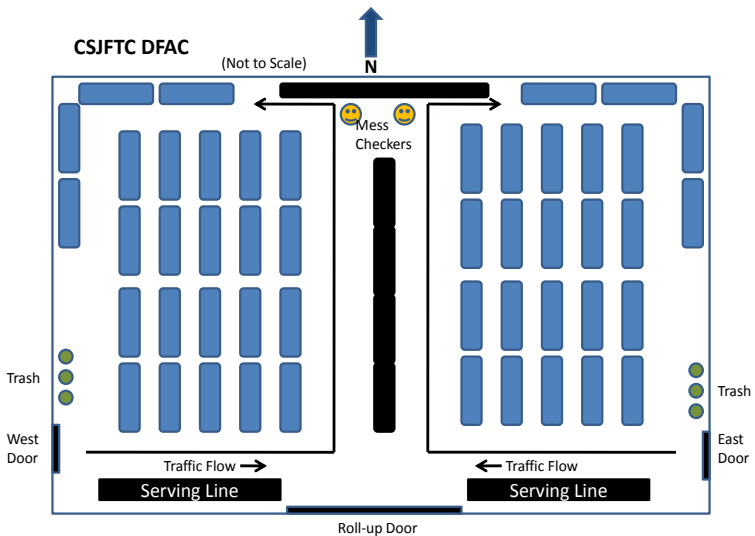
Sick Call will be provided at AEF. A professional medical provider and technician will be available on Post during duty hours in the event medical treatment is required. The patient will be transported to Forrest General Hospital in Hattiesburg, MS if more acute care is needed.

## **CHAPTER 5.1: DINING FACILITY PROCEDURES**

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### **1. ENTRANCE PROCEDURES**

- a. The Cadet Wing staff will verify dining priorities with the LEADU/DOS at least one day in advance. Mess checkers will route flights to available tables to expedite movement.
- b. All flights will report to the DFAC as follows:
  - (1) Flights will arrive no more than 3 minutes before their scheduled dining priorities. There is an east and a west entrance to the DFAC. Cadet Flt/CCs are responsible for coordinating with other Cadet Flt/CCs to evenly distribute their flights to ensure expeditious movement through the DFAC serving lines.
  - (2) Once in a serving line outside the building, the Cadet Flt/CC will halt the flight, place them at “Parade Rest”, and then proceed to enter the DFAC in an orderly manner. The mess checkers will be posted at the end of the serving lines to direct the flight to available tables. Every effort will be made to maintain flight integrity; however, flights may overlap at tables to avoid unused seats. Do not linger at tables once finished eating, other flights are waiting outside in the heat/rain.
  - (3) The area outside the DFAC will only be called to attention for colonels and above. The first cadet to see the colonel or above will call the area to attention and render the greeting of the day.
- c. Cadets must wash their hands prior to entering the DFAC. At a minimum, cadets will use the liquid hand sanitizer dispenser located just inside the facility.



**Figure 5.1.1. DFAC**

## 2. DINING FACILITY PROCEDURES

All In-Garrison DFAC procedures apply with the following additions:

- Upon entering the DFAC form a **single file line** along the serving line. While moving in the DFAC, cadets may not talk or look around unless addressed by a staff member or dining facility staff. Cadets must execute proper situational awareness to ensure that they do not run into or obstruct the path of one another while moving through the dining facility. (NOTE: Cadets will not square corners while carrying trays, but will square corners if unencumbered.) The Cadet Flt/CD will be the first to process through the chow line, and the Cadet Flt/CC will be the last.
- Cadets may have juice in addition to the required three full 8-oz glasses of drinking water or sports drink per meal (24-oz).
- Hydration systems shall remain on. Weapons shall be stowed so as not to interfere with cadets moving in the aisles. Multiple methods of stowing weapons are allowed, but cadets should standardize to every extent possible. The last cadet to arrive will state "MOMENT OF SILENCE" to accommodate those who wish to pray before their meal. When everyone at the table is ready, he/she states "Enjoy your meal."

- d. When you are finished eating, place your napkins on your tray. Once all table occupants from your flight are finished eating, cadets will gather their gear and each cadet will carry his/her own tray to the trash receptacle. If a cadet is unable to carry the tray due to restrictions, the other cadets will make the appropriate adjustments to carry the tray. Every cadet is responsible for cleaning the table before leaving. Cadets will exit the DFAC in a military manner.

### **3. DEPARTURE PROCEDURES**

- a. Cadets will exit the DFAC from the side on which they ate.
- b. The Cadet Flt/CC will instruct his/her flight where to proceed.

## CHAPTER 5.2: BARRACKS

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### 1. GENERAL INFORMATION

While at CSJFTC, you will be housed in barracks by flight. Female cadets will be housed in separate barracks from males. Unoccupied barracks and/or buildings are off-limits unless a staff member specifically authorizes you to enter. Before entering a barrack occupied by members of the opposite gender, cadets and staff members will knock on the door and wait for someone to open it. The cadet closest to the entrance will confirm that all cadets in the area are properly dressed and respond, “Please Standby” if any member is not properly dressed and, “All Clear” as soon as appropriate and will then open the door. Upon entering, the member will announce, “Gentleman (Lady) in the area” and will leave the door open. Cadets will not change clothes in the presence of members of the opposite gender.

- a. **Barrack doors.** Doors will be kept closed unless the occupants are of mixed gender.
- b. **Standardization.** The Cadet Gp/STANDO will generate a quarters standardization plan. The Cadet Flt/CCs are responsible for implementing this plan. NOTE: The following items below are depicted when facing the inspection-side of the bed.
- c. **Wall Locker:** Cadets on the top bunk will use the right side of the wall locker. The bottom bunk will use the left side of the wall locker.
- d. **Shoe Display:** Shoes will always be displayed on the side of the bunk closest to the wall locker (Inspection Side). The top bunk occupant’s shoes will be displayed on the floor and will be grounded from the bed post closest to the aisle towards the center of the bed. The bottom bunk occupant’s shoes will be displayed on the floor and will be grounded from the front opening of the wall locker towards the center of the bed.
  - (1) Order of Display: Shoes will be displayed in the following order: boots, running shoes, shower shoes. All shoes will be displayed with the front of the shoes facing the inspection side.
  - (2) Alignment: Ensure heels and fronts of like shoes are grounded to each other and unlike shoes are grounded at the fronts only. Place shoes perpendicular to an imaginary line

from the edge of the bed to the floor. Do not allow shoes to protrude from under the bed.

- e. Laundry Bags will be placed under the bed on the non-inspection side of the bunk. Laundry bags will be laid on their side with the open ends facing the aisle, grounded to an imaginary line extending from the edge of the bed to the floor without protruding from under the bed. Top bunk occupant's laundry bag will be grounded the bed post closest to the aisle, the bottom bunk occupant's laundry bag will be grounded to the top bunk occupant's laundry bag.
- f. Duffel/Security Bag: **Cadets will ensure that security bags are tightly securely and locked at all times (not permitting items to be removed).** Security bags will be displayed on top of the wall locker, open end facing towards you, grounded to the front and side edges of the wall locker. Top bunk occupant's security bag will be displayed on the left; bottom bunk occupant's security bag will be displayed on the right.
- g. Inspection Order. Barracks should be inspection ready from the end of breakfast until the beginning of CTQ.
- h. Common Areas. Common areas are those spaces on the COL which all cadets use, i.e., latrines, showers, DFAC, etc. These areas must be clean and orderly at all times. Cadet Wg/CC is responsible for COL cleanliness.
- i. Energy Conservation. Turn off all lights when not in use. Turn off water faucets when not in use and report leaks to LEAD staff.



## **CHAPTER 6: LEADERSHIP EVALUATION AND DEVELOPMENT COMPLETION**

### **1. REQUIREMENTS**

You must successfully complete at least 80 percent of the required LEAD curriculum and not be absent from LEAD for more than 72 consecutive hours.

### **2. NON-COMPLETION**

There are many reasons you may be released from LEAD. These reasons may be within your control (removed with prejudice) or out of your control (released without prejudice). If you are removed or released, the LEADU/CC (or delegate) will notify your detachment commander and observe while you contact a family member and inform them of your new travel itinerary. The LEAD staff will contact the appropriate base agency for those unable to travel (mental stress, fatigue, etc.). An LEADPR will be accomplished for all cadets who report to LEAD. Cadets removed from Leadership Evaluation and Development with prejudice will be det dropped (non-contract) or investigated for disenrollment (contract) once they return to their detachment.

#### **a. Release.**

(1) Administrative (Emergency Absence). In the event of an emergency, the LEADU/CC may authorize you to be absent from training for up to 72 consecutive hours. Note: emergencies must be verified through the American Red Cross. If you cannot return within 72 hours or are unable to make up missed training to meet syllabus requirements, you will be released without prejudice.

#### **(2) Medical Release.**

(a) Cadets placed on profile that prevents their active participation in PT, competitive sports or drill for a cumulative period of more than 20% of physical activity time (to include morning PT, LRC, confidence course, athletics, warrior competition day, warrior runs, etc, but not including FTO Time PT sessions), will be released without prejudice.

(b) Cadets medically restricted to quarters or admitted to the MTF for a cumulative period exceeding 72 hours, will be released without prejudice.

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

b. Removal.

- (1) Self-Initiated Elimination (SIE). SIE means that you voluntarily withdraw yourself from LEAD. You will be counseled and must state your reasons for withdrawing in an official memorandum to the Commander via the FTO and DO. You must acknowledge receipt of the Commander's comments by endorsement and will be removed with prejudice and will receive a "Did Not Complete LEAD" on your LEADPR.
  - (a) If you are a contract cadet, you must understand that SIE will jeopardize your future status as a candidate for a commission in any branch of the US Armed Forces. It could also result in an involuntary call to extended active duty in your enlisted grade or recoupment of paid scholarship benefits.
  - (b) If you are a non-contract cadet, you must understand that SIE may jeopardize your future status as a candidate for a commission in any branch of the US Armed Forces.
- (2) Performance. The LEADU/CC is the local authority for removals based on unsatisfactory performance.
  - (a) Examples of why Cadets may be removed with prejudice from LEAD for military performance include, but are not limited to: serious misconduct, lack of discipline, Honor Code violations, drug or alcohol involvement, indifference to training.
  - (b) Cadets who receive 2 Unsatisfactory; 2 Marginal and 1 Unsatisfactory; or 4 marginal ratings on any part of their Leadership Evaluation and Development Performance Report will not complete Leadership Evaluation and Development and will be removed with prejudice.

**1. INDIVIDUAL LEADERSHIP EVALUATION AND DEVELOPMENT AWARDS**

LEAD awards are given for exceptional performance at the LEADU. LEAD awards are based upon specific LEAD criteria below or as determined by a Commander directed awards board. Leadership Evaluation and Development staff can announce and recognize all award winners at the Awards. CTA badges will be presented at the ceremony. However, all ribbons/medals will be presented at the detachments. Criteria for all awards can be found in AFROTCI 36-2011, *Cadet Operations*.

- a. **Leadership Evaluation and Development Distinguished Graduate (LEADDG) Award.** Cadets graduating LEAD in the top 2 of their flight at LEAD, as determined by the LEADPR, will be designated as a distinguished graduate and will be awarded the LEADDG ribbon (including silver star device). This ranking will be based on a cadet's LEADM test score, PFA score, leadership position score(s), LRC score, AEF participation, and other evaluation points as determined by LEADU staff. The top 10 percent is based upon flight initial strength.
- b. **Leadership Evaluation and Development Superior Performance (LEADSP) Award.** Cadets graduating LEAD in the next 2 below LEADDG in each flight, as determined by the LEADPR, will be designated as a superior performer and will be awarded the LEADSP ribbon. This ranking will be based on a cadet's LEADM test score, PFA score, leadership position score(s), LRC score, AEF participation, and other evaluation points as determined by LEADU staff. The next 10 percent is based upon flight initial strength.
- c. **Leadership Evaluation and Development Fitness Award.** The LEAD Fitness award recognizes one male and one female cadet in each LEADU with the top PFA score at LEAD. All components of the PFA must be completed to qualify. In the event of a tie, cadets will be given additional points based on an extended PFA scale: 1 point for each pushup beyond the maximum; 1 point for each sit-up beyond the maximum; and 1 point for each 5 seconds faster than the maximum run time. The faster 1.5 mile run time will be used to break any ties. The award recipient will receive the LEAD Physical Fitness ribbon. Also, all cadets who score a maximum on the PFA run, push-up, and

sit-up categories will be recognized with the Physical Fitness ribbon. NOTE: This is the same ribbon as the detachment Physical Fitness Award. Receipt of this award for LEAD is equivalent to one award at the detachment.

- d. **AFROTC Expert Marksmanship Ribbon.** Cadets qualifying as expert on an approved USAF qualification range may wear the AFROTC Expert Marksmanship Ribbon. NOTE: Cadets will receive an AF 522, *Ground Weapons Training Data*, documenting qualification for ribbon. See AFROTCI 36-2011, *Cadet Operations*, for additional guidance on this ribbon.
- e. **Warrior Spirit Award.** This award will be peer-nominated and recognizes the cadet in each LEAD flight who best exemplifies the Air Force warrior spirit. Criteria should include appearance, attitude, enthusiasm in duty performance, and physical fitness. Awarded to one cadet in each LEAD flight. Ties will be decided by the FTO. NOTE: This is the same ribbon as the detachment Warrior Spirit Award. Receipt of one of these awards for LEAD is equivalent to one of the same award at the detachment.

## 2. LEADERSHIP EVALUATION AND DEVELOPMENT FLIGHT AWARDS

LEAD flight awards are given for exceptional flight (team) performance. Criteria are listed below. NOTE: These are the same ribbons as the detachment Honor/Warrior Flight Ribbons. Receipt of one of these awards for LEAD is equivalent to one of the same award at the detachment.

- a. **Leadership Evaluation and Development Honor Flight Ribbon.** Honor Flight will be calculated by the LEADU/ADO and may be based on the initial LEADM test, SBIs, and ORIs, LRC events, and/or other evaluation points as determined by LEADU staff. The overall LEADU winner will be awarded the Honor Flight Ribbon at their detachment.
- b. **Leadership Evaluation and Development Warrior Flight Ribbon.** Warrior Flights may be based on flight performance on PFAs, select GLPs, Warrior Competition Day, AEF events, and/or other evaluation points as determined by LEADU staff. The overall LEADU winner will be awarded the Warrior Flight Ribbon at their detachment.

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

-Italian Air Marshall Guilio Douhet

## **ATTACHMENT I: ACRONYMS**

ABU	Airman Battle Uniform
BELPs	Baseline Expeditionary Leadership Problems
Cadet Flt/AO	Flight Academics Officer
Cadet Flt/CC	Flight Commander
Cadet Flt/CD	Deputy Flight Commander
Cadet Flt/D&C	Flight Drill & Ceremonies Officer
Cadet Flt/PFO	Flight Physical Fitness Officer
Cadet Flt/STANDO	Flight Standardization Officer
Cadet GP/AO	Group Academic Officer
Cadet GP/CC	Group Commander
Cadet GP/D&C	Group Drill and Ceremonies Officer
Cadet GP/PFO	Group Physical Fitness Officer
Cadet GP/STANDO	Group Standardization Officer
Cadet Sq/CC	Squadron Commander
Cadet Sq/CD	Deputy Squadron Commander
CC	Commander
CSJLEADC	Camp Shelby Joint Forces Training Center
CTA	Cadet Training Assistant
CTQ	Call to Quarters
CV	Vice Commander
D&C	Drill and Ceremonies
DD	Department of Defense (Form)
DM	Dorm Maintenance
EAL	Entry Authority List
FA	Fitness Assessment
FTO	Flight Training Officer
GLP	Group Leadership Problem
GTR	Government Transportation Request
IAW	In Accordance With
ICT	Individual Cadet Time
LEAD	Leadership Evaluation and Development
LEADDG	Leadership Evaluation and Development Distinguished Graduate
LEADM	Leadership Evaluation and Development Manual
LEADSP	Leadership Evaluation and Development Superior Performer
LEADU	Leadership Evaluation and Development Unit
LEADU/ADO	Leadership Evaluation and Development Unit Assistant Director of Operations

LEADU/CC	Leadership Evaluation and Development Unit Commander
LEADU/CV	Leadership Evaluation and Development Unit Vice Commander
LEADU/DO	Leadership Evaluation and Development Unit Director of Operations
LEADU/DOS	Leadership Evaluation and Development Unit Scheduling Officer
LEADU/SD	Leadership Evaluation and Development Unit Director of Support
LEADU/SDA	Leadership Evaluation and Development Unit Academic Instructor
LEADU/SDCS	Leadership Evaluation and Development Unit Support Staff
LEADU/SDL	Leadership Evaluation and Development Unit Liaison Officer
LEADU/SDLG	Leadership Evaluation and Development Unit Logistics NCO
LEADU/SDP	Leadership Evaluation and Development Unit Project Officer
MTI	Military Training Instructor
NCO	Noncommissioned Officer
NCOIC	Noncommissioned Officer-In-Charge
NLT	No Later Than
OIC	Officer-in-Charge
PFD	Physical Fitness Diagnostic
PFR	Performance Factor Rating
PH	Personal Hygiene
POC	Professional Officer Course
POD	Point of Departure
POV	Privately Owned Vehicle
PT	Physical Training
PTU	Physical Training Uniform
PVC	Professional Values Council
RPA	Remotely Piloted Aircraft
SDCS	Commander's Support Staff
SDO	Staff Duty Officer
SIE	Self-Initiated Elimination
SP	Superior Performer
TD	Training Day
VW	Vigilant Warrior
UOD	Uniform of the Day
WBG7	Wet Bulb Globe Temperature

## ATTACHMENT 2: STANDARDS OF BEHAVIOR

### **A. PREPARATION FOR LEADERSHIP EVALUATION AND DEVELOPMENT**

**LEADERSHIP EVALUATION AND DEVELOPMENT MANUAL (LEADM) TESTS:** Evaluated through scores obtained on LEADM Test. LEADM test failure will result in an unsatisfactory rating.

**INITIAL INTERVIEW:** Evaluates reporting in procedures, uniform, image/bearing, and LEADM knowledge.

**STAND-BY INSPECTION:** Evaluates the condition and appearance of quarters and equipment.

**OPEN RANKS INSPECTION:** Evaluates military bearing and personal appearance.

### **B. PHYSICAL FITNESS ASSESSMENT**

**OUTSTANDING:** Cadet scores 95.0 or above

**EXCELLENT:** Cadet scores 90.0- 94.9

**SATISFACTORY:** Cadet scores 75.0- 89.9

**UNSATISFACTORY:** Cadet fails PFA

### **C. LEADERSHIP SKILLS**

**PROBLEM SOLVING ABILITY:** Evaluates the use of the OODA problem solving process.

**COORDINATION, CONTROL, DELEGATING, and DIRECTING:** Secures cooperation from group, obtains unified effort; maintains and enforces standards, monitors deviations and takes corrective action; assigns tasks to group, gives authority to accomplish tasks without giving away responsibility; in charge of situation.

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

**DISPLAYS INITIATIVE:** Takes charge when appointed as leader; looks for opportunities to participate or lead; strives to improve him/herself and his/her team; volunteers to help the team.

**PERFORMANCE OF DUTIES:** Performs and manages duties during leadership positions (feedback from FTO and LEAD staff), details, additional duties, classroom preparation/participation; anticipates situations/reacts appropriately; self-sufficient; requires little guidance; prepared for LEAD activities; sets and enforces standards.

**FOLLOWERSHIP/TEAM PLAYER:** Dedicated to group goals; supports decisions of superiors; contributes their share to achieve the mission; contributor in class discussions; fosters teamwork.

### **D. PROFESSIONAL QUALITIES**

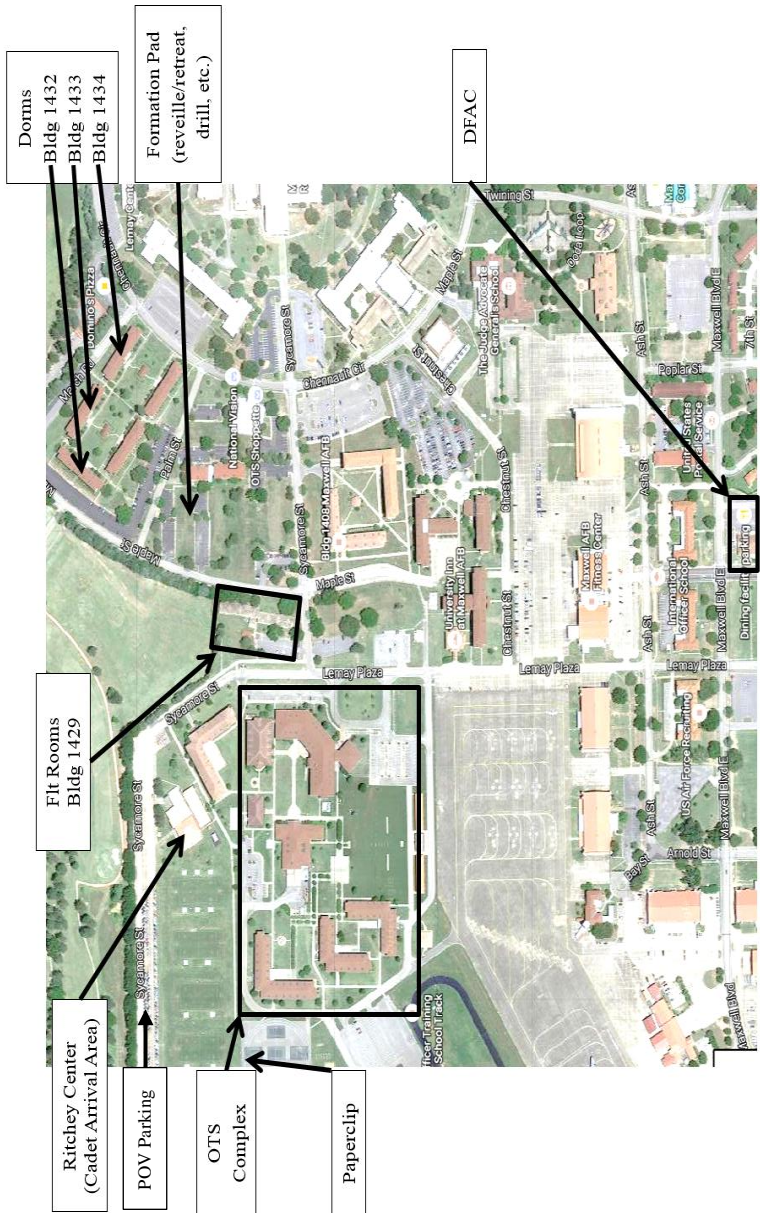
**OFFICERSHIP:** Exhibits key aspects of professionalism required of an effective Air Force officer; encompasses Air Force core values. Displays little to no regard for his/her own self gain above other's needs, admits mistakes, is humble, respectful, and willing to sacrifice for the benefit of the team; adheres to moral principles and has soundness of character; responsible and vigilant.

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

<b>ATTENTION-TO-DETAIL/SITUATIONAL AWARENESS:</b> Ability to correctly accomplish tasks according to instructions; ability to recognize changes in environment and act appropriately.
<b>MOTIVATES OTHERS:</b> Ability to inspire others to perform to their best ability; sets the example and strives to achieve the same from others.
<b>TACT/SENSITIVITY:</b> Ability to relate and interact positively and appropriately in diverse groups of people and a multitude of environments; fair and objective; knows when to be assertive.
<b>ATTITUDE:</b> Positive about difficult tasks; constantly strives to improve; strong self-image, enthusiastic.
<b>HUMAN RELATIONS:</b> Self-confidence in group dynamics; reacts objectively; makes a genuine effort to maintain and improve working relationships with others.
<b>E. COMMUNICATION SKILLS</b>
<b>VERBAL/WRITTEN:</b> Command of language and grammar, pronunciation and enunciation.
<b>CLEAR AND CONCISE:</b> Communicates ideas/thoughts in an organized fashion.
<b>ARTICULATE:</b> Speaks/writes in an effective, professional manner.
<b>CONFIDENT:</b> Exhibits positive self-image, poised under pressure, ability to project command presence.
<b>F. JUDGMENT AND DECISION MAKING SKILLS</b>
<b>TIME MANAGEMENT:</b> Effectively executes a multitude of tasks.
<b>REACTION TO COUNSELING:</b> Reacts objectively to criticism without getting emotional; shows interest in feedback and strives to improve.
<b>USES RESOURCES EFFECTIVELY/EFFICIENTLY:</b> Ability to utilize personnel and equipment appropriately in situational environment; no wasted efforts.
<b>LEARNS FROM MISTAKES:</b> Shows dedication to improve actions, behavior, and attitude; makes efforts to prevent similar mistakes.
<b>G. WARRIOR ETHOS</b>
<b>ADAPTABILITY TO CHANGE/STRESS:</b> Seeks new, improved ways to perform tasks; anticipate and plans for change; responds quickly and effectively to crisis, thrives on the training environment; seeks ideas to improve things and performance; challenged by and overcomes adversity.
<b>APPLIES TRAINING TO AUSTERE ENVIRONMENT:</b> Demonstrates LEADM, ATM, AEF skills knowledge, leadership in field conditions.
<b>EXPEDITIONARY SKILLS ADAPTABILITY:</b> Ability to transition from in-garrison to field conditions by employing AEF skills and readiness training.



**ATTACHMENT 3: MAP - MAXWELL AFB, AL**





*Remember those who  
fought for you...*