

**BY ORDER OF THE COMMANDANT
OFFICER TRAINING SCHOOL (AETC)**

**OFFICER TRAINING SCHOOL
MANUAL 36-2604**



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Personnel

**CADET OPERATING PROCEDURES –
OFFICER TRAINING SCHOOL**

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This manual implements Air Force Policy Directive (AFPD) 36-26, *Total Force Development and Management*, and applies to all Officer Training School (OTS) cadets and staff. It provides guidance for and standardizes 23d Training Squadron (23 TRS), 24th Training Squadron (24 TRS) and Detachment 12 (Det 12) training. Refer recommended changes and/or corrections to this publication to the Office of Primary Responsibility using the AF Form 847, *Recommendation for Change of Publication*, through your chain of command. Subordinate units may publish unit guidance to implement or supplement this manual. Route all implementing or supplementing guidance through OTS/CCV prior to approval. Provide a copy of the approved guidance to OTS/CCV. Submit waiver requests to OTS/CCV through appropriate chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

Major changes include standardizing guidance across all squadrons within OTS. The standardized guidance is spread throughout this publication and must be thoroughly reviewed.

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Chapter 1

GENERAL PROCEDURES

1.1. Cadet Designation. For consistency purposes, references to “cadet” in this manual refer to any trainee assigned to the 23 TRS, 24 TRS and Det 12. Trainees assigned to 24 TRS or Det 12 will be addressed as “cadet” (e.g. Cadet Smith). Trainees assigned to 23 TRS will be addressed according to their rank (e.g. Captain Smith).

1.2. Customs and Courtesies. In accordance with (IAW) Air Force Instruction (AFI) 1-1, *Air Force Standards*, maintaining good order and discipline is paramount to mission accomplishment. Our core values demand that Airmen treat others with genuine dignity, fairness, and respect at all times. During the course of your day to day duties, application of AFI 1-1 should be a basis for how you interact and project a professional image.

1.2.1. Saluting. Salutes are rendered in all outdoor areas on Maxwell Air Force Base (AFB), 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 commissioned staff member’s office/cubicle or upon receiving an award at an awards ceremony. Do not salute when reporting to enlisted staff members (except during Open Ranks Inspections or reporting for Physical Training (PT)).

1.2.1.1. In addition to saluting officers, cadets will exchange salutes as appropriate for their rank or position (e.g. Mess Checker, Flight Leader, etc.) regardless of training program. Cadets of the same rank are not required to exchange salutes.

1.2.1.2. Cadets will initiate the salute and give the greeting of the day in time to allow the senior officer/cadet to return it, but not from such a distance as to hinder communication. **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. **NOTE:** If remaining in the same vicinity (e.g. within six paces), a cadet only has to salute an OTS staff member once.

1.2.1.3. 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.

1.2.1.4. If called to receive an award, proceed in a military manner to the right of the award presenter 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. **NOTE:** If a photographer is present, pause for pictures. Then render a salute, if the presenter is a commissioned officer, and exit the area in a 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.

1.2.1.5. Salute outdoors when in uniform unless encumbered. Make every effort to not be encumbered (e.g. avoid carrying items in your right hand) while marching; however, if this is unavoidable, give only the greeting of the day. If the senior individual is encumbered, the junior will still render a salute and wait for acknowledgement before dropping the salute.

1.2.1.6. Saluting is not required when either staff or cadets are in PT gear; however, cadets should render the proper greeting of the day.

1.2.2. No-Salute Areas. Saluting is not required at the following events or locations: assault/confidence courses, rappel tower/ropes, Blue Thunder (BT), Vigilant Warrior (VW), Baseline Expeditionary Leadership Problems (BELPs), Leadership Reaction Course (LRC)/Project X, OTS track, Emergency Management Leadership Exercise (EMLEX), the covered area between Gilbert Hall/Gilbert Hall Annex or with approval from the Director of Operations (DO) or higher. The drill pad, parade field, and physical conditioning facilities areas are no salute areas during instruction only. Upon completion of instruction all cadets will resume rendering salutes in these areas.

1.2.3. Reveille, Retreat and National Anthem Courtesies

1.2.3.1. Personnel outdoors in uniform, to include PT uniform, will face the flag if visible, or turn towards the music and assume the position of parade rest upon hearing the first note of "Reveille." If you can see the flag being raised during "Reveille," upon the first note of "To the Colors," or as the flag is beginning to be raised, assume the position of attention, face the flag, and render a salute. Hold your salute until the last note of music is played and the flag is fully raised.

1.2.3.2. Personnel outdoors in uniform, to include PT uniform, will face the flag if visible, or turn towards the music and assume the position of parade rest upon hearing the first note of "Retreat." Upon hearing the first note of the National Anthem, assume the position of attention, face the flag if visible, or turn towards the music and salute. Hold your salute until the last note of the music is played.

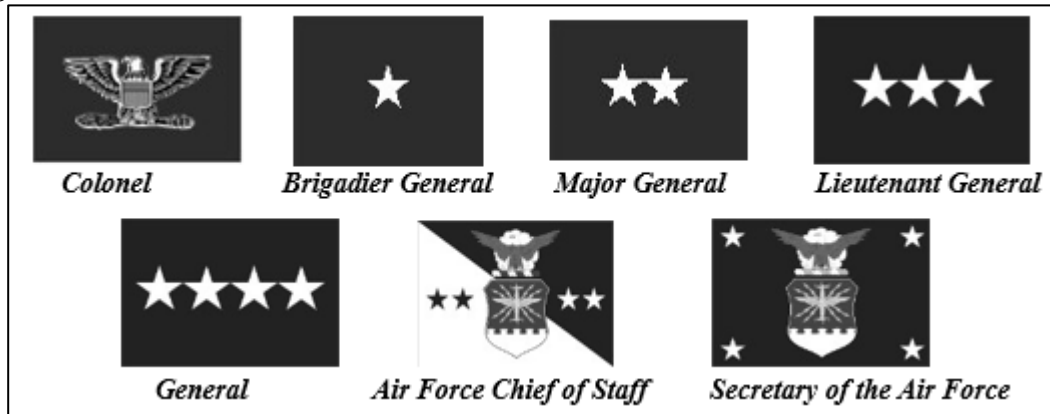
1.2.3.3. When the National Anthem is played indoors during a ceremony and you are in uniform, assume the position of attention and face the flag, but do not salute. If in civilian clothes indoors or outdoors and the National Anthem is played, assume the position of attention and place your right hand over your heart. If you are wearing a hat, it should be removed. **NOTE:** Saluting outdoors while in civilian clothes is permitted but not required.

1.2.3.4. **Exception:** When participating in PT or leadership exercises, cadets and staff should continue with these activities and are not required to render normal customs and courtesies for reveille/retreat/National Anthem. Cadets and staff not actively engaged in the activity are required to render normal customs and courtesies for reveille/retreat/National Anthem.

1.2.4. Staff Vehicles. All cadets will render a salute to all properly marked and occupied staff vehicles. All placards have a blue background with silver insignia and/or full color image. The

Chief of Staff placard has a white and blue background with blue and silver stars (see Figure 1.1.).

Figure 1.1. Staff Car Placards.



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

1.2.5.1. When addressed by or addressing any staff member, cadets will **IMMEDIATELY** assume the position of attention (except during academic instruction/field leadership events/drill instruction at the instructor’s discretion).

1.2.5.1.1. When any staff member or commissioned officer addresses a cadet, the cadet will respond first with the word “**Sir/Ma’am**” followed by a response. Exceptions include any specific phrases listed within this manual that dictate placement of “**Sir/Ma’am**” (e.g. para. 1.2.5.2.). When responding to yes/no questions, saying thank you, you’re welcome or answering a how are you feeling question, cadets will reply “**Yes/No/Thank You/You’re Welcome, Sir/Ma’am**” or “**Outstanding, Sir/Ma’am.**”

1.2.5.1.2. Cadets will address one another by “**Sir/Ma’am**” or rank and last name at all times.

1.2.5.1.3. Cadets will close conversations with the appropriate greeting of the day.

1.2.5.2. Cadets passing or being passed by OTS staff will give the proper greeting of the day unless the staff member is engaged in a conversation. 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.

1.2.5.2.1. When indoors and cadets are in groups of four or less, all cadets will give the appropriate greeting of the day.

1.2.5.2.2. When indoors and cadets are in groups of five or more, the first cadet in line will give the appropriate greeting of the day for the entire group.

1.2.5.3. When approaching a group of individuals, the greeting of the day will be rendered to the highest ranking individual(s) first (e.g., a male Major walking with a female Captain will be greeted with **“Good morning, Sir, Good morning, Ma’am”**). 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 the PT Uniform will be greeted with **“Good morning, Ladies, Good morning, Gentlemen”**).

1.2.5.4. When giving the greeting of the day, cadets will never be required to “sound off.” However, all cadets are to speak in a clear and confident tone at all times. **NOTE:** If remaining in the same vicinity (e.g. within six paces), a cadet only has to greet an OTS staff member once.

1.2.5.5. When reciting knowledge, cadets will assume the position of attention. If cadets are outdoors, the Flight Leader will call the flight to attention prior to initiating a call for knowledge.

1.3. Standardization. Cadets will present a standardized professional image at all times. While in academic areas and outdoors, cadets will standardize all equipment/gear to the fullest extent possible to present a neat and orderly appearance. Cadets are expected to standardize uniform wear, exercising good judgement and appropriate risk management practices (e.g. all cadets will not be expected to wear short sleeve blues during the winter months if one member does not have long sleeve blues). See Attachment 2 for specific details for standardized uniforms and formations. Cadets will standardize flight rooms as directed by the Flight Commander (Flt/CC).

1.4. Academic Buildings.

1.4.1. Foyers. Cadets will not call Gilbert Hall Foyer (the area outside Boyd Auditorium) or Hoover Foyer to Attention when commissioned officers enter or exit this area through any doorway or stairwell. Cadets may not speak in this area unless giving the greeting of the day, making on-the-spot corrections to other cadets, or addressing/being addressed by OTS staff or visitors. Cadets will not loiter in this area unless directed by staff or waiting for the base taxi.

1.4.2. Hallways. Cadets will march quickly in a single file, at the position of attention, on the right side of the hallway. It is not necessary to halt at every doorway or intersection, but cadets will watch for people coming out of offices and around corners.

1.4.2.1. In order to prevent undue carpet wear, cadets will not square corners or perform facing movements in carpeted areas.

1.4.2.2. Talking is not permitted in the academic hallways/stairs unless making on-the-spot corrections to other cadets, addressing or being addressed by OTS staff or visitors, or giving the greeting of the day.

1.4.3. Latrines. Talking is not permitted in the latrines unless making on-the-spot corrections to other cadets or addressing or being addressed by OTS staff or visitors. Cadets will not greet staff or other cadets while in the latrine.

1.4.4. Break Rooms/22d Training Support Squadron (TRSS) Personnel Assistance Counter and Independent Duty Medical Technician Waiting Area. Cadets will not give the greeting of the day to staff members transiting through the area, but will use all proper customs and courtesies if addressed or being addressed by staff. Cadets may talk at moderate levels and should maintain a professional demeanor.

1.5. Auditoriums. Cadets will enter the auditorium and fill the seats starting in the front. Cadets will sit according to the seating arrangement assigned by the cadet leadership (normally in every other seat, staggered). Cadets (24 TRS and Det 12) in the Indoctrination Stage of training will fill the auditorium seats as directed by the Military Training Instructors (MTIs). Talking quietly is permitted until the class leader instructs the class to prepare for instruction. For combined lectures in Boyd Auditorium, 23 TRS cadets will sit in the center of the auditorium, 24 TRS cadets will sit on the left side of the auditorium (as viewed from the lectern) and Det 12 cadets will sit on the right side of the auditorium. The 23 TRS class leader will perform opening and closing procedures. For combined 24 TRS and Det 12 lectures only, the current 24 TRS and Det 12 class leader will determine who performs opening and closing procedures.

1.5.1. Auditorium Opening. The class leader will come to the Position of Attention, centered in front of the stage and command, “**CLASS, PREPARE FOR INSTRUCTION.**” At this time, cadets will stand at parade rest in front of their seats. Once the class leader sees the instructor approaching down the aisle, he or she will call the class to Attention. The class leader will then turn to the instructor, salute (if the instructor is a commissioned officer only) and report, “**SIR/MA’AM, CLASS IS READY FOR INSTRUCTION.**” The instructor will return the salute, if applicable, and direct the class to take their seats. Cadets will then be seated at attention until told to sit “at ease.” Seated position of attention consists of: head and eyes straight forward, back off the back of the chair, palms down and placed on top of your thighs, heels together with feet forming a 45-degree angle.

1.5.2. Auditorium Closing. Once the instructor/lecturer indicates they are ready to close class, the class leader will come to the Position of Attention, centered in front of the stage and command, “**CLASS, PREPARE FOR DISMISSAL.**” At this time, cadets will set aside class materials and stand at Parade Rest. Next, the class leader will call the class to Attention. The class leader will then turn to the instructor, salute (if the instructor is a commissioned officer only) and report, “**SIR/MA’AM, CLASS 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 class leader will command “**CARRY ON**” once the instructor has left the auditorium.

1.5.3. Asking/Answering Questions. When cadets wish to ask a question or provide an answer during an auditorium lecture, they will remain seated and raise their hand. When the lecturer recognizes a cadet, the cadet will stand up, say “**Sir/Ma’am,**” and ask the question/give the answer, unless directed to do otherwise by the lecturer.

1.5.4. Tardiness. Cadets who arrive late to an auditorium lecture will sit in the back of the auditorium and will not disrupt the lecture. Following the lecture, cadets will report to their Flt/CC or MTI (if during Indoctrination Stage) as soon as possible explaining why they were late.

1.5.5. Attendance. Cadets will not leave the auditorium voluntarily during a lecture except for unforeseen health issues. If a cadet must leave, they will reenter following guidance described in paragraph 1.5.4. Cadets who are ordered to leave an auditorium for disrupting the lecture, will immediately report to their Flt/CC or MTI (if during Indoctrination Stage). Planned appointments during scheduled auditorium lectures must be approved by the Flt/CC or MTI (if during Indoctrination Stage).

1.6. Flight Room.

1.6.1. Set-up.

1.6.1.1. Heads-Up Display/Samples of Behaviors (SOBs). Before each flight room lecture, the Flight Leader will ensure the lesson title (e.g. Team Building), the instructor's rank/name, and the scheduled time (e.g. 1000-1050) for that lecture are written legibly in the top left corner of the white board. The Flight Leader will also ensure the cognitive SOBs for that lecture are written on the board.

1.6.1.2. The Flight Leader will always sit to the instructor's right, as viewed from the front of the room.

1.6.1.3. The flight room and cadets will be standardized as required per paragraph 1.3. Training materials (if needed) will also be standardized, in place and ready for use.

1.6.2. Opening Procedures. Prior to the instructor entering the flight room, the Flight Leader will stand at parade rest in the front of the flight room facing the back of the room. All other cadets will be at parade rest, standing behind their chairs and facing the center of the room. As the instructor breaks the threshold of the doorway, the Flight Leader will assume the position of attention and call the flight to attention. The instructor will walk to the front of the room and position themselves at the side of the Flight Leader. The Flight Leader will turn and face the instructor, salute (if the instructor is a commissioned officer) and report, "**Sir/Ma'am, _____ Flight_____ is accounted for and ready for instruction.**" **NOTE:** Flights with number designators will state their Flight "Number." Flights with letter designators will state their "Letter" Flight. The instructor will return the salute and command, "**Take your seats.**" Cadets will then quickly take their seats and sit at the seated position of attention until placed "**At Ease**" by the instructor.

1.6.3. Closing procedures. At the conclusion of the lecture, the instructor will direct the FL, "**Flight Leader, prepare the flight for dismissal.**" The Flight Leader will immediately stand, push in their chair, assume the position of attention behind their chair and command, "**Flight, prepare for dismissal.**" Each flight member will then stand, push in their chair, standardize training materials and assume the position of parade rest behind their chair. After the entire flight accomplishes this task, the flight leader will move to the front of the flight room facing the back of the room. The Flight Leader will assume the position of attention and then call the

flight to attention. The instructor will then take their position at the side of the flight leader. The Flight Leader will face the instructor, salute (if the instructor is a commissioned officer only), and report, **“Sir/Ma’am, _____ Flight _____ is ready for dismissal.”** After the instructor returns the flight leader’s salute, the Flight Leader will turn and face the back of the room until the instructor exits the room. As the instructor breaks the threshold of the doorway, the instructor will command, **“CARRY ON.”** At this point all cadets will echo, **“CARRY ON, SIR/MA’AM.”**

1.6.4. Entry/Exit Procedures.

1.6.4.1. When entering a flight room for a lecture already in session, cadets will center on door, knock once (loud enough to be heard), wait until acknowledged, open the door to a 45-degree angle (if closed) and state, **“Sir/Ma’am, (Cadet/Rank) (Name) requests permission to enter.”**

1.6.4.2. If multiple cadets are reporting, one cadet in the group will state, **“Sir/Ma’am, (Cadet/Rank) (Name) plus (number of cadets) request permission to enter.”**

1.6.4.3. When a lecture has stopped for a break and the same lecture will resume upon conclusion of the break, cadets who exit the flight room will not knock or request permission to re-enter. Cadets who are late in returning from break will perform procedures as outlined in paragraph 1.6.4.1. or 1.6.4.2.

1.6.4.4. The last cadet departing the flight room will ensure all audiovisual equipment (except the flight room computer) and lights are turned off.

1.6.5. Flight Room Protocol.

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

1.6.5.2. When a lecture is not in session, cadets will call the room to attention when a commissioned staff member enters or exits the room, provided there is not already a commissioned staff member in the room of equal or higher rank. As the officer breaks the threshold of the doorway, the first cadet to see the officer will call the room to Attention. When exiting, if the officer commands **“CARRY ON,”** all cadets will echo, **“CARRY ON, SIR/MA’AM.”**

1.7. Reporting Procedures.

1.7.1. Indoors/Outdoors Reporting Procedures.

1.7.1.1. Reporting procedures will be accomplished for both commissioned and enlisted staff members. When ordered to report (e.g. an OTS staff member directs (orders) a cadet to report to an office/cubicle), cadets will assume the position of attention (salute if outdoors if the staff member is a commissioned officer of higher rank) and state

“Sir/Ma’am, (Cadet/Rank) (Last Name) reports as ordered.” Once the staff member ends the conversation, cadets will assume the position of attention if not already at it, salute as appropriate, and give the greeting of the day.

1.7.1.2. When not ordered to report (e.g. a cadet approaches a staff member and initiates a question), cadets will assume the position of attention, salute as appropriate and state **“Sir/Ma’am, (Cadet/Rank) (Last Name) reports.”** Once the staff member ends the conversation, cadets will assume the position of attention if not already at it, salute as appropriate, and give the greeting of the day.

1.7.2. Office/Cubicle Reporting Procedures.

1.7.2.1. Office/Cubicle. Cadets will center themselves on the threshold of the door entrance and knock once (loud enough to be heard). Do not knock if a conversation is taking place. When ordered, cadets will enter, march using the most direct route to the staff member, perform the appropriate facing movement (if not on carpet), center themselves two paces away (if possible) in front of the desk or staff member, salute (if the staff member is a commissioned officer), and give the appropriate reporting statement. If told to take a seat, cadets will quickly sit at the seated position of attention until told to sit at ease. Once the staff member ends the conversation, cadets will then stand and assume the position of attention, salute as appropriate, and give the greeting of the day. Cadets will then perform the appropriate facing movement (if not on carpet), and take the most direct route out of the office.

1.7.2.2. If multiple cadets are reporting to an office or cubicle, cadets will follow procedures as directed in paragraph 1.7.2.1. However, one cadet in the group will salute and add the reporting statement to include all cadets reporting to the office or cubicle (e.g. **“Sir/Ma’am, (Cadet/Rank) (Last Name), (Cadet/Rank) (Last Name), and (Cadet/Rank) (Last Name) report as ordered.”**) The cadet who reported in, will salute (as appropriate) and give the greeting of the day for the entire group when departing.

1.8. Dormitory Procedures.

1.8.1. Cadets will not return to the dormitories during SMT unless granted specific permission from a Student Squadron Commander (SS/CC) or higher.

1.8.2. Cadets will not permit unescorted, non-OTS personnel into the dormitories without prior approval from OTS staff. (**Exception:** Contractors and maintenance personnel) Cadets will notify the Charge of Quarters (CQ) or Staff Duty Officer (SDO) of any unknown personnel immediately.

1.8.3. Cadets will gain permission and guidance from their Flt/CC (or higher) prior to having or storing food items in their dormitory room or common areas.

1.8.4. Cadets will follow additional dormitory procedures outlined in the *OTS Dormitory Manual*.

1.8.5. Dormitory Protocol.

1.8.5.1. Foyer/Day Areas/CQ Office/Hallways. Cadets will not call foyers, day areas (open area used as a dayroom, on the 2nd and 3rd floor), the CQ Office, or hallways to Attention, when senior personnel enter. If seated and a staff member enters one of these areas, 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 an O-6 or above enters these areas, 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 assume the Position of Attention and render the proper greeting of the day. **NOTE:** Do not call these areas to Attention during open house or the morning of graduation.

1.8.5.2. Cadets will call dormitory rooms to attention when an OTS staff member (as required) enters/leaves a dormitory room. The first cadet to take notice will call the room to Attention. If a cadet is alone in the room, that cadet will assume the position of attention and not call the room to attention.

1.8.5.3. Before entering a cadet's room other than their own, cadets will knock, identify themselves and wait for permission to enter.

1.8.6. Dormitory Room Procedures.

1.8.6.1. Doors will be fully open (90 degrees) while the room is occupied and/or if there are cadets in a room other than the cadets assigned.

1.8.6.2. Doors will be closed and lights off while the room is unoccupied.

1.8.6.3. Cadets will close their doors while showering, changing uniforms, on quarters, utilizing the latrine, or during Lights Out.

1.8.6.4. Doors will be closed and locked anytime while sleeping (includes periods when cadets are sleeping prior to lights out and during lights out periods).

1.8.6.5. Lights Out/Lights On. Lights Out is no later than 2300 hours every day. Lights On is no earlier than 0430 hours every day. The Squadron Commander (Sq/CC) or Director of Operations (DO) may extend duty hours as required. **Exception:** On the evening of the formal graduation dinner (e.g. awards/Heritage Dinner), Lights Out will be 0000.

1.8.6.5.1. At Lights Out, all lights will be off and cadets will be attempting to sleep in their assigned bed using the provided bedding items.

1.8.7. Dormitory Hallway Procedures.

1.8.7.1. Meetings will not take place in dormitory hallways.

1.8.7.2. Cadets will use the right side of the hallway, using caution when approaching doorways.

1.9. Cadet Conduct.

1.9.1. Cadets will report any misconduct to their chain of command immediately. Behavior that brings discredit to our nation, United States (US) Government, US Air Force, or OTS will not be tolerated and may be punishable under the *Uniform Code of Military Justice* (UCMJ) and grounds for disenrollment from OTS. Cadets will avoid the actual or appearance of the following actions:

1.9.1.1. Failure to perform assigned duties.

1.9.1.2. Disrespect or conduct unbecoming an officer.

1.9.1.3. Violations of federal, state, or local laws.

1.9.1.4. Failure to obey a direct order.

1.9.1.5. Failure to go (failure to attend a directed class, event, formation, meeting, or appointment).

1.9.1.6. Unlawful discrimination.

1.9.2. Unprofessional relationships (UPRs). UPRs are defined as relationships or attempted relationships with faculty, staff, or other cadets that detract from the authority of superiors or result in (or reasonably create the appearance of) favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Involvement in a UPR may result in prosecution under the UCMJ and disenrollment from OTS. Additionally, a number of the rules and prohibitions in this manual also apply to relationships between staff/faculty and cadets beyond graduation. Further guidance can be found in Department of Defense Instruction (DODI) 1304.33, *Protecting Against Inappropriate Relations During Recruiting and Entry Level Training* and Air Education and Training Command Instruction (AETCI) 36-2909, *Recruiting, Education, and Training Standards of Conduct*. Cadets will:

1.9.2.1. Ensure their relationships with faculty and OTS staff are professional.

1.9.2.2. Not establish, develop (or attempt to develop), or conduct a personal, intimate, or sexual relationship with faculty, staff, or other OTS cadet. A personal relationship is any relationship other than a normal professional relationship. It includes, but is not limited to, dating, kissing, and affectionate touching, hand-holding, embracing, caressing, and any other public or private act of affection. **NOTE:** This does not include private relationships between spouses.

1.9.2.3. Not contact or attempt to contact any OTS staff through social media, texting, and e-mail while in a training environment, other than for official business.

1.9.2.4. Not use threats, pressure, or promise of return of favors or favorable treatment for the purpose of gaining sexual favors from faculty, staff, or cadets.

1.9.2.5. Not make sexual advances toward, or seek or accept sexual advances or favors from faculty, staff, or cadets.

1.9.2.6. Not gamble with faculty, staff, or other cadets.

1.9.2.7. Not lend money to, borrow money from, or otherwise become indebted to faculty or staff.

1.9.2.8. Not develop (or attempt to develop), establish, or carry on a personal social relationship with faculty or staff.

1.9.2.9. Not establish a common household with a member of the faculty or staff.

1.9.2.10. Not attend social gatherings or frequent clubs, bars, or theaters on a personal social basis with faculty or staff. **NOTE:** This does not include flight dinner, or formal graduation dinner (e.g. awards/Heritage Dinner) during the last week of training.

1.9.2.11. Not accept alcohol from, or consume alcohol with, faculty or staff on a personal social basis. **NOTE:** This does not include flight dinner or formal graduation dinner (e.g. awards/Heritage Dinner) during the last week of training.

1.9.2.12. Not allow entry of any OTS staff member into their privately owned vehicle or enter into any OTS staff member's privately owned vehicle except to conduct official business.

1.9.2.13. Not allow entry of any OTS staff member into their private dwelling or enter into the private dwelling of any OTS staff member. This does not include entry into dorm rooms for official business, to include room inspections.

1.9.2.14. Complete DD Form 2983, *Recruit/Trainee Prohibited Activities Acknowledgement*.

1.9.3. Cadet Abuse. Any unauthorized physical or verbal act or omission by a faculty or staff member against a trainee, cadet, or student intended to cause, or likely to result in, unlawful physical, emotional, psychological, or financial harm. Examples include, but are not limited to: maltraining, cruelty and maltreatment (verbal and/or physical) and hazing.

1.9.4. Maltraining. Maltraining is any training practice that is not designed to meet a training objective. Examples of maltraining include, but are not limited to: unnecessarily rearranging the property of a cadet, maliciously embarrassing a cadet, assigning remedial training that does not fit the deficiency. Any practice for the purpose of inducing a cadet to self-eliminate is considered maltraining.

1.9.5. Cruelty and Maltreatment. Military personnel may not be cruel toward, oppress, or maltreat persons subject to their orders. Three types of cruelty and maltreatment are listed below:

1.9.5.1. Physical maltreatment is defined as causing or engaging in unauthorized and unwanted physical contact with another or improperly depriving another of basic physical necessities. This includes, but is not limited to, poking, hitting, thumping, pushing, grabbing, threats of violence, physical violence, physical intimidation, hazing, or any unnecessary physical contact.

1.9.5.2. Verbal maltreatment is defined as any language that degrades, belittles, demeans, ridicules, or slanders an individual or group based on color, national origin, race, religion, age, ethnic group, gender, or physical stature. This includes, but is not limited to: the use of profanity and any insinuation of immoral, unethical, crude, offensive language used in rhymes or prose as memory devices (mnemonics), or training tools that include profane words, offensive language or inappropriate sexual or gender references. Any language that establishes a hostile environment constitutes or promotes sexual harassment, or disrespect for anyone, is considered verbal maltreatment.

1.9.5.3. Sexual harassment. Sexual harassment is a form of sexual discrimination that involves unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when: submission to or rejection of such conduct is made either explicitly or implicitly as a term or condition of a person's job, pay, or career; submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creates an intimidating, hostile, or offensive environment. Sexual harassment is any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee; any military member or civilian employee who makes unwelcome, deliberate, or repeated verbal comments, gestures, or physical contact of a sexual nature.

1.9.6. Hazing. Hazing is strictly prohibited at OTS. Hazing is any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Examples of hazing include, but are not limited to: unauthorized psychological games (e.g., "loyalty checks"); initiation rites or rituals that threaten or result in bodily harm to any person (e.g., "blood wings," branding, tattooing, striking); forced or coerced consumption of alcohol, drugs, or tobacco products; and forced or coerced consumption of excessive or harmful liquids, foods, or any other substances.

1.9.7. Sexual Assault. Sexual Assault refers to any of several offenses of a sexual nature, committed without the lawful consent of the victim, that are punishable as crimes under the UCMJ. The offenses included within the term 'sexual assault' include rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy, and sexual assault or abuse of a child, or an attempt to commit any of these offenses.

1.9.8. Academic Integrity. Cadets must adhere to the highest standards of academic integrity. They are prohibited from engaging in plagiarism, cheating, misrepresentation, or any other act constituting a lack of academic integrity. All individuals who violate academic integrity are subject to disciplinary actions and may be prosecuted under the UCMJ. Academic Integrity violations include (but are not limited to):

1.9.8.1. Plagiarism. The act of taking written or verbal work from another, parts or passages of their writings, or the ideas or language of another, and intending to pass it off as their own.

1.9.8.2. Cheating. The act of giving and/or receiving improper assistance such as, but not limited to: copying answers from another's examination; using texts, notes, issue materials, or other references not authorized for examinations or other assigned work; using previously written papers, briefings, or other types of cadet work normally assigned by the school, provided by current or former OTS cadets; knowingly permitting another cadet to copy one's assignments or briefing materials, or answers from an examination paper; and collaborating with other persons on individual assignments except as specifically authorized by the school.

1.9.8.3. Misrepresentation. The act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so; for example, false reporting. Cadets enrolled in a course who previously took the same course (or a variant of it; for example, a nonresident version of the same course) and attempt to resubmit research papers or other work in fulfillment of a current school assignment, while disguising the fact that it is a resubmission, would be guilty of misrepresentation.

1.9.9. Offensive Materials. Possessing, viewing or downloading any pornographic media (e.g. DVDs, magazines, CDs) is forbidden while at OTS. Any materials that could reasonably be considered offensive or degrading will not be tolerated and may be grounds for dismissal from OTS.

1.9.10. Reporting Violations. Cadets are required to report all violations of the Honor Code, UCMJ, UPRs and written/verbal orders (to include regulations, instructions and this manual) whether committed by cadets, faculty/staff, or others. Failure to report may be punishable under Article 92 of the UCMJ.

1.9.11. Cadet Spirit Missions. Spirit missions will be tasteful, and the group responsible for execution will be responsible for cleanup afterwards within three Training Days (TDs). Spirit missions must be approved by the owning SS/CC or higher. **NOTE:** The OTS Air National Guard Minuteman statue is off limits to spirit missions.

1.10. Training Feedback Tools.

1.10.1. AETC Form 341, *Excellence/Discrepancy Report*. The AETC Form 341 may be used to document positive and/or negative cadet performance. Cadets will carry, at a minimum, two AETC Form 341s at all times while at OTS (if one is pulled, the cadet should replace it NLT lights out of the same day).

1.10.2. Merits/Demerits. Merits/Demerits may be used to recognize/correct cadet performance respectively. See Attachment 6.

1.10.2.1. If utilized, cadets will track and document all merits/demerits earned in each reporting week.

1.10.2.2. Cadets with excessive demerits (50% above the flight average with a total of ten or more demerits) are subject to a reduction in their privilege status and counseling.

1.10.3. Official Memorandum (OM). OMs are a means of documenting positive or negative cadet performance. Excessive negative OMs can affect a cadet's ability to successfully complete OTS. Cadets will acknowledge receipt of OMs by correctly completing their Cadet Stamp IAW with paragraph 1.11.

1.10.4. Security Violation. Security violations occur when cadets leave their dorm room security drawer unlocked when that cadet is not in the room. A security violation also occurs when a cadet leaves their government issued laptop unattended or loses an Identification card/Computer Access Card or leaves it unattended. Additionally, a security violation occurs when the following items are left out, unattended or unsecured. **NOTE:** Laptops and items stored in an attaché are considered secured when left in a cadet's dorm room or flight room.

1.10.4.1. Privacy Act Information (e.g., SSN, address lists, phone numbers, dog tags, etc.).

1.10.4.2. Money, stamps, checks, credit cards, financial statements, etc.

1.10.4.3. Completed SOBs and other graded measurement material (to include posting study guides on the internet without password protection).

1.10.4.4. Personal Valuables (e.g., keys, cell phones, prescription medication, keepsakes, etc.).

1.10.4.5. Any computer usage violation listed in paragraph 1.13.

1.10.5. Security Violation Recourse. A security violation may result in a punitive counseling. Additionally, a cadet may be required to research and write a memo to their Flt/CC regarding the importance of security.

1.11. Cadet Stamp. Each cadet will complete a cadet stamp as required. A properly completed cadet stamp is illustrated in Figure 1.2. By initialing the cadet stamp, cadets are acknowledging they were counseled and documentation exists.

Figure 1.2. Cadet Stamp.

I have read and understand the above comments. I ~~do~~/do not wish to make a written statement.

Initials: ABC Date: 2 Mar 17

I have read and understand the above comments. I (do)/~~do not~~ wish to make a written statement.

Initials: ABC Date: 2 Mar 17

1.11.1. If the cadet wishes to make an immediate comment, they may write on the back of the document, sign and date. If an immediate comment is not possible (e.g. schedule constraint), cadets will have up to two TDs (no later than close of business) from the event to submit a comment and turn into the evaluating instructor.

1.12. Religious Services.

1.12.1. Cadets are allotted up to four hours to attend worship services of their choice, on or off Maxwell AFB. The SS/CC may grant extensions to the four-hour time limit for religious observances on a case-by-case basis. Cadets must sign out and in on the CQ logbook. Cadets with Maxwell AFB privileges or less will inform their Flt/CC of any off-base worship to ensure accountability. After initial notification, cadets will only update their Flt/CC of changes to their original plans.

1.12.2. Attending the religious service of the cadet's choice is a right that will not be abused. Cadets with Maxwell AFB privileges or less will proceed directly to and from all religious services. They may visit with friends and family while attending church worship; however, they may not skip the service in order to socialize in the vicinity of the service. Once the worship service and its related practices are completed, cadets will return directly to the OTS Complex unless exercising off-base privileges.

1.12.3. Some faith groups may require religious observances that fall within a standard training week; and not on the weekend. OTS staff will accommodate for these religious observances as much as possible; 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. The Reflection and Accommodation Center (RAC) is located on the second floor of building 1487 (Room C211) and can be used for personal religious purposes. Cadets will follow all guidance posted inside the RAC concerning its use. Cadets may discuss any issues of religious accommodation in detail with the Holm Center/OTS Chaplain or staff member.

1.13. Government Network Access & Computer Usage.

1.13.1. Computer/Network Policy. All cadets who access any government information system infrastructure are subject to the rules and regulations contained in Air Force Manual (AFMAN) 17-1201, *User Responsibilities and Guidance for Information Systems*. In addition, cadets accessing social media website are subject to the rules and regulations contained in AFI 1-1. Failure to follow these provisions may constitute a violation of UCMJ Article 92 and may be grounds for dismissal from OTS.

1.13.1.1. OTS contains two types of government provided network access. First are computers that require Common Access Cards (CACs) with connectivity to government Local Area Network (LAN). Cadets may not use personal computers or issued laptops to gain access to the government LAN. Second, issued computers that require user identification and password to login, as well as personal electronic devices attached to OTS WiFi, are on the ".com" network. On either network, cadets may access the Internet from government or personal computers for training-related purposes only.

1.13.1.2. Cadets will not use personal memory sticks, thumb drives, or camera flash memory cards in any LAN-connected computer.

1.13.1.3. Upon detection of a virus, cadets will immediately shut off the device, report the virus and turn in the device to their Flt/CC.

1.13.1.4. Cadets will complete Department of Defense Information Assurance (IA) Cyber Awareness Challenge training prior to using any computer connected to a .mil network (e.g. requiring CAC access). This requirement does not apply to cadets using the OTS-provided WiFi network.

1.13.1.5. Cadets will ensure that any stationary laptops connected to the LAN are turned on and plugged in at all times.

1.13.1.6. Cadets will always secure their government laptop and/or personal laptop, tablet, etc. and never leave it unattended, unless left in the flight room or dormitory room with the door closed. Failure to do so will be considered a security violation.

1.13.1.7. Cadets may use their personal electronic devices in all dormitory areas and flight rooms. They may be used during academic instruction but only in a capacity that relates to the topic of the lecture in session.

1.13.1.8. All cadets are responsible for the care and maintenance of any issued laptop. Cadets may be held responsible for replacing a lost or damaged laptop if found negligent.

1.14. Duty Week Events

1.14.1. Scheduled Military Training (SMT). SMT is defined as the period beginning with the first scheduled training event and ending with the last scheduled training event each day (no earlier than dinner Dining Priority (DP) on weekdays).

1.14.2. Academic Preparation Time (APT). Cadets will use APT to prepare for academic graded measures. Staff or other cadets will not task cadets during this time.

1.14.3. Academic/Operations Time (AOPS). AOPS time is any other time not dictated by SMT or APT for cadets to accomplish activities necessary for either academic studies or cadet operations.

Chapter 2

CADET DRESS AND APPEARANCE

2.1. Personal Appearance. Cadets will maintain dress and personal appearance IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, to include any Air Education and training Command (AETC) and Maxwell AFB Supplements to AFI 36-2903. **NOTE:** Cadets will not wear mustaches while in training.

2.1.1. The 23 TRS cadets will wear their authorized rank IAW AFI 36-2903.

2.1.2. The 24 TRS and Det 12 cadets will wear the designated rank in Figures 2.1 and 2.2 below.

Figure 2.1. The 24 TRS and Det 12 Cadet Metallic Rank Insignia.

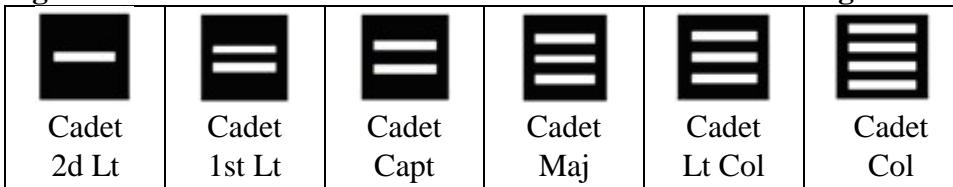
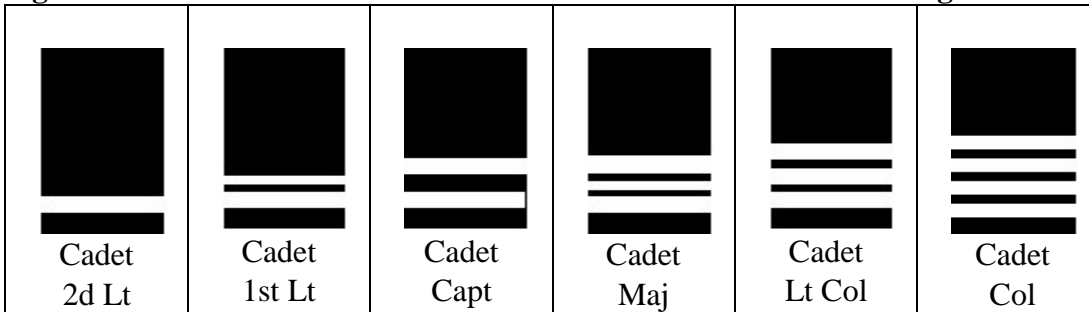


Figure 2.2. The 24 TRS and Det 12 Cadet Shoulder Mark Rank Insignia.



2.2. Uniform of the Day (UOD).

2.2.1. The training schedule will dictate appropriate UOD. The UOD is mandatory for all cadets during SMT. The DO or Assistant Director of Operations/Course Director (ADO/CD) (if delegated by the DO) are the approval authorities for all UOD changes from the schedule.

2.2.2. Dining Facility (DFAC). Cadets will wear the UOD to all DPs, unless given prior approval for a UOD deviation as outlined above.

2.2.3. Dormitories. After SMT, any authorized uniform may be worn in the dormitories. Shower shoes are allowed in Physical Training Gear (PTG) only and while on resident's floor. For example, when transiting up and down stairwells, cadets must wear close-toed shoes to avoid potential safety hazard. In addition, when performing in an official capacity (e.g. CQ), closed-toed shoes will be worn. Cadets will be clothed while sleeping.

2.2.4. Religious Services. Cadets will wear the uniform commensurate with their privilege status to religious services. If required, cadets may add religious apparel to their uniform while at their place of worship, but will remain within AFI 36-2903 standards while transiting to and from religious service locations.

2.3. Hydration System. The hydration system will be worn IAW Chapter 5 of this manual.

2.3.1. Marking. Use one inch block lettering. The marking will be the standard AF “laundry stamp.” The laundry stamp will consist of a capital letter for the first letter of the cadet’s last name and the last four digits of the Social Security Number or Identification Number. Cadet Wing/Group leadership or OTS staff will designate a standardized location for marking camelbacks (e.g. centered on the back lower portion of the hydration source; placing tape on the left/right strap; adding the laundry stamp in a designated color, etc.)

2.3.2. Hydration System Wear. Hydration system will be neat and orderly and worn in a standardized configuration (e.g. hydration tube will be worn on the left side, and excess tubing will be stowed in the compartment that holds the bladder). Straps will be straight and snapped prior to movement. See Figure 2.3. When awarded, 23 TRS will place “Prop and Wings” centered on the middle strap (the strap centered across the chest) of the hydration source. Refer to paragraph 2.5.3 for additional criteria on the “Prop and Wings” insignia.

Figure 2.3. Hydration System Wear.



2.3.2.1. Cadets will wear hydration systems to all field leadership, physical training, and drill events. Hydration systems will be hand-carried while wearing dress blues or service dress.

2.3.2.2. Hydration systems will not be worn in the flight room, auditorium, or dormitory. In the flight room and auditorium, hydration systems will be placed on the back of the cadet’s chair and standardized.

2.4. Airman Battle Uniform (ABU).

2.4.1. Reflective Belt. When outside, during hours of darkness, cadets will wear reflective belts around the waist, on the outside of the ABU blouse. When inside, reflective belts will be removed or covered by the ABU blouse.

2.4.2. Eye Glasses. Eye glasses will conform to AFI 36-2903. Eye glass straps are required for all field leadership events and PT.

2.4.3. ABU Rank Insignia.

2.4.3.1. When issued, 24 TRS and Det 12 cadets will wear metallic rank insignia based on cadet position. Rank will be centered on the left and right collar, one-inch from the edge of the metal and parallel from the bottom edge of the collar. Refer to Figure 2.4.

2.4.3.2. The 23 TRS cadets will wear authorized ABU subdued rank IAW AFI 36-2903, Chapter 5. Refer to Figure 2.4.

Figure 2.4. ABU Rank Placement Diagram.



2.4.3.3. For safety purposes, metal rank insignia will be removed during the following events: LANES, BELPs, EMLEX, Combatives, LRC, Ropes Course, VW, BT, Project X, and Confidence/Assault Courses.

2.4.4. See Table 5.2. for authorized uniform wear based on destination.

2.5. Service Dress/Blue Uniform.

2.5.1. Service Coat. When issued (or purchased), cadets will wear metallic rank insignia. Rank insignia will be centered and 5/8 inches from the end of the epaulet, ensuring it is parallel to the shoulder seam. Refer to Figure 2.5. for proper placement.

2.5.2. Blue Short/Long Sleeve Shirt. When issued (or purchased), cadets will wear shoulder mark insignia on the epaulets. The 24 TRS and Det 12 see Figure 2.5. The 23 TRS see AFI 36-2903, paragraphs 4.12 and 4.13.

Figure 2.5. Service Coat/Blues Rank Placement Diagram.



2.5.3. Headgear. 23 TRS cadets will wear their assigned rank on the flight cap IAW AFI 36-2903, paragraph 6.2.4.1.2. Det 12/24 TRS cadets, Based on training stage status, will wear the “Prop and Wings” insignia on the left side of the flight cap, centered between the braid and the bottom, with the front edge of wings 1 1/2 inches from the front of the flight cap. **NOTE:** Cadets are authorized to wear gold/silver combination “Prop & Wings” (gold wings and silver propeller) if a relative was a member of the Army Air Corps, if a parent has at least 20 years of military service, if a parent died in the line of duty, or if a parent participated in active combat as a member of any U.S. military service. Notify your Flt/CC if you meet one of these requirements.

2.5.4. Reflective Belt. Cadets will position reflective belts around the hydration source, in such a way as to not interfere with the functionality of the item. Cadets will standardize the positioning of the reflective belt around the hydration source IAW paragraph 1.3.

2.6. Mess Dress. Cadets will wear shoulder board rank insignia based on assigned rank (23 TRS) or cadet position (Det 12/24 TRS).

2.7. Physical Training Gear (PTG).

2.7.1. Cadets will wear reflective belts while in the PTG, to include while participating in PT.

2.7.2. See Table 5.2. for authorized uniform wear based on destination.

2.8. Ribbons, Medals and Badges. Cadets are authorized to wear ribbons, medals and badges if they have met eligibility requirements. The Air Force (AF) Training Ribbon for OTS completion and any other earned ribbon such as the National Defense or Marksmanship ribbon may only be worn for the official flight and individual photos but must be removed after photos are taken. These devices are also authorized for wear on the final graduation day.

2.9. Civilian Clothes. Civilian clothes are authorized during the privilege period, and based upon the direction of the Sq/CC, DO, or designated representative. Cadets should use good judgment when authorized to wear civilian clothes—a cadet’s choice of attire should not discredit themselves, OTS, or the AF. **NOTE:** If authorized, cadets will immediately depart the OTS Complex after changing into civilian clothes. Upon returning to the OTS Complex, cadets will

proceed directly to their dormitory room and change into an appropriate uniform. See Table 5.2. for authorized uniform wear based on destination.

2.10. Cell Phones and Hand-held Radios. When cell phones are authorized, refer to paragraph 5.2.4.3. for cell phone protocol. When used for official duties by cadets and OTS staff, hand-held radios will only be carried in the hand or clipped to the belt.

Chapter 3

DINING FACILITY PROCEDURES

3.1. General Information. The Dining Facility (DFAC) serves a nutritious, balanced diet designed for active cadets. Cadets are encouraged to eat three square meals daily. Cadets who choose not to eat (when required IAW Privilege Status, Chapter 5), are still required to process through the DFAC with the flight. Look at the menu before entering the serving line and process through the line quickly. Use courtesy and etiquette when requesting items from the personnel at the serving line. You will make a reasonable attempt to consume everything you take. Food will not be taken from the DFAC without Flt/CC approval.

3.2. Dining Priorities (DP). DPs are scheduled times when flights are required to arrive at the DFAC. Typically, each flight will be assigned three DPs (breakfast, lunch, dinner) unless the weekly training schedule directs otherwise. **NOTE:** Cadets performing assigned details during their scheduled DPs are not required to meet their flight's DP.

3.3. Mess Checker/Chow Shark. Mess Checkers/Chow Sharks will arrive five minutes prior to the first scheduled DP at the DFAC and will work as a team until the last flight has met their DP. After the last scheduled meal of the day, Mess Checkers will place their DP rosters in their respective CQ binders. **NOTE:** Mess Checkers and Chow Sharks will not leave an academic or training session early to perform these assigned duties.

3.3.1. Mess Checker. The on-duty Mess Checker has 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 DFAC. **NOTE:** When a Flight Leader is reporting in to the Mess Checker, neither the Mess Checker nor the Flight Leader will interrupt reporting procedures to greet and salute commissioned staff.

3.3.2. Chow Shark. The Chow Shark is responsible for ensuring all cadets follow proper procedures in the DFAC. Procedures include but are not limited to: entering the dining area, seating procedures, tray return, exiting the building, and safety issues related to any component. The Chow Shark will ensure cadets place trays from the bottom of the tray rack to the top and will move the rack when full. After completing their meal, the Chow Shark will ensure all chairs are pushed in, trash picked up off the floor and tables are cleaned off. **NOTE:** A Chow Shark is not required when awarded Phase 3 or 4 privilege status.

3.4. Arriving at the DFAC. Flights and individual cadets will arrive no more than three minutes before or after their scheduled DP. Flight Leaders and individual cadets will use the time they arrived at their initial respective hold lines (see figure 3.1) as their arrival time.

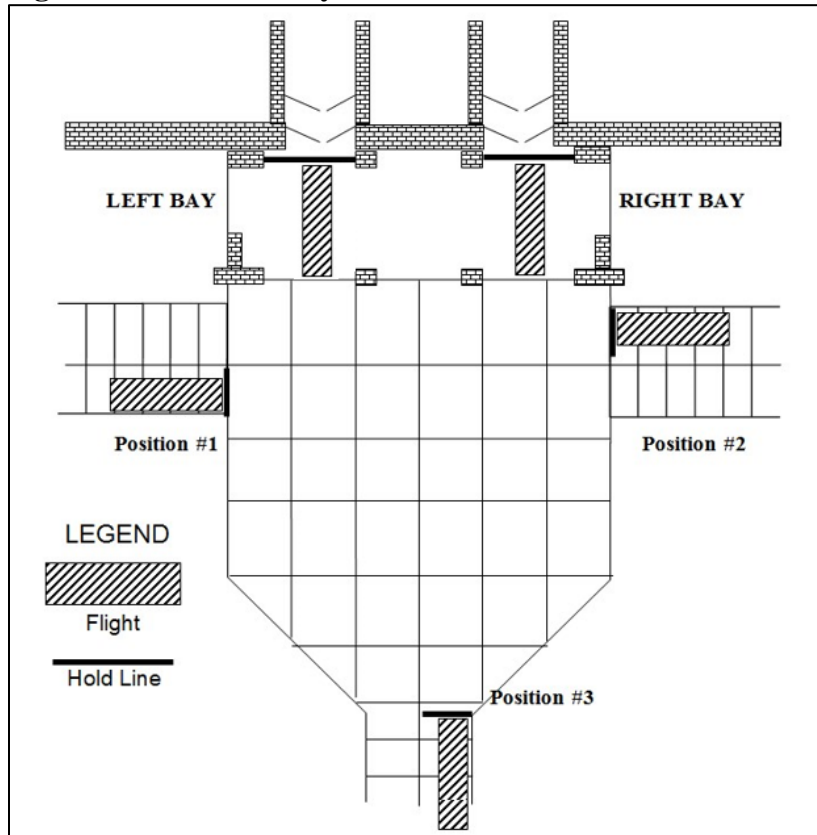
3.4.1. Cadets will not bring academic material or attachés to the DFAC unless directed by OTS staff.

3.4.2. The Flight Leader will march their flight into either unoccupied bay, halting the flight no further than the designated hold line.

3.4.3. If both right and left bays are occupied, the Flight Leader will halt their flight at the respective hold line. Flight Leaders will coordinate with each other to maintain scheduled DP.

3.4.4. Flights will use any available bay, available transit route, and hold line.

Figure 3.1. Outside Layout of the DFAC.

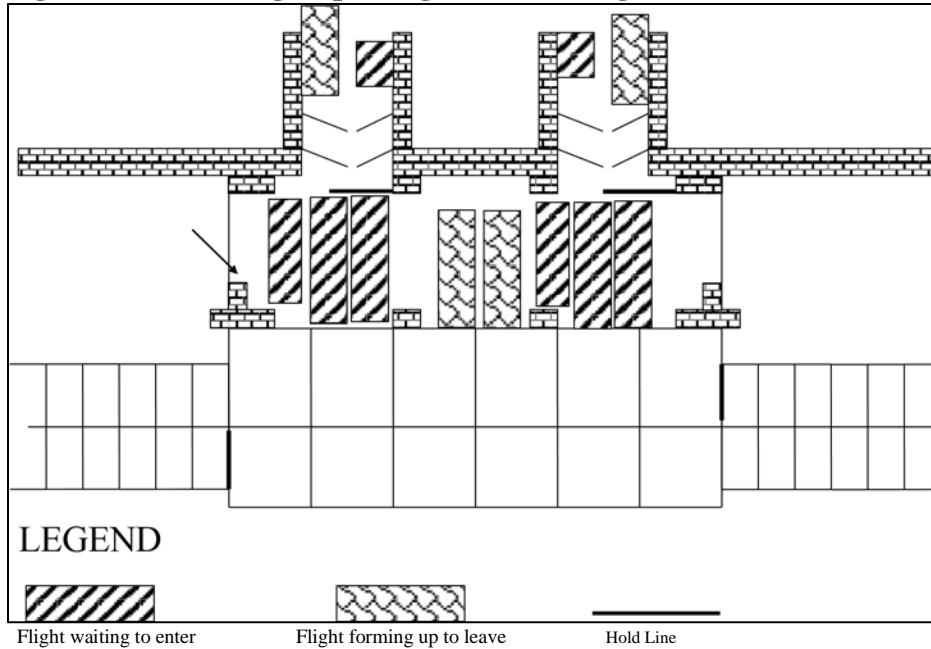


3.4.5. Once a flight is in either the right or left bay, the Flight Leader will then take the most direct and unobstructed route to within two paces in front of the Mess Checker, initiate a salute and state the following: **“SIR/MA’AM, FLIGHT REPORTS WITH A DINING PRIORITY OF . WE ARRIVED AT .”** NOTE: Flights with number designators will state their Flight “Number.” Flights with letter designators will state their “Letter” Flight. If the flight arrives on time, the Mess Checker will say, **“YOU HAVE ARRIVED ON TIME, YOUR FLIGHT MAY ENTER.”** If the flight arrives outside of their window, the Mess Checker will say, **“YOU HAVE ARRIVED EARLY (OR LATE), YOUR FLIGHT MAY ENTER.”** (Mess Checker will report early/late arrivals to the ADO/CD, as directed). The Flight Leader will salute, give the greeting of the day, return to their flight, and then wait to enter the DFAC. NOTE: Due to the positional authority of the Mess Checker, the Mess Checker will always drop their salute first, no matter the rank of the Flight Leader.

3.4.6. **Arriving at the DFAC in Inclement Weather.** During inclement weather, cadets will remain in the academic building until they can enter the DFAC by the most direct means available.

3.4.6.1. If the right and left bays are filled, flights will march under the overhang, utilizing as much overhang as possible. Up to six arriving flights may seek shelter under the overhang (see Figure 3.2). The Physical Conditioning Center (PCC) is the backup hold position if the center of the overhang is full.

Figure 3.2. Arriving/Departing DFAC during Inclement Weather.



3.5. Serving Area Guidance.

3.5.1. No talking is allowed in the DFAC unless making on-the-spot corrections, making required commands, (e.g. **“POST”**, **“BE SEATED”**) or being directly addressed by OTS and/or DFAC Staff. While moving through the DFAC, cadets will alert other individuals of their presence and intent to pass by saying, **“SIR/MA’AM, EXCUSE ME.”**

3.5.1.1. Upon entering the DFAC, cadets will form two lines beginning at the corner edge of the wall and will stand at the Position of Attention. Before moving forward, the cadet closest to the wall will look both ways to ensure the area is clear to proceed. Once clear, the cadet closest to the wall will turn their head away from the wall and call **“POST”** and the first two cadets in line will then proceed into the serving area. Flights will use the same side serving line as the bay they enter (e.g. right bay/right serving line), however, cadets may use either serving line to expedite the DFAC process.

3.5.1.2. Cadets need to make every effort to use the latrine upon entering the DFAC to ease maneuvering throughout the facility. If used, cadets will return to their previous position prior to going to the latrine (e.g. if used upon entering, cadets will return to the edge of the wall).

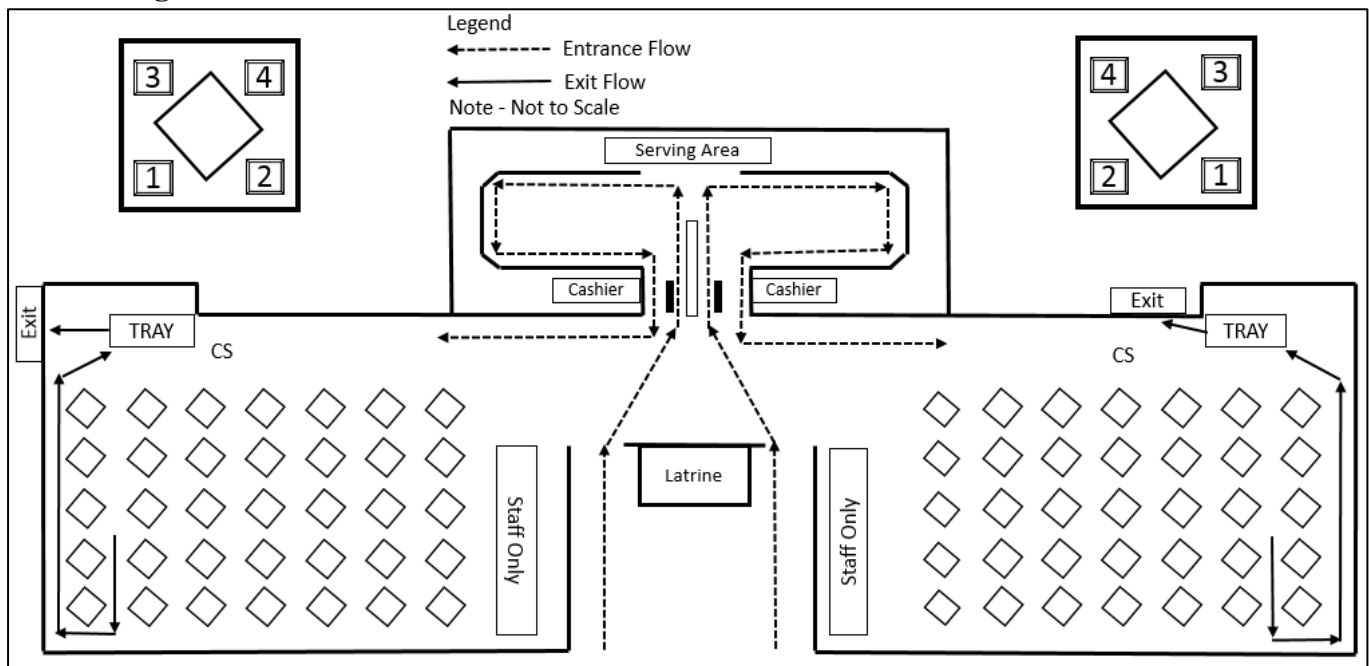
3.5.1.3. While marching to the serving area, the cadets will fall in line behind one another, with the cadet who called **“POST”** marching in front. Once aligned with the tray and

silverware serving area, the cadets will halt, the cadet in the back will call “**POST**” and both cadets will do a facing movement towards the tray and silverware serving area. The cadets will take a tray/appropriate silverware ensuring the narrow side of the tray is facing away from them as they continue down the serving line.

3.5.1.4. Cadets will side step through the entire serving line and stand with their heels together when halted. Upon reaching the register, cadets will provide the cashier with the required information or payment and proceed to the dining area (refer to Figure 3.3).

3.5.1.5. Cadets will not square corners while carrying trays and will only consume food or drink after they have been seated at their table.

Figure 3.3. DFAC Interior Flow.



3.6. Dining Area Guidance.

3.6.1. Seating and table guidance. Unless otherwise directed by staff or the Chow Sharks, Det 12 and 23 TRS cadets sit on the left [OTS Activity Center (OTSAC)] side and 24 TRS cadets sit on the right or PCC side of the DFAC. After leaving the service line cashier, cadets will quickly fill the farthest row of tables from the serving line first and start with the last table in the row. Cadets will use the aisle way preceding the table that they are going to sit at. When filling seats, cadets will start with position 1 as indicated in Figure 3.3. Cadets will then ground trays centered on and to the front edge of the table.

3.6.1.1. Cadets will assume the Position of Attention behind their chair until all positions are filled or 20 seconds have passed since the last position was filled. When the last cadet arrives and stands at Attention, they will instruct the table to “**BE SEATED.**” When wearing ABUs or PT gear, cadets will place coats/jackets (if worn) on the back of their chair but will not remove their hydration system. When wearing blues/service uniform,

cadets will place the hydration source on the back of the chair. Cadets will place all other gear neatly underneath their chair. Once seated, cadets will bring their chair in as far as possible to avoid congesting the aisle way. Cadets will then place a napkin on their lap.

3.6.1.2. When cadets do not have tight meals, talking is only allowed at individual tables and not across tables. Chow Sharks/OTS Staff will ensure discussions are only loud enough to be heard at the table to keep the overall volume at a reasonable level.

3.6.1.3. If a cadet desires to pray, it should be done at the beginning of the meal. All cadets will show respect by not eating or leaving the table until all cadets are done praying.

3.6.1.4. Cadets addressed by a staff member, while seated, will finish chewing and swallow their food, then stand to the Position of Attention and respond appropriately.

3.6.1.5. Cadets will make every effort to stay on schedule, but have up to 10 minutes to finish their meals after being seated.

3.6.2. Tight Meals. Cadets will sit using the entire seat surface, at the Position of Modified Attention, without touching the back of the chair. If leaning forward is required to prevent spilling food, cadets will bend forward slightly from the waist, but will not relax the Position of Modified Attention or place their elbows on the table.

3.6.3. Leaving the Table. Cadets may leave their table for additional food or drink. Cadets will push in their chair, come to the Position of Attention, and proceed to the serving line using the same row he/she is seated and transit using the outer most rows as depicted in Figure 3.3. Upon returning to the table, cadets will place food/drink on their tray, come to the Position of Attention, and then sit down.

3.6.3.1. Cadets will indicate that they are finished with their meal by placing their napkin on their tray. Then cadets in Positions 2 and 3 will pass all their tray items to cadets in Positions 1 and 4, without stacking glasses inside each other. If there are three cadets at a table, one cadet will carry his/her own tray. If a cadet is unable to carry their 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 gear, ground their chairs to the right side of the table, assume the Position of Attention behind their chair and prepare to depart. Cadets will exit using the same row he/she is seated and transit using the outer most rows as depicted in Figure 3.3.

3.6.3.2. 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 the table and then proceed to the tray cabinet. After completing positional duties, cadets will proceed in a military manner to the nearest exit.

3.7. Departing the DFAC.

3.7.1. Cadets will exit the DFAC from their respective dining areas. If exiting the left side (OTSAC side), cadets will form up in details to march to their respective staging area. Cadets

will march single file to the first hold line, form a detail and march to the second hold line to enter the staging area near the flagpole. If exiting on the right side (PCC side), cadets will march single file to the staging area across the sidewalk. In Force Protection Conditions (FPCON) Charlie or Delta, flights will exit the DFAC through the front door on the side they entered and follow the directions of the OTS staff.

3.7.2. Cadets will form up in line formation in the designated area and wait for the remaining flight members before forming up as a flight. The first two cadets in a flight to exit the DFAC will retrieve the guidon and then fall in appropriately with the flight. When retrieving the guidon, the highest ranking cadet will be on the right and will carry the guidon. If both individuals are of equal rank, then the tallest person will be on the right and will carry the guidon. The Flight Leader will then form and size the flight to be prepared to march to the next training event.

3.7.3. When departing the DFAC during heavy rain, flights will form up under the overhang on the same side in which they entered. Up to two flights may form up under the overhang (See Figure 3.2). Additional flights may form up in the hallways inside the DFAC if necessary.

3.7.4. If lightning is in the area, or if there is severe weather, cadets will follow procedures outlined in Attachment 2 when departing.

Chapter 4

HEALTH AND PHYSICAL TRAINING

4.1. Cadet Health. The Independent Duty Medical Technicians (IDMT) in the OTS Medical Aid Station provide basic medical care for cadets while at OTS. IDMTs provide cadet medical profiles and coordinate referrals to the base Military Treatment Facility (MTF) as needed. Cadets will not seek medical treatment or appointments at the base MTF without first coordinating with the IDMTs.

4.2. Cadet Sick Call. Sick call is Monday through Friday, 0515-0645 and 1130-1230, excluding Federal Holidays and down days. Cadets should make every attempt to report to morning sick call. For mornings, cadets will not participate in PT but instead report to sick call at 0515. For reporting to sick call at 1130-1230, cadets will notify their Flt/CC prior to reporting to sick call. If a cadet requires urgent or routine medical care outside of normal IDMT sick call, they should notify their Flt/CC during SMT or the SDO after SMT. Medical authorization is required before any cadet receives urgent or routine medical care from an off base provider. Cadets failing to receive authorization prior to receiving off base urgent or routine care may incur medical expenses.

4.3. Emergency Treatment. If a cadet requires emergency medical care for a threat to life, limb or eyesight, call 911 (if using a land line), (334) 953-9911 (if using a cell phone) or seek medical care at the nearest emergency room. Cadets will notify their Flt/CC and the SDO as soon as possible. All cadets seen off base for emergency treatment will report to the IDMT the next duty day during morning sick call hours with the off base medical documentation from their appointment.

4.4. Medical Appointments. IDMTs will coordinate all MTF appointments. Cadets will notify their Flt/CC of all scheduled appointments and potential impacts to SMT. All cadets seen off base for medical appointments will report to the IDMT the next duty day during sick call hours with the off base medical documentation from their appointment.

4.5. Quarters. Cadets placed on quarters by the MTF will notify the IDMTs and their Flt/CC prior to proceeding to their dorm rooms. Cadets placed on quarters by the IDMT will notify their Flt/CC prior to proceeding to their dorm room. While on quarters, cadets will leave their door closed at all times. Flights will coordinate food requirements with the Flt/CC to ensure meal coverage for the cadet on quarters.

4.6. Transportation. Transportation to the MTF or to an off base medical appointment during duty hours will be by the base taxi service. If the base taxi service is unavailable, cadets will notify their Flt/CC (or above) for authorization to use their Privately Owned Vehicle (POV). When necessary to travel off base for medical care, cadets will travel with a cadet that is familiar with the route to the off base MTF and carry a cell phone (if available). The wingmen will remain together at all times.

4.7. Medical Profile Documentation and Injury Reports.

4.7.1. Medical Profiles. If treated at the base MTF, cadets will present a copy of the AF Form 422, *Notification of Air Force Member's Qualification Status*, to the IDMTs and their Flt/CC

as soon as possible. Cadets seen at an off base medical facility will present the medical documents from their appointment to the IDMT. The IDMTs will establish an AF Form 422. Cadets will then present a copy of the AF Form 422 to their Flt/CC as soon as possible. Cadets will carry the original AF Form 422 with them at all times. Cadets will follow the instructions stated on the AF Form 422 until expired. The “release date” on the AF Form 422 is the date that the cadet is returned to full duty with no restrictions. Cadets requiring a medical profile extension will report to the IDMT during morning sick call. Disregarding the instructions on the AF Form 422 is considered disobeying a direct order and may result in the cadet being liable for the costs of treating further injuries.

4.7.2. Injury Reports. If injured (either on or off-duty/base), cadets will notify their Flt/CC immediately, but no later than 24 hours after the injury occurred. Cadets will fill out an AF Form 978, *Supervisor’s Mishap Report* and submit the form to their Flt/CC within 48 hours. The AF Form 978 is also required anytime a cadet is involved in a vehicle accident on or off base, whether there were injuries or not. The AF Form 978 is not required for cadets who become ill.

4.8. Physical Training (PT). Cadets are expected to meet all Air Force PT standards per AFI 36-2905, *Fitness Program*.

4.9. Physical Conditioning Facilities (PCF).

4.9.1. The OTS PCF include the OTS PCC, the Athletic Fields (paperclip, volleyball courts, flicker ball fields), and the OTS 1/4-mile track.

4.9.2. Cadets may use the OTS PCC at any time before or after SMT. Cadets who wish to use the PCC during SMT during the duty week must receive SS/CC approval.

4.9.3. Cadets will wear the PTG when using any PCF.

4.10. Flag Conditions and Thermal Stress Considerations. Cadets and staff will observe flag conditions and thermal stress considerations throughout their entire training program, taking appropriate precautions to ensure workloads are properly being assessed. Refer to Attachment 4 for required actions and further information on workload/rest cycles based on weather conditions.

4.11. Hydration. Cadets will drink a minimum of one full hydration system of water by the first scheduled lunch DP and an additional full hydration system of water prior to Lights Out.

4.12. PT Sessions.

4.12.1. PT Formations. Prior to the start of PT sessions, cadets will ground and standardize all gear. Cadets will form up by squadrons facing their squadron PT leader. Cadets in the Indoctrination Stage will form up as directed by the PCIs and OTS Staff. Cadet spacing will be double arm’s length apart on each side, to the front, and to the rear.

4.12.2. Reporting Procedures. The Wing/Group Fitness Officer will ensure the class is at Parade Rest and prepared for the PT session. Upon arrival of the individual in charge of the PT

formation (normally a PCI), the Wing/Group Fitness Officer will follow the following example, as applicable to their respective program: The Wing/Group Fitness Officer will command, **“WING/GROUP.”** The Squadron Fitness Officers or Ops 1s will then command **“SQUADRON,”** followed by the Wing/Group Fitness Officer commanding **“ATTENTION.”** Starting with the Falcons or Squadron 1, each Squadron Fitness Leader will salute the Wing/Group Fitness Officer and say **“SIR/MA’AM, “FALCON SQUADRON” (23 TRS) or “SQUADRON ONE” (24 TRS/DET 12) IS ACCOUNTED FOR AND READY FOR INSTRUCTION.”** After each squadron has reported, the Wing/Group Fitness Officer will then direct cadets who are on medical profiles to fall-out. Then the Group Fitness Officer will execute an about face, salute the PCI and state, **“SIR/MA’AM, CLASS # IS ACCOUNTED FOR AND READY FOR INSTRUCTION.”** If directed by OTS staff, the Wing/Group Fitness Officer will then lead the class in the singing of the Air Force song and reciting of the Airman’s Creed. The PCI will then inform the Wing/Group Fitness Officer of the appropriate exercises to be performed. The Wing/Group Fitness Officer will then execute an about face and lead the class in exercise.

4.12.3. Exercise Procedures. The Wing/Group Fitness Officer will begin each exercise by stating **“THE NEXT EXERCISE WILL BE (THE NUMBER OF REPETITIONS (NAME OF EXERCISE) (e.g. 25 push-ups). POSITION OF EXERCISE, MOVE!”** Once the class is in position, the Wing/Group Fitness Officer will command **“READY.”** The class will then respond with **“TEAM.”** The Wing/Group Fitness Officer then commands **“EXERCISE.”** The Wing/Group Fitness Officer will terminate each individual exercise by commanding, **“RELAX.”** After ALL exercises have been completed, the Wing/Group Fitness Officer commands relax, he/she will move to the Position of Attention and command, **“RECOVER!”** at which time the class will respond with **“OTS!”**

4.12.4. Cadets will not leave PT early for details unless they have approval from the PCI. If a cadet is unable to attend PT, they must obtain prior permission from their Flt/CC or SS/CC.

Chapter 5

CADET PRIVILEGES

5.1. Training Stage and Privilege Status. The Sq/CC or DO will assign or adjust privileges as necessary. Additionally, SS/CCs may adjust privileges with approval from the Sq/CC or DO. Privileges are awarded as cadets progress through training stages and are outlined in Table 5.1. The privilege period normally begins after the last scheduled event on Saturday until Call to Quarters on Sunday, unless changed by the DO or higher. Regardless of privilege status, cadets will not stay overnight in any quarters other than their assigned dormitory rooms.

5.1.1. Food Delivery. Cadets will not order food to be delivered. Exceptions to this policy require ADO, SS/CC or higher approval.

Table 5.1. Privilege Status.

Phase Status	Typical Privileges
Indoctrination	None
Phase One	OTS Complex
Phase Two	Maxwell AFB
Phase Three	Off-Base
Phase Four	Off-Base

5.1.2. Dormitory Privileges.

5.1.2.1. Sign-in/out Procedures. The CQ will maintain a sign-in/out log. Cadets must sign out whenever departing the OTS dormitories for reasons other than SMT. This includes all locations outside the OTS dormitories. Cadets will legibly complete all the information on the register prior to departure to include time out, location of travel, and a realistic time of return. Cadets will list a specific destination with a phone number or address. Cadets will immediately notify the CQ of all changes. Upon their return to the dormitory, cadets will immediately sign in.

5.1.2.2. Call to Quarters. At Call to Quarters, all cadets must have returned from exercising their privileges and signed back into the dorms. Call to Quarters is 2245. Failure to return for Call to Quarters is punishable under the UCMJ and may constitute grounds for disenrollment from OTS. **Exceptions:** DO or higher can restrict/extend Call to Quarters hours. On the evening of the formal graduation dinner (e.g. awards/Heritage Dinner), cadets will sign in no later than 2345 and Lights Out will be 0000.

5.1.3. Off-Limits Areas and Establishments. OTS staff will alert each class of any establishments on the installation commander’s off-limits list as part of their safety briefing the first week they have off-base privileges, or at any other time deemed appropriate by the Sq/CC.

5.1.4. Use of Privately Owned Vehicles (POV). When returning from authorized privileges or uses, cadets will immediately park their POVs in the OTS designated parking lots and sign in at the dormitories.

5.1.4.1. Motorcycles. Cadets will not operate motorcycles at or while attending OTS. This applies at all times, including when not physically at OTS (e.g. when exercising privileges or on leave). Cadets arriving at OTS on motorcycles with the intent to depart OTS on a motorcycle after graduation must report this to their Flt/CC in a memorandum. The Flt/CC will ensure the cadet schedules a safety interview with the Sq/CC or designated representative prior to graduation. The cadet will review and be familiar with AETCI 91-207, *The US Air Force Traffic Safety Program*, Attachment 2.3 and 2.4. The cadet will bring a completed copy of both Air Force Form 4391, *High-Risk Activities Worksheet* (prescribed by AFI 91-202/AETC Sup 1, *The US Air Force Mishap Prevention Program*) and AETC Form 708, *Commander's Motorcycle Safety Interview*, (prescribed by AFI 91-207/AETC Sup 1, *The US Air Force Traffic Safety Program*) to the interview for the Sq/CC's or representative's signature.

5.1.4.2. Restricted Parking Area. When exercising Maxwell AFB, off-base, and Phase Four Privileges during the weekend privilege period, cadets may use the parking lot directly behind the dorms next to the running track. Cadets with Phase Four privilege status are allowed to pack up their belongings before graduation but are not allowed to park near the running track during graduation day ceremonies or during OTS Open House. Parking is also not allowed in the first three rows next to the track, the reserved parking spaces next to the Ritchey Center and building 1491, or the OTS staff parking areas outside of building 1487/1487A.

5.1.5. Receiving and Entertaining Guests. Cadets will not entertain guests during the duty week. However, guests may observe parades and ceremonies routinely open to the public. Cadets will only meet, visit, receive, and entertain guests when exercising Maxwell AFB or off-base privileges. Cadets will not entertain guests on the OTS Complex. If choosing to meet guests at OTS, they will receive them at the edge of the OTS parking lots and will immediately depart for an authorized visiting or entertaining area. Guests are not permitted in the OTS dormitories or the academic building (**Exception:** Guests are authorized on the OTS campus and dorms while attending the Open House activities during graduation week).

5.1.6. OTS Activity Center (OTSAC).

5.1.6.1. The OTSAC is open to all OTS staff, their dependents, and cadets after SMT. Cadets will not bring any guests into the OTSAC at any time unless approved by their SS/CC. Reserved functions may take place in the OTSAC and will be scheduled in advance through the OTS Scheduling office. Cadets will be considerate of any scheduled function in the OTSAC.

5.1.6.2. Cadets are responsible for the cleanliness/upkeep of the OTSAC. As a minimum, cadets will perform a thorough cleaning of the facility once per week. Routine cleaning (take out trash, straighten tables and chairs, etc.) will be performed each time the OTSAC is used.

5.1.7. Holiday Privileges. During federal holidays, cadets will exercise privileges based on their training stage status unless otherwise specified by the SS/CC or higher authority. The DO or higher will determine holiday privilege periods.

5.1.8. Authorized Travel Area. The following authorized travel areas apply to all cadets, regardless of privilege status.

5.1.8.1 Authorized travel is within the local area limits outlined in Attachment 3. If a cadet plans to leave the Montgomery area, even if only for a few hours, they must turn in a written itinerary, to be signed by their Flt/CC. In such cases, cadets may travel no further than a 120-mile radius from Maxwell AFB. Travel plans outside of the 120-mile radius will only be approved by the applicable training Sq/CC or DO on a case-by-case basis.

5.1.8.2. Only with prior SS/CC written approval, will cadets schedule trips to the Atlanta airports to pick up family members/guests for graduation. Such requests will be considered for urgent or emergency reasons only and will be handled on a case-by-case basis. If cadets need to stay overnight to safely meet early morning or late flight arrivals, they must include this in their request to their SS/CC for approval. Every effort must be made to receive guests without requiring the cadet to make the trip and the details of this effort must be presented in writing.

5.1.9. Leave System. OTS allows cadets to take short periods of time away from training for emergencies as defined in AFI 36-3003, *Military Leave Program*, Tables 3 and 4 (e.g. death or life-threatening condition in immediate family). The Flt/CC, in coordination with the SS/CC and Sq/CC, may approve a cadet's leave. Advance leave and emergency leave must be approved by the Sq/CC.

5.1.9.1. Reserve and National Guard cadets will coordinate leave with their home units with the assistance of the OTS staff.

5.2. Alcohol Use Policy.

5.2.1. Cadets are not allowed to possess or consume alcohol at any time on the OTS Campus, including parking areas.

5.2.2. Cadets with Phase Three (or higher) privileges are permitted to drink alcoholic beverages as described in the following paragraphs.

5.2.2.1. Cadets in uniform may consume alcohol off-base during a meal at any establishment that does not operate primarily to serve alcohol (see definition in subsequent paragraph). Cadets are allowed to consume alcohol with/during their meals; however, they will not remain at their tables after their meals are completed and continue drinking. Cadets will exercise good judgment concerning the number of drinks ordered during meals in order to ensure they are not drinking excessively. Cadets in uniform will not drink alcoholic beverages while waiting to be seated in a restaurant. Once seated for their meals, cadets may order and consume alcoholic beverages.

5.2.2.2. For the purposes of this manual, any establishment that has dining areas outside of a bar or a dance area where full meals are served (appetizers are not considered full meals) are acceptable locations. If the bar and dance areas are the only areas where food is available in a particular establishment, it is not an acceptable establishment for cadets in uniform to enter. When at establishments which have a bar or dance areas in addition to dining areas, cadets will not enter the bar or dance areas while in uniform.

5.2.2.3. Cadets dressed in civilian clothes while exercising applicable privileges or on leave outside the local area may consume alcohol without a meal and may go to off-base establishments that serve alcohol as their primary means of income (e.g. bars, nightclubs). As representatives of the Air Force, cadets will present a professional image and must have a designated driver if they go to these locations. **NOTE:** Cadets in uniform are forbidden to go to these locations, even if they serve some form of food.

5.2.2.4. Cadets exercising applicable privileges may drink alcohol at the base bowling center, golf course, or picnic areas with a meal. Cadets will present a professional image and must have a designated driver if they drive to these locations.

5.2.2.5. Designated Driver Policy. When exercising the privilege to leave the OTS Complex and drink alcohol, cadets will designate a driver who will not drink any alcoholic beverages for each car that departs the OTS Complex. Designated drivers must remain in place until all members of the party are ready to depart an establishment. At no time will a cadet in a group be left behind without a designated driver. The name of the designated driver will be recorded in the CQ log book. In addition to having a designated driver, each cadet will carry the CQ, the SDO, and respective SS/CC and Flt/CC phone numbers in case of emergencies. If, for any reason, a cadet needs a safe ride home, they will call one of the above numbers and ask for assistance.

5.3. Exercising Privileges.

5.3.1. Indoctrination Phase Privileges. This stage of training includes no privileges. Cadets must specifically request permission from OTS staff to perform any activities or travel not detailed in the schedule.

5.3.1.1. Cadets will have “tight meals” and will meet all DPs, even those on a weekend/holiday.

5.3.1.2. Cadets will only use or access POVs with OTS staff approval.

5.3.1.3. Cadets will not possess or consume alcohol at any time or location.

5.3.1.4. Cadets will not carry or use cell phones during SMT without SS/CC or higher approval. Phones will be turned off and stored in the cadet’s dorm room security drawer when not authorized for use. Any cadet given approval will follow the guidelines in paragraph 5.3.4.3.

5.3.2. Phase One: OTS Complex Privileges. Cadets earning this privilege status will exercise OTS Complex privileges only. The OTS Complex includes the DFAC, OTSAC, Gilbert

Hall/Gilbert Hall Annex, PCC, OTS track, drill pad, volleyball court, athletic fields (closest to the drill pad), Fairchild Center (academic study purposes only), OTS Shoppette, OTS Military Clothing Sales Store (MCSS) and dormitories. At no time will cadets with OTS Complex privileges use these facilities to socialize with friends or family.

5.3.2.1. Cadets will wear their hydration systems at all times except as noted in paragraph 2.3.

5.3.2.2. Cadets will have “tight meals” and will meet all flight DPs, even those on a weekend/holiday. Except the DFAC, all base eating establishments (e.g. Dominoes, Base Exchange Food Court, golf course, etc.) are off limits.

5.3.2.3. Cadets will only use or access POVs with Flt/CC approval.

5.3.2.4. Cadets will not possess or consume alcohol at any time or location.

5.3.2.5. Cadets will not carry or use cell phones without SS/CC, designated representative, or higher approval. Phones will be turned off and stored in the cadet’s dorm room security drawer when not authorized for use. Any cadet given approval will follow the guidelines in paragraph 5.3.4.3.

5.3.2.6. Cadets exercising OTS Complex privileges need Flt/CC approval to go to the main Maxwell AFB MCSS, dry cleaners, and the Exchange Beauty Shop/Barber Shop.

5.3.2.7. Cadets may visit the OTS Shoppette/MCSS for official business only. Cadets will consult with their flight members before going to the OTS Shoppette/MCSS to coordinate purchases and minimize the number of trips needed. Trips for official business do not require Flt/CC approval.

5.3.3. Phase Two: Maxwell AFB Privileges. Cadets earning this privilege status may exercise Maxwell AFB privileges after SMT on the weekends. Maxwell AFB privileges include all agencies on the Maxwell AFB installation.

5.3.3.1. Hydration systems are optional to and from latrines as well as meetings with OTS staff. Hydration systems are still required to be worn at all other times (e.g., field leadership, PT, drill events and auditorium lessons, etc.).

5.3.3.2. The Dinner DP is not a “tight meal”. Cadets are permitted to talk quietly once seated for dinner DPs only. The Saturday dinner DP, all Sunday DPs, and holiday DPs are optional formations for cadets who have earned Phase Two privileges or higher.

5.3.3.3. During Phase Two (and higher), cadets may use their POVs while exercising privileges during non-duty days. Cadets may retrieve items from their POV during the duty week with Flt/CC approval.

5.3.3.4. Cadets will not possess or consume alcohol at any time or location.

5.3.3.5. Cadets will not carry or use cell phones without Flt/CC approval. Phones will be turned off and stored in the cadet's dorm room security drawer when not authorized for use. When authorized for use during SMT, cadets will use Gilbert Hall/Gilbert Hall Annex cadet break areas. Any cadet given approval to use cell phones will follow the guidelines in paragraph 5.3.4.3.

5.3.4. Phase Three: Off-Base Privileges. Cadets earning this privilege status may exercise off-base privileges after SMT on the weekends.

5.3.4.1. Cadets with Phase Three (or higher) privileges do not have "tight meals."

5.3.4.2. Cadets with Phase Three (or higher) privileges are permitted to drink alcoholic beverages as described in paragraph 5.2.

5.3.4.3. Cell Phones. Cadets with Phase Three (or higher) privileges are authorized to carry and use cell phones during SMT.

5.3.4.3.1. When carried, cell phones will not be visible on the uniform. During the duty day, phones will remain in the silent position (not vibrate) when not in use.

5.3.4.3.2. All phone calls will be made in the break rooms during the duty day, but nowhere else in Gilbert Hall/Gilbert Hall Annex.

5.3.4.3.3. Cadets will render appropriate customs and courtesies when encountering OTS staff and other visitors, even if using a cell phone. Cadets are required to follow AFI 36-2903 while using cell phones in uniform and cadets will not use cell phones while driving or walking on the OTS Complex (even if wearing civilian clothes while leaving the OTS Complex).

5.3.5. Phase Four: Off-Base Privileges. In addition to weekend privileges, cadets may also exercise off-base privileges during the duty week after SMT ends.

5.3.5.1. Cadets with this privilege status are still in training, and all applicable policies apply.

5.3.5.2. Breakfast and lunch DPs must be met on all duty days. Additionally, anyone signing up to eat at the DFAC on any particular evening must meet that DP and eat that meal.

5.3.5.3. Cadets may use their POVs at any time after SMT as well as during SMT for extenuating circumstances upon obtaining Flt/CC approval.

5.3.5.4. Cadets must attend all scheduled activities to include classes, duties, formations, ceremonies and OTS functions, but *do not* have to march in formation to these activities.

5.3.5.5. Formal reporting is no longer required; cadets will continue to knock on doors, but no reporting statements are required unless they are staff-directed.

5.3.5.6. Cadets are not required to execute the auditorium opening and closing procedures, but will continue to follow guidance for asking and answering questions. The class leader must call the auditorium to Attention when the instructor/lecturer enters or leaves. Additionally, when closing class, cadets are not required to echo “**CARRY ON SIR/MA’AM**” after the staff member or instructor has given the command “**CARRY ON.**” Cadets will still echo “**CARRY ON SIR/MA’AM**” when in formation with other cadets for whom the requirement remains (e.g. awards ceremonies, combined lectures, Commandant Feedback, Distinguished Visitor lectures, etc.) or when attending special functions such as the formal graduation dinner (e.g. awards/Heritage Dinner).

5.3.5.7. Unless specified otherwise, civilian clothes are authorized after SMT, but cadets will follow the guidance in paragraph 2.9. Cadets in civilian clothes may frequent any establishment not specifically briefed as off-limits by OTS staff or as otherwise proscribed in this manual.

Table 5.2. Authorized Uniform Wear Based on Destination and Privilege Status.

(X indicates where uniforms are allowed to be worn/training stage status dictates wear)

	On OTS Complex	OTS Shoppette	Fairchild Center (Library)	On Maxwell AFB	Off Maxwell AFB
PT Uniform	X	X		X ¹	See note 2
ABU	X	X	X	X	See note 2
Blues	X	X	X	X	X ³
Civilian Clothing		X ⁴	X ⁴	X ^{4, 5}	X ^{4, 5}

NOTES:

1. While actively engaged in PT only.
2. When approved by DO or Sq/CC for specific events (for example, ABUs during an event requiring ‘utility’ or work uniform, PT uniform for an off-base physical fitness event, not having serviceable (altered) blues, etc.)
3. Blues may be worn off base to religious services or other off-base locations IAW AFI 36-2903.
4. Only in Phase Four status or when approved by the DO or Sq/CC for supporting community service activities.
5. Civilian attire may be authorized by the DO or Sq/CC for traveling off-base when Maxwell AFB is operating under increased FPCON.

Chapter 6

GRADUATION EVENTS

6.1. Procedures for Graduation Activities.

6.1.1. Cadets are responsible for inviting their own guests, including Distinguished Visitors (DVs) to all graduation events. Cadets will consolidate and submit by flight a list of all guests attending graduation events to the appointed protocol Staff Advisor four weeks prior to graduation (2 weeks for 23 TRS cadets). In addition, cadets inviting DVs will complete the Air University (AU) Form 88, *AU Distinguished Visitor Notification* and attach a current biography.

6.1.1.1. Family members and friends are allowed on OTS Complex for Spouse's Orientation, Open House, and other graduation activities. They must remain in Gilbert Hall until the Open House briefing ends. At that time, they may tour the OTS Complex. Cadets will be made aware of the start and end times of these events. Family members may not arrive on OTS Complex prior to 30 minutes before the start time of the first of these events and should be escorted off the complex upon completion of the events. With the exception of DVs and handicap parking, cadets are required to brief family members that they will park either across the street from OTS or the parking lot directly behind the dorms next to the running track. Cadets (and families) are prohibited from parking in any spots in/around Maxwell AFB that are labeled "Reserved" (sometimes followed by a number or rank). DVs and handicapped individuals will use the parking lot by Boyd Auditorium.

6.1.1.2. DVs include active duty and retired military at the pay grade of O-7 or above, command chief master sergeants, civilian senior executive services, CW5s, members of Congress, certain senior government officials and civilian chief executive officers and vice presidents. All other personnel are considered guests. If there is any doubt about a guest's status, contact the protocol Staff Advisor.

6.1.1.3. DVs may not be allowed to formally participate in graduation parade activities if the required DV paperwork is submitted after the appointed deadline. Cadets must notify the protocol Staff Advisor immediately of changes concerning a DV's status.

6.2. Final Departure Authorization.

6.2.1. Cadets are not authorized to depart OTS until their Flt/CC has conducted a final dormitory (luggage, storage, day and supply room) walk through and all accountable items have been turned in.

6.2.2. OTS graduates who will remain at OTS until their authorized reporting date will coordinate with their respective squadrons to determine further accommodations and instructions for duty day tasks.

6.3. Gifts to Officer Training School.

6.3.1. Gifts presented to OTS are strictly voluntary and no language in the section is meant to induce any cadet or flight to give a gift to the school or a staff member. In keeping with the requirements of maintaining strict professional relationships, the value of any gift will be nominal and IAW DoD 5500.7R, *Joint Ethics Regulation*, 2-203; a maximum of \$10 can be contributed to the gift per person, and the gift's fair market value cannot exceed \$300.

6.3.2. The Sq/CC must approve any gift presented to OTS prior to cadets committing any funds. If a class decides to present the school with a gift, ideas for implementing the class gift will be submitted to the graduation week Staff Advisor NLT 3 weeks prior to graduation. The gift will reflect the class and OTS philosophy, enhance mission accomplishment, and benefit future cadets at OTS.

6.3.3. If cadets want to present optional "flight/squadron" gifts to staff members, it must be presented during the last week of training after all graduation requirements have been met (e.g. GPA, scores, awards determination has been completed by the OTS staff). The gift will be professional in nature and in good taste. Cash, clothing (other than flight t-shirts), or alcohol are considered unprofessional and will not be permitted.

STEPHEN P. FRANK, Colonel, USAF
Commandant

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DODI 1304.33, *Protecting Against Inappropriate Relations During Recruiting and Entry Level Training*, 28 January 2015

AFPD 36-26, *Total Force Development and Management*, 22 December 2015

AFI 1-1, *Air Force Standards*, 7 August 2012

AFI 36-2903, *Dress and Appearance of Air Force Personnel*, 18 July 2011, *Incorporating Through Change 4*, 28 May 2015

AFI 36-2903/AETC Supplement I, *Dress and Appearance of Air Force Personnel*, 14 November 2014, *Incorporating Change 1*, 14 April 2015, *Certified Current 13 July 2015*

AFI 36-2903/Maxwell AFB Supplement 1, *Dress and Appearance of Air Force Personnel*, 6 June 2013, *Incorporating Change 1*, 10 July 2015

AFI 36-2905, *Fitness Program*, 21 October 2013, *Incorporating Change 1*, 27 August 2015

AFI 36-3003, *Military Leave Program*, 11 May 2016

AFI 91-202/AETC Sup 1, *The US Air Force Mishap Prevention Program*, 28 March 2016

AFI 91-207/AETC Sup 1, *The US Air Force Traffic Safety Program*, 10 February 2014

AFI 91-207/Maxwell Supplement 1, *The US Air Force Traffic Safety Program*, 1 September 2016

AFMAN 17-1201, *User Responsibilities and Guidance for Information Systems*, 1 June 2012

AFMAN 36-2203, *Drill and Ceremonies*, 20 November 2013

AETCI 36-2909, *Recruiting, Education, and Training Standards of Conduct*, 2 December 2013

OTS Dormitory Manual, 1 December 2016

Adopted Forms

DD Form 2983, *Recruit/Trainee Prohibited Activities Acknowledgement*

AF Form 422, *Notification of Air Force Member's Qualification Status*

AF Form 847, *Recommendation for Change of Publication*

AF Form 978, *Supervisor's Mishap Report*

AF Form 4391, *High Risk Activities Worksheet*

AETC Form 341, *Excellence/Discrepancy Report*

AETC Form 708, *Commander's Motorcycle Safety Interview*

AU Form 88, *AU Distinguished Visitor Notification*

Abbreviations and Acronyms

ABU—Airman Battle Uniform

ADO—Assistant Director of Operations

AEF—Air & Space Expeditionary Force

AETCI—Air Education and Training Command Instruction

AF—Air Force

AFB—Air Force Base

AFI—Air Force Instruction

AOPS—Academic/Operations Time

APT—Academic Preparation Time

AU—Air University

BELPs—Baseline Expeditionary Leadership Problems

CC—Commander

CD—Course Director

CQ—Charge of Quarters

DFAC—Dining Facility

DO—Director of Operations

DODI—Department of Defense Instruction

DP—Dining Priority

DV—Distinguished Visitor

Flt/CC—Flight Commander

FPCON—Force Protection Condition

IAW—In Accordance With

IDMT—Independent Duty Medical Technician

LAN—Local Area Network

LRC—Leadership Reaction Course

MCSS—Military Clothing Sales Store

MTF—Military Treatment Facility

MTI—Military Training Instructor

OM – Official Memorandum

OTSAC—Officer Training School Activities Center

PCC—Physical Conditioning Center

PCF—Physical Conditioning Facilities

POV—Privately Owned Vehicle

PT—Physical Training

SDO—Staff Duty Officer

SMT—Scheduled Military Training

SOB—Samples of Behaviors

Sq/CC—Squadron Commander

SS/CC—Student Squadron Commander

UCMJ—Uniform Code of Military Justice

UOD—Uniform of the Day

UPR—Unprofessional Relationship

Attachment 2

DRILL AND CEREMONIES

A2.1. Definitions.

A2.1.1. Detail. Formation of two to four cadets, including the cadet in charge. In formations with three or four cadets, the formation is properly sized regardless of rank and the cadet in the right rear position will lead the formation. When in details of two, the senior ranking cadet marches on the right. If the two are the same rank, the tallest will be to the right. When in a detail to retrieve a guidon, the person on the right will carry it, regardless of their assigned duty for that day. In detail formations, all will extend military courtesies as appropriate.

A2.1.2. Flight. Formation of five or more cadets. This includes a designated Flight Leader. There will be at least two but no more than four elements at normal interval. While on the OTS Complex, flights will normally march with two elements. In flight formations, the Flight Leader renders the military courtesies for the formation. Cadets on marching waivers will walk behind the flight and extend all military courtesies themselves. Drill consists of certain movements by which the flight moves in an orderly manner from one formation to another or from one place to another. Standards such as the 24-inch step, cadence of 100 to 120 steps per minute, distance, and interval have been established to ensure movements are executed with order and precision. The task of each person is to learn these movements and execute each part exactly as described. Individuals also must learn to adapt their own movements to those of the group. Everyone in the formation must move together on command. Cadets on a waiver or cadets not wearing the standardized uniform of the day will walk (or detail) 6 paces behind their flight.

A2.1.3. Guide. The guide marches in front of the highest numbered element leader (front- right corner when in column formation). In most cases, the Guide will carry the flight guidon. This piece of equipment is comprised of four parts: the ferrule, staff, ornament, and the flight pennant.

A2.1.4. Flight Leader. Cadet designated to lead the flight and ensure safety. The Flight Leader ensures all flight members are accounted for. The Flight Leader assumes all responsibility for their flight to include precise flight control through proper command execution and rendering courtesies when appropriate for the flight. Use the command, “**AS YOU WERE,**” to revoke a preparatory command. After the command of execution has been given and the movement has begun, give other appropriate commands to bring the element to the desired position. If a command is improperly given, the individuals execute the movement to the best of their ability. Flight members will only respond to valid commands.

A2.1.5. Road Guard. Cadet designated to stop traffic when cadets cross a road or parking lot.

A2.1.6. Element Leader. The leader of the smallest drill unit comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

A2.1.7. Drill Command. An oral order to direct a formation. Most drill commands consist of two commands. The Preparatory Command, which explains what the movement will be and

the Command of Execution, given after the Preparatory Command. This explains when the movement will be carried out. In certain commands, the preparatory command and the command of execution are combined, for example: “**FALL IN**” or “**AT EASE.**” Informational commands have no Preparatory Command or Command of Execution, and they are not supplementary. Two examples are “**PREPARE FOR INSPECTION**” or “**COLUMN OF FILES.**”

A2.1.8. Cadence. Cadence is the measure or beat of movement. Cadence is given in sets of two as follows: “**HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP**”. Do not initiate cadence if a complete set of two cannot be achieved.

A2.1.9. Dress. Alignment of elements side by side or in line maintaining proper interval.

A2.1.10. Cover. Individuals aligning themselves directly behind the person to their immediate front.

A2.1.11. Interval. The space between individuals placed side by side. A normal interval is an arm’s length. A close interval is approximately 4 inches.

A2.1.12. Distance. The space from front to rear between units. The distance between individuals in formation is approximately 40 inches as measured from their chests to the backs of individuals directly in front of them.

A2.1.13. Column Formation. The arrangement of units side by side with guide and element leaders to the head.

A2.1.14. Line Formation. The arrangement of units one behind the other with the guide and element leader to the extreme right flank.

A2.1.15. Inverted Column Formation. The arrangement of units side by side with guide and element leaders to the rear.

A2.1.16. Inverted Line Formation. The arrangement of units one behind the other with the guide and element leaders to the extreme left flank.

A2.2. General Guidance for Formations (refer to AFMAN 36-2203, *Drill and Ceremonies*).

A2.2.1. The formation leader’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. When giving commands, the formation leader is at the Position of Attention and in the best position to observe their flight performing the movement. Generally, this will be the action side or direction the flight is moving toward. Good military bearing is necessary for good leadership.

A2.2.2. Cadets will not talk while in formation.

A2.2.3. Double Time. Cadets may double time after one hour has elapsed from the last meal. 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. **Exception:** Approved formation runs may take place during dawn and dusk, and if the formation is carrying flashlights or reflective gear.

A2.2.4. At Ease March. All cadets will march at the position of attention while on sidewalks, parking lots, troop walks, and other improved surfaces. When there are none available, use unimproved surfaces (e.g. grass, dirt, etc.) with caution while marching at ease (does not include Welch Field). Extreme weather and flag conditions may warrant marching at ease for long distances; however, flights will be placed back at attention while marching prior to giving **“Flight Halt.”**

A2.2.5. The Flight Leader 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.

A2.2.6. All members of a formation must carry operable flashlights during hours of darkness and periods of reduced visibility. **Exception:** Reflective gear is a suitable substitute during formation runs.

A2.2.7. Building entrance procedures. Entrance procedures are necessary in order to promote good order and discipline among cadets while entering any permanent structure. 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.

A2.2.7.1. Column of Files. To form a single file when in a column of two or more elements, the command is: **“COLUMN OF FILES FROM THE RIGHT (LEFT), FORWARD, MARCH.”** If the movement is from the left, the guide takes a position in front of the file that will move first upon hearing the informational command, and remains at carry guidon. On the preparatory command, the element leader of the right (left) element turns their head 45 degrees to the right (left) and command, **“FORWARD MARCH.** The same time, the remaining element leaders turn their heads 45 degrees to the right (left) and command **“STAND FAST.”** Their heads are kept to the right (left) until they step off. On the command **“MARCH”**, the extreme right (left) element steps off. The element leader of each remaining element commands **“FORWARD, MARCH”** as the last cadet in each element passes, ensuring the leaders element is in step with the preceding element. All elements then incline to the right (left), following the leading elements in successive order.

A2.2.7.2. If carrying a guidon, the guidon bearer will place the guidon in the guidon stand (if available). The initial element leader holds the door for the flight. The Flight Leader will hold the door for the initial element leader. The Flight Leader will be the last person from his/her flight to enter the building.

A2.2.7.3. While marching as a detail, the cadet in charge will command, **“DETAIL, HALT,”** followed by the command of **“DISMISSED”** if entering a building or leaving the general area. **“FALL OUT”** will be given if remaining in the general area, such as after meals when leaving the DFAC to join the larger flight formation.

A2.2.8. Building departure procedures. The Flight Leader will be the first member of the flight to depart the building and will designate the position for forming the flight. Immediately following the Flight Leader's command "**FALL IN,**" the flight will form up on the guide, in line formation, two elements, facing the FL. FLs 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. The proper verbiage for sizing is as follows: "**WITH THE EXCEPTION OF THE GUIDON BEARER AND ELEMENT LEADERS (OR WITH NO EXCEPTIONS), IF YOU ARE TALLER THAN THE AIRMAN IN FRONT OF YOU, TAP THEM ON THE SHOULDER AND MOVE FORWARD.**"

A2.2.8.1. When departing as a detail, cadets will exit the academic building in an orderly manner and form up on the sidewalk. There will be no talking in formation.

A2.2.8.2. Once the flight has been formed, any flight member needing to join the flight will adhere to the following procedures: Salute and state, "**SIR/MA'AM, (CADET/RANK) (NAME), REQUESTS PERMISSION TO JOIN THE FLIGHT.**" The Flight Leader will then return a salute and instruct the cadet to "**FALL IN**" or "**SIZE YOURSELF IN,**" if the formation has been previously sized.

A2.2.8.3. Any individual placed in charge of the flight that is not the designated Flight Leader will return to their position in the flight once control is regained by the designated Flight Leader. To accomplish, the Flight Leader and acting Flight Leader will exchange salutes and the Flight Leader will instruct the acting Flight Leader to "**FALL IN**" or "**SIZE YOURSELF IN,**" if the formation has been previously sized. Before a command is given by the regaining Flight Leader that individual will instruct "**FLIGHT__, AT MY COMMAND.**"

A2.3. Marching Requirements.

A2.3.1. Pennant. Once awarded at OTS, the flight pennant signifies a flight's ability to march without OTS staff supervision. Until awarded, OTS staff will escort flights to all activities that require transit outdoors. Additionally, OTS staff will render salutes (as necessary) after a pennant is awarded. Cadets will maintain flight integrity and march as a complete flight as much as possible except when exercising privileges, when directed by OTS staff, for safety reasons (e.g. paragraph A2.6 and A2.7), or in the following cases:

A2.3.1.1. The cadet senior leadership and designated key staff may march alone and separate from their flights to monitor formation activity.

A2.3.1.2. Cadets may march alone to and from work details.

A2.3.1.3. To meet individual appointments or perform individual PT. (For safety reasons, two or more cadets must participate in the aerobics/exercise programs together.)

A2.3.2. Cadets are not required to march while escorting guests during authorized privilege periods; however, they will maintain a professional military image and render proper military courtesies.

A2.3.3. Formations will be properly sized IAW AFMAN 36-2203. The Flight Leader will ensure only authorized routes of march are utilized. DFAC hold lines will be the only acceptable area Flight Leader will allow their flights to “Mark Time” **NOTE:** Cadets may transit between Gilbert Hall/Gilbert Hall Annex under the overhang in a single file formation or between dorms in details unaccompanied prior to receiving their flight pennants.

A2.3.4. Right of Way for Formations. Under normal conditions, a formation will not pass another formation that is on the march. Formations/details may pass other stationary formations without requesting permission. The leader of a stationary formation must yield the right of way to a formation underway. If formations are on the march and converging on each other, leaders will yield the right of way to formations on their right.

A2.3.5. Reciting Knowledge While in Formation. Flight Leaders will start the reciting of knowledge while outside leading their formations. Immediately, all flight members will assume the position of attention, recite knowledge, then resume the position of at ease if no further reciting is solicited.

A2.3.6. Utilization of Improved Surfaces Only. Cadets will only march/walk on improved surfaces. Do not walk/march across areas covered in grass surface (unless directed by OTS staff or for safety reasons). To arrive on the bomb run of Welch Field, cadets will utilize the sidewalk of bldg. 1488 unless participating in a ceremony or practice for a ceremony.

A2.4. Road Guards.

A2.4.1. General Information.

A2.4.1.1. The last individual in the rear of each element will serve as a road guard. Required safety equipment (only when pulling road guard as a detail): fluorescent/reflective vest (worn by road guards during hours of darkness) and flashlight (during hours of darkness).

A2.4.1.2. Cadets will not “piggyback” units (march more than one unit across the street without allowing traffic to proceed between them) when crossing streets. OTS staff may do so only when deemed necessary, but will make every effort not to obstruct the flow of traffic.

A2.4.1.3. The Flight Leader 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.

A2.4.2. Procedures.

A2.4.2.1. For safety reasons, flights will always be halted prior to entering a hazard area so the Flight Leader can ensure the safety of the posting road guards. **Exception:** OTS staff members certified in marching a flight will be exempt from halting formations prior to posting road guards.

A2.4.2.2. The Flight Leader will move forward, post in front of the flight at the sidewalk/hazard edge.

A2.4.2.3. The Flight Leader will wave traffic past OR motion for the traffic to stop by extending either arm and displaying the palm of the hand with the fingers pointed upward.

A2.4.2.4. The Flight Leader will then march into the intersection and post in the middle of the road, perform an about face (so they are facing the flight), ensure traffic is stopped and command, **“ROAD GUARDS OUT.”**

A2.4.2.5. On the command, **“ROAD GUARDS OUT,”** each road guard will go to the lane as directed by the flight leader. They will face oncoming traffic at modified parade rest with the right arm up and 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.

A2.4.2.6. The Flight Leader will command the flight to march across the intersection and perform the necessary facing movements so they can observe the flight at all times.

A2.4.2.7. Once the flight is through the intersection, the flight leader will halt the flight and command, **“ROAD GUARDS IN.”**

A2.4.2.8. The Flight Leader will remain in the intersection and continue to halt existing traffic while the road guards return to the rear of the flight.

A2.4.2.9. The Flight Leader does not give further commands (e.g., **“FORWARD MARCH”**) until rejoining the flight.

A2.4.2.10. Road guards or formation leaders will report vehicles that fail to observe safety precautions or follow road guard directions. Cadets will report the time, place, type of vehicle, license number (if known), and description of the violation to their Flt/CC.

A2.5. Flight Guidons.

A2.5.1. Each flight will carry their flight guidon from start to end of academic day while marching from one location to another on Maxwell AFB, except when specifically instructed by this manual or staff to do otherwise, or due to weather restrictions. Squadron guidons are for official functions only.

A2.5.2. The guidon will be carried to all events including Project X/LRC, but not field events held off complex and PT. 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.

A2.5.3. Guidon Bearer. The flight guide will carry the guidon with the right hand. The guide will position the ferrule of the staff six inches from the ground when the flight is marching and resting on the ground touching the right foot when the flight is halted. Until the flight’s pennant is awarded, flights will carry the guidon without the pennant. When the guidon is carried by a detail or a formation too small to be a flight, the guidon is carried by the individual on the front

right. When it is desired to change the base file for a movement, the new position of the guide is assigned preceding the preparatory command for the movement (AFMAN 36-2203, paragraph. 4.2.4.). Guidon bearers will post using a face in marching to the left when posting to the left and face in marching to the right when posting to the right.

A2.5.4. Storage of the Guidon. Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons shall not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. During any drill class or parade practice, the guidon is placed by the first set of bleachers. 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.

A2.5.5. 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 the MTIs for repair. Cadets will not mark guidons on the staff; marking guidons without pennants will be on the ferrule so to not damage the staff. Once the guidon has a pennant, all additional markings will be removed.

A2.6. Marching Under Force Protection Conditions (FPCONs). FPCONs are basic military conditions of alert, with Normal being the lowest level. During actual or simulated FPCONs, use the following formations.

A2.6.1. FPCON NORMAL. March in any size formation.

A2.6.2. FPCON ALPHA. March in any size formation.

A2.6.3. FPCON BRAVO. March in any size formation.

A2.6.4. FPCON CHARLIE. Outside activities are canceled; however, movement around the OTS Complex is authorized in order to meet schedule requirements or as directed by staff. March AT EASE, in details in order to enhance situational awareness.

A2.6.5. FPCON DELTA. Outside activities are canceled. Minimize travel between buildings to that authorized by staff or the OCC. When moving between buildings spread out and move quickly as individuals, not in any type of formation.

A2.7. Marching Under Weather Conditions. Cadets and OTS staff are expected to exercise sound judgement and risk management practices while training under adverse weather conditions, regardless of whether an official base notification has been published. The following items outline required actions during various weather events.

A2.7.1. LIGHTNING WATCH – LIGHTNING POTENTIAL EXISTS WITHIN 10 NAUTICAL MILES. Outside activities are authorized; however, flights will not use guidons.

A2.7.2. LIGHTNING WARNING – LIGHTNING IS OBSERVED/OCCURRING WITHIN 5 NAUTICAL MILES. Minimize travel between buildings to movements necessary to meet schedule requirements (e.g., Dining Priorities) or as directed by OTS staff.

Cadets will not form up into flights but will proceed directly to their destination in details of two.

A2.7.3. HEAVY RAIN. Minimize travel between buildings to movements necessary to meet schedule requirements (e.g., Dining Priorities) or as directed by OTS staff.

A2.7.4. SEVERE THUNDERSTORMS AND OTHER SEVERE WEATHER EVENTS. Flights will not depart or travel between buildings during severe thunderstorms and other severe weather events. Flights will wait for the “all clear” from OTS staff before exiting.

Attachment 3

LOCAL AREA MAP

A3.1. For the purpose of this manual, the area within the circle in Figure A3.1 is defined as the local area.

Figure A3.1. Montgomery Local Area.



Attachment 4

OTS EVENT WORK/REST TABLES

A4.1. Acclimatization. The process of acclimatization is characterized by a series of physiological adjustments that occur when an individual is exposed to a target climate. Acclimatization must be specific for the destination environment and it produces beneficial physiological changes to the individual that minimize the risk of thermal injury. A period of acclimatization is required for all personnel regardless of each individual's physical condition. For OTS training, an individual is considered acclimatized after 14 calendar days.

A4.2. Heat Stress and Performance. Wet Bulb Globe Temperature (WBGT) is the primary method used to conduct environmental monitoring and determining work/rest cycles needed to minimize heat-related injuries. Heat Index (HI) will be utilized for risk assessment purposes when WBGT readings are unavailable (e.g. after normal duty hours, weekends, holidays, etc.). Both WBGT and HI are paired with Flag Conditions which help cadets and staff identify applicable work/rest cycles and modifications. Tables A4.1 and A4.2 provide the prescribed OTS Work/Rest cycle for various training events. **Note:** Sq/CCs (or designated representative) may deviate from the prescribed work/rest cycles when applying approved Risk Management modifications (e.g. uniform modifications, more frequent rest periods, etc.)

A4.2.1. WBGT Monitoring. The 42d Medical Group provides WBGT readings/flag conditions for Maxwell AFB during the late Spring-early Fall months (approximately mid-April through October) during normal duty hours. OTS IDMTs provide WBGT readings/flag conditions at the Blue Thunder Ropes, Project X/LRC, and Vigilant Warrior sites during active training events during the same time period. Cadets will be notified of WBGT readings/flag conditions, when available, by OTS staff.

A4.2.2. HI Monitoring. Cadets and staff monitor HI readings/flag conditions only when WBGT/flag conditions are not available. HI readings/flag conditions will never be substituted for WBGT/flag conditions. When used, HI readings should be accomplished on an hourly basis by contacting Maxwell Base Weather or through other commercial sources (e.g. weather.com, National Weather Service, etc.). HI/flag conditions are not required when the air temperature is 75°F or less. The HI is devised for shady, light wind conditions. 15°F must be added to the published HI to account for exposure to full sun.

Table A4.1. OTS Event Work/Rest Table for Unacclimatized Individuals.

	EVENT	No Flag (78-81.9)	Green Flag (82-84.9)	Yellow Flag (85-87.9)	Red Flag (88-89.9)	Black Flag (>90)
		Heat Index (<80°F)	Heat Index (<80°F)	Heat Index (80-89°F)	Heat Index (90-104°F)	Heat Index (>=105°F)
EASY	Drill Rappel	No Limit	No Limit	No Limit	Work=50 minutes Rest=10 minutes	Work=40 minutes Rest=20 minutes
MODERATE	AEF VW EMLEX BELPS Combatives Confidence Course LRC/Project X Ropes	Work=50 minutes Rest=10 minutes	Work=40 minutes Rest=20 minutes	Work=30 minutes Rest=30 minutes	Work=20 minutes Rest=40 minutes	Work=10 minutes Rest=50 minutes
HARD	MRIC Litter Carry LANES Assault Course	Work=30 minutes Rest=30 minutes	Work=30 minutes Rest=30 minutes	Work=20 minutes Rest=40 minutes	Work=10 minutes Rest=50 minutes	Not Allowed

Table A4.2. OTS Event Work/Rest Table for Acclimatized Individual.

	EVENT	No Flag (78-81.9)	Green Flag (82-84.9)	Yellow Flag (85- 87.9)	Red Flag (88-89.9)	Black Flag (>90)
		Heat Index (<80°F)	Heat Index (<80°F)	Heat Index (80-89°F)	Heat Index (90-104°F)	Heat Index (>= 105°F)
EASY	Drill Rappel	No Limit	No Limit	No Limit	No Limit	Work=50 minutes Rest=10 minutes
MODERATE	AEF VW EMLEX BELPS Combatives Confidence Course LRC/Project X Ropes	No Limit	Work=50 minutes Rest=10 minutes	Work=40 minutes Rest=20 minutes	Work=30 minutes Rest=30 minutes	Work=20 minutes Rest=40 minutes
HARD	MRIC Litter Carry LANES Assault Course	Work=50 minutes Rest=10 minutes	Work=40 minutes Rest=20 minutes	Work=30 minutes Rest=30 minutes	Work=20 minutes Rest=40 minutes	Work=10 minutes Rest=50 minutes

A4.3. Cold Stress and Performance. Wind Chill (equivalent chill temperature) is the primary method used to conduct environmental monitoring and determining work/rest cycles needed to minimize cold-related injuries. Wind chill takes into account the outside air temperature and wind

speed. Cadets and staff will monitor cold weather conditions when the forecasted or observed temperature or wind chill is 32°F or less. Conditions can be monitored by contacting Maxwell Base Weather or through other commercial sources (e.g., weather.com, National Weather Service, etc.) Tables A4.3 and A4.4 provide wind chill calculations and the prescribed OTS Work/Rest cycle based on prescribed risk level.

Table A4.3. Cold Stress Risk Determination (Table values indicate equivalent chill temperature (wind chill values)).

WIND SPEED (mph)	TEMPERATURE (°F)																
	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45
	EQUIVALENT CHILL TEMPERATURE (WIND CHILL)																
5	31	25	19	13	7	1	-5	-11	-16	-22	-28	-34	-40	-46	-52	-57	-63
10	27	21	15	9	3	-4	-10	-16	-22	-28	-35	-41	-47	-53	-59	-66	-72
15	26	19	13	6	0	-7	-13	-19	-26	-32	-39	-45	-51	-58	-64	-71	-77
20	24	18	11	4	-2	-9	-15	-22	-29	-35	-42	-48	-55	-61	-68	-74	-81
25	23	16	9	3	-4	-11	-17	-24	-31	-37	-44	-51	-58	-64	-71	-78	-84
30	22	15	8	4	-6	-12	-19	-26	-33	-39	-46	-53	-60	-67	-73	-80	-87
35	21	14	7	0	-7	-14	-21	-27	-34	-41	-48	-55	-62	-69	-76	-82	-89
40	20	13	6	-1	-8	-15	-22	-29	-36	-43	-50	-57	-64	-71	-78	-84	-91
45	19	12	5	-2	-9	-16	-23	-30	-37	-44	-51	-58	-65	-72	-79	-86	-93
50	19	12	4	-3	-10	-17	-24	-31	-38	-45	-52	-60	-67	-74	-81	-88	-95

Table A4.4. List of Recommended Preventive Measures to Decrease Cold Stress Risks.

Cold Stress Risk Level	Preventive Measures
Low	<ul style="list-style-type: none"> • Work/Rest Cycle: 50 minutes work/10 minutes warming • Increase surveillance with self and buddy checks • Wear appropriate layers and wind protection for the work intensity • Cover exposed flesh if possible • Wear Vapor Barrier (VB) boots below 0°F • Provide warming facilities below 20°F • Avoid sweating
High	<ul style="list-style-type: none"> • Work/Rest Cycle: 40 minutes work/20 minutes warming • Mandatory buddy checks every 20-30 minutes • Wear appropriate layers and All Purpose Environmental Clothing System (APECS) • Protect head, face, and hands • Cover exposed flesh • Wear VB boots below 0°F • Provide warming facilities below 20°F • Avoid sweating
Severe	<ul style="list-style-type: none"> • Work/Rest Cycle: 30 minutes work/30 minutes warming • Mandatory buddy checks every 10 minutes • Wear appropriate layers and APECS or cold weather parka • Protect head, face, and hands • Wear VB boots • Provide warming facilities below 20°F • Work groups of no less than two personnel

	<ul style="list-style-type: none"> • No exposed skin • Stay active • Avoid sweating
<p>Extreme</p>	<ul style="list-style-type: none"> • Mission critical work only due to extreme risk • Keep task duration as short as possible • Wear appropriate layers, cold weather parka, wind protection • Protect head, face, and hands • Wear VB boots • Provide warming facilities below 20°F • Work groups of no less than two personnel • No exposed skin • Stay active • Avoid sweating

Attachment 5

EMERGENCY MANAGEMENT PROCEDURES

A5.1. Notifications. Warnings and alerts will be disseminated by using the intercom system, giant voice, runners, etc. Warnings and alerts in the dorms will be made by the CQs. CQs are responsible for running all appropriate checklists in coordination with the SDO. Upon arrival at the designated evacuation point, CQs will immediately begin taking accountability for reporting to the SDO IAW relevant checklists. The primary rally point is the Welch Field seating stands closest to the parking lot. If unavailable for any reason, cadets will proceed to the secondary rally point at the Ritchey Center. Specific procedures for fire, gas leak, and tornado are listed below. When emergency procedures are required in locations away from OTS Complex (e.g. athletic fields, volleyball courts, BT, Project X/LRC, etc.) the senior OTS staff member present will direct appropriate actions for staff and cadets to take, depending on the situation.

A5.2. Fire Evacuation. The individual discovering the fire will activate the nearest fire alarm, proceed to OTS Front Office (or CQ during non-duty hours) to pass fire location/severity then proceed to the rally point for accountability with their flight.

A5.2.1. Dormitories. Cadets will evacuate the dormitory through the nearest exit, while announcing loudly, “**FIRE, FIRE, FIRE.**” Cadets will evacuate the dorms in a quick and orderly manner. Cadets will wear a hard-sole shoe and may wrap a blanket around themselves for nighttime evacuations or as needed. Once outside, cadets will remain clear of the building and proceed directly to the rally point. Cadet leadership will gain immediate accountability for their respective organizations and pass information to the OTS Front Office (SDO if after 1500 or on weekends/holidays) and on-base 911.

A5.2.2. Gilbert Hall/Gilbert Hall Annex. Cadets will evacuate the building through the nearest exit. Once outside, cadets will stay clear of the building and proceed directly to the rally point. Cadet leadership will gain immediate accountability for their respective organizations.

A5.2.3. PCC or DFAC. Cadets will evacuate the building through the nearest exit. Once outside, cadets will stay clear of the building and proceed directly to the rally point. Cadet leadership will gain immediate accountability for their respective organizations. After accountability has been taken and all personnel are confirmed out of the building, cadets will proceed to the respective flight rooms in Gilbert Hall/Gilbert Hall Annex (during duty hours) or dormitory rooms (after duty hours).

A5.3. Gas Leak Evacuation. The individual discovering the gas leak will proceed to the OTS Front Office (or CQ during non-duty hours) to alert them of the gas leak and proceed to the rally point for accountability with their flight. Gas leak evacuation procedures mirror fire evacuation procedures but **DO NOT activate the nearest fire alarm!**

A5.3.1. Dormitories. Cadets will evacuate the dormitory through the nearest exit, while announcing loudly, “**GAS, GAS, GAS.**” Cadets will evacuate the dorm in a quick and orderly manner. Cadets will wear a hard-sole shoe and may wrap a blanket around themselves for nighttime evacuations or as needed. Once outside, cadets will remain clear of the building and

proceed directly to the collection point. Cadet leadership will gain immediate accountability for their respective organizations and pass information to the OTS Front Office (SDO if after 1500 or on weekends/holidays) and on-base 911.

A5.3.2. Gilbert Hall/Gilbert Hall Annex. Personnel will follow the same procedures as those for fire evacuation. Once accountability has been confirmed, the senior OTS staff member present will provide further direction.

A5.3.3. PCC or DFAC. Personnel will follow the same procedures as for fire evacuation.

A5.4. Tornado. Upon notification of a tornado warning, personnel will seek shelter (move to the designated shelter location) with a sense of urgency, passing by any windows or glass doors as quickly as possible. Cadets from any program and OTS staff are not segregated during this type of emergency. Personnel will not attempt accountability until the danger is over and the ALL CLEAR has sounded.

A5.4.1. Dormitories. Upon notification of a tornado warning, all cadets will proceed quickly and safely to first floor closets, with a maximum of three cadets per closet. Once the closets are full, overflow cadets will fill first floor bathrooms.

A5.4.2. Gilbert Hall/Gilbert Hall Annex

A5.4.2.1. Upon notification of a tornado warning, cadets in the flight rooms above Hoover Auditorium will evacuate to the hallways directly below them. Cadets inside Hoover Auditorium will evacuate to the hallways behind it. Cadets will move with a sense of urgency, passing by any windows or glass doors as quickly as possible, and shut hallway doors behind them, once downstairs. If the hallways fill up, cadets will move quickly to the other side of Gilbert Hall as directed by OTS staff.

A5.4.2.2. Upon notification of a tornado warning, personnel in or near Boyd Auditorium on the first or second floors will fill the interior first floor flight rooms and hallways and take cover. Cadets will use back and side stairwells to avoid glass areas and continue to fill the interior flight rooms and take cover. Once the interior rooms are full, overflow cadets will fill the hallways and stay toward the interior walls.

A5.4.2.3. Upon notification of a tornado warning, cadets in flight rooms on the second floor of the Gilbert Hall Annex will proceed to the interior first floor flight rooms and take cover. Cadets in the first floor exterior flight rooms will move to the interior rooms and take cover. Once the interior rooms are full, overflow personnel will fill the hallways and stay toward the interior walls.

A5.4.3. PCC. Upon notification of a tornado warning, cadets will move to the latrines or any other interior portion of the building, such as the shower area.

A5.4.4. DFAC. Upon notification of a tornado warning, cadets will move to the inner- most area of the building, near the serving line areas and take cover.

A5.5. Active Shooter/Lockdown. When an active shooter situation occurs, all OTS facilities will initiate lockdown procedures. How you specifically respond to an active shooter event depends on your location and the location of the shooter(s). That said, there are six actions that apply to all active shooter situations: (1) if unable to flee, secure the immediate area; (2) reduce your vulnerability; (3) if in an open area, seek protection; (4) call 911 or (334) 953-9911; (5) note as much as possible about the situation and the shooters; (6) Never leave a secured area unless told to do so by law enforcement.

A5.5.1. OTS Lockdown Procedures. These procedures are posted in dorms, flight rooms, CQ office in each respective location. During lockdown, all personnel must remain confined inside the nearest vehicle, structure, or building that provides a measure of protection. No person may enter or exit another area until the “ALL CLEAR” is broadcast; unless a movement is required to escape from a dangerous place or situation. Lockdown procedures will stay in effect until given ALL CLEAR by OTS staff.

A5.6. Shelter-in-Place. Shelter-in-Place (SIP) is a protective action used during a major accident or emergency condition to provide limited protection for otherwise unprotected people or casualties. It is used during major accidents involving hazardous materials or terrorist attacks involving chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE).

A5.6.1. Dormitories. Upon notification of SIP actions, all cadets will proceed quickly and safely to third floor hallways and common area. Cadets will locate the SIP kit and follow instructions located within the designated container.

A5.6.2. Gilbert Hall/Gilbert Hall Annex.

A5.6.2.1. Upon notification of SIP actions, all cadets in or near Hoover Auditorium on the first or second floors will move quickly to the second floor flight rooms and hallways located above the auditorium. Cadets will locate the SIP kit (annotated by designated signs throughout the hallways and bulletin boards) and follow instructions located within the designated container.

A5.6.2.2. Upon notification of SIP actions, all cadets in or near Boyd Auditorium on the first or second floors will move quickly to the second floor flight rooms and hallways located closest to the auditorium. Cadets will locate the SIP kit (annotated by designated signs throughout the hallways and bulletin boards) and follow instructions located within the designated container.

A5.6.2.3. Upon notification of SIP actions, all cadets on the first or second floor of the Gilbert Hall Annex will proceed to the second floor to the 22 TRSS Personnel Section cubical area. Cadets will locate the SIP kit (annotated by designated signs throughout the hallways and bulletin boards) and follow instructions located within the designated container.

A5.6.3. PCC. Upon notification of SIP actions, cadets will move to the latrines. Cadets will locate the SIP kit (annotated by designated signs throughout the building) and follow instructions located within the designated container.

A5.6.4. DFAC. Upon notification of SIP actions, cadets will move to the inner- most area of the building, in the kitchen area. Cadets will locate the SIP kit (annotated by designated signs throughout the building) and follow instructions located within the designated container.

Attachment 6

CLASSIFICATION OF MERITS/DEMERITS

A6.1. Infractions/achievements may receive one demerit/merit.

Table A6.1. Examples of Classifying Demerits/Merits.

Category-Demerits	Category-Merits
JOB KNOWLEDGE (General) <ul style="list-style-type: none"> - Knowledge of procedures, familiarity with publications, etc. - Customs and courtesies - Room inspection (per item) - Violation of safety rules - Failed SPT 	JOB KNOWLEDGE (General) <ul style="list-style-type: none"> - Knowledge of procedures, familiarity with publications, etc.
LEADERSHIP SKILLS (General) <ul style="list-style-type: none"> - Failure to follow, attempt a challenge, correct, etc. - Abdicates leadership role - Failure to follow orders 	LEADERSHIP SKILLS (General) <ul style="list-style-type: none"> - Organized community event
PROFESSIONAL QUALITIES (General) <ul style="list-style-type: none"> - Bearing, language, hygiene, taking responsibility, degrading others, making appointments, etc. - Uniform inspection (per item) - Failure to go, tardy - Conduct unbecoming 	PROFESSIONAL QUALITIES (General) <ul style="list-style-type: none"> - Participating in a community service event
DUTY PERFORMANCE (General) <ul style="list-style-type: none"> - Failed to accomplish task/duties - Sleeping in class - Security violation - Failed to take responsibility - Missed suspense 	DUTY PERFORMANCE (General) <ul style="list-style-type: none"> - 95-100 on PFD/A - 97.5%-100% on CWT - Outstanding or equivalent rating on a graded measurement
JUDGMENT AND DECISIONS (General) <ul style="list-style-type: none"> - Questioning a superior's authority, failure to learn from counseling, arguing, etc. - Policy violation (Lights Out, Call to Quarters, Quiet Hours) - Unauthorized activities 	
COMMUNICATION SKILLS (General) <ul style="list-style-type: none"> - Improper format, spelling, missing data, interrupting others, failure to sign, grammar - Each type of error on document - Corrected document has same error 	
	AWARDS <ul style="list-style-type: none"> - Flight/Squadron of the Week (Not to include Academic or Athletic Flight of the Week)