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Important for NCO/SNCO Tier

Important for Airman Tier

You need this to do well in the military.

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Thank you to everyone that has helped me over the years.

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Part 1 The Foundation

Part 1 of the book consists primarily of general information to assist an airman. Part 1 has a wide and universal point.

Civilian Life vs. Military Life

I think we can learn a lot of things from how the civilians work. Military leadership at all levels wastes one of the most important resources of all "time." I fully understand that we can work 14-16 hour days, seven days a week, and do not get paid hourly. However, most of us work around a 50-60 hour workweek. The 60-hour workweek means when you take our average pay and then do the math, it's about \$20 hour at 2020 pay rates. This means if I go send ten Airmen to do something for 2 hours, I just spent \$400 on it. What is the return on that investment? We overlook that evaluate step of ordering and assigning tasks because we forget at all ranks the value of people's time. The more lower-ranking they are, the more we overlook their value. We waste time like it is an unlimited resource. We treat time like we can just make people work longer hours or that their time is not worth money.

"We don't take responsibility for the things we throw at people."

Airmen at all ranks do not know the importance of what they are doing most of the time. It is essential to speak up so you can learn why you are doing something. For example, I might get told I have to do guard duty on an empty field. I might think it is a waste of time since there is nothing there, and the base fence is there. It could be that OSI got a tip someone might be sneaking in that way. You do not want to come off as a jerk, lazy, or an asshole, but you should always ask what the importance of what I am doing is? How does it tie into the mission? You might be inspecting a jet and think one of the steps is pointless. If you believe what you are doing is unnecessary, you need to voice it with leadership correctly. One of the best ways to do that is to do the task first and ask what the impact is and how we can do better. Because if time is being wasted we are missing out on training or other things we could be doing to improve as Airman.

The other significant change from civilian life is that when you are "off" duty or even on leave, you can get in trouble. Getting a DUI might not affect your job at Target or Best Buy,

but you could get kicked out in the military. In the military, you are never really "off" duty. You have to live your life on a higher standard, even when you are home.

WHAT IS AN AIRMAN

The identification of oneself as "an Airman" is one of the associational aspects that define service in the Air Force as a profession, not merely a job. A lack of universal norms of behavior and shared values diminishes the strength of this identity and will reduce the commitment of airmen to the Air Force as a profession, leaving them more likely to be lured away by other jobs that offer better pay, location, or working conditions. Basically, if you do not feel like you are connected to ALL Airmen regardless of AFSC you will most likely want to leave for a better job.

Lawrence Korb points out that the Air Force typically has the least recruiting problems but the worst retention problems. These difficulties are exacerbated by a lack of consensus regarding the mission and values. Korb points out that newer Air Force members are likely to leave if they see the organization's beliefs and structures conflicting with their perceptions of the national security environment. This has not only an immediate impact on readiness but also a long-term effect of limiting the adaptation of underlying assumptions about the Air Force's mission, as the airmen who stay in and rise to senior leadership positions will be those who accept and advocate the out-of-date beliefs. Basically, people with new fresh and good ideas get out, and then we promote people who are still thinking like it was the Air Force from 10-20 years ago. We struggle with keeping our creative thinkers in for the long term. We have to do a better job as a Force of building Airmanship with the younger ranks. Rewarding the out of the box thinkers, and most of all ensuring we keep, and promote the people we need for the future of the Air Force, not the ones that were good for the past Air Force.

The Cultural Identity of the United States Air Force Maj William C. Thomas

<https://www.airuniversity.af.edu/Portals/10/ASPI/journals/Chronicles/thomas.pdf>

AIR FORCE POLICY DIRECTIVE 1

https://static.e-publishing.af.mil/production/1/af_cc/publication/afpd1/afpd1.pdf

A one page break down of what it means to be an Airman is in Policy directive 1. An Airman has four corner stones of what it is to be an Airman.

Spouses and Partners new to the Military

For spouses, girlfriends, boyfriends, or if you know NOTHING about the military, the link below has some useful information. I would also recommend looking into what education and scholarships are available for military spouses.

<https://media.defense.gov/2017/Oct/11/2001825484/-1/-1/1/AF101%20SPOUSE%20HANDBOOK.PDF.PDF>

Road Map

The Road Map is crucial for your tenure in the military, even if you plan on getting out.

Why are you here? -

Education? Kill people and take names? Wanted to get out of your small town? Wanted to better yourself? Was not sure and just did it? Do you have a family you want to help? Did you get her pregnant?

Keep that in mind when making a road map on where you want to be. A road map is needed even if you only want to be in the Air force for four years and get out. You should have an idea where you want to end up or at least where you are heading.

Exercise Road Map

Exercise Road Map. Take out a sheet of paper and write what things you want out of life, family, kids, money, levels of fitness, do you even lift? Just to play a lot of video games. List it all and reflect when you want to achieve these things and what are you will be doing to get them? How soon do you want to get them? Save this map and reflect on every six months to a year. Share this map with people you care about in your life.

Basic Training

The best way to get through basic training is not to stand out. You are in a school of fish, and those that swim too far from the school get eaten. It is straightforward to blend in and get through it. However, basic training is something you will enjoy, or at least look back on with many memories. You get plenty of sleep and lots of food. Life becomes simple; you wake up, eat, work out, and get yelled at. Life becomes routine, and that feels good. You forget about the things you left behind and adapt to what seems like your new life.

I was nervous I would wash out. I worried I was not as mentally sharp as I wanted to be. Plus, you have seen movies or shows about how hard it is. However, if you can make it past the first two weeks, you will most likely make it all the way. Also do not bring pretty much anything with you to basic training other than a wallet, and your phone, and maybe one change of clothes. You do not need much else.

The first week is just learning how to talk. You learn when and how to speak to your MTI or other military members. The rest of the weeks are spent learning about how to follow orders. The military does not care about rolling socks or making your bed. They care about making Airman who can follow orders. Getting yelled at is a part of following orders. The military does not have a place for people who cannot “shut up and color.” Which means fall in line and do what you are told. There is a time and place to speak up. *Tip There are different jobs or additional duties you will have to pick from in basic training. The best one is the one that takes the Airman to church on Sundays! Also, the Wiccan service is the best; you can take meditation naps.*

Spend time bonding with your fellow Airman. They will help you through basic. No one Airman is good at everything, and having one help you with your work will make life better. Plus, learning about the different states and people's stories is the greatest! I have had many conversations about friends, family, and love stories from Airman all over the world. Sharing stories is perhaps one of the single best things about being an enlisted Airman. People from all different walks of life will share their hopes and dreams with you and form a connection with you.

The only thing that I did not like was seeing everyone naked. You get used to it over some time, but it was weird at first when everyone showered.

You will have moments that will stay with you for a lifetime. I still remember doing the tear gas chamber. I thought I was strong, and through sheer force of will, I could man through it without getting all teary-eyed. Plus, I grew up on spicy food. I would always crush those hot food challenges. So in my mind, I just needed to do it like that. I may have talked a lot about how it was not going to phase me as much. So when it was my turn to inhale, I tried to inhale as much as I could to show how easy it was. I learned that day that no matter how strong you think you are, tear gas will mess you up. After the largest inhale, I could muster like a vacuum. I tried to suck up all the air. In seconds I could not see well or breathe well. It did clear me right up; however, all the mucus I had backed up just came right up.

At some point, you will get to fill out your dream sheet. It is a list of bases you can get stationed too. You typically will not have a lot of time to pick where you want to go. The most important choice would be stateside or overseas. Each has its advantages over the other. I love being overseas personally more than anything else. Stateside makes it easier to see family, which can be both an advantage and disadvantage depending on the day. School can be more accessible stateside. The mission depends on the base, so it is about equal. The most significant difference is food and culture. Learning about different people and different ways of doing things is one of the best parts of being military. For example, I learned from the Turkish the importance of offering something to drink to guests. Even at department stores, you would get offered hot tea to drink. I loved having something to drink for free when I went out. I was also stationed in the Azores. I learned from the Portuguese the importance of being kind all the time. No one has a more positive outlook on life then they do. It just made life easy. The overall happiness of their people was infectious, and you could not help but be happy because they were so happy.

The other good part about being overseas is all of the unique experiences you have. When I was in the Azores, I got to experience a bullfight in a very different way. I was driving home from work. It was a typical day in paradise. However, I noticed there was a festival. Most streets have a block party type of event once a year. So, I was only about 3 miles from my house. I thought to myself I can just walk. So I did and began walking. Most festivals have music and people in the streets, but all the windows were boarded up, and no one was to be seen. Then I looked around and saw about 20 men running towards me fast. So I ran too, in the same direction. Before I could even blink, a bull was charging down the streets like a wrecking ball. I accidentally walked into a bullfight. There were no signs or warnings, and yes, you can just walk into a mini running of the bulls. So I climbed up where it was safe and watched as young and old men dodge the attacks of the massive beast. I got some local vendor food and just enjoyed my evening. It was an excellent unexpected way to end my

day. The closest thing to that stateside would be getting stuck in traffic and seeing an accident.

In Turkey, I will not forget wandering down alleys of stores. You would take a turn and wonder what felt like a maze of shops to find everything from food, old cell phones, and furniture within 30 feet of each other. It made every shopping trip an adventure, but the only downside was the curfew. You had to make sure you were back on base by a specific time. This time limit made it feel like you were cinderella at the ball and had to be home before midnight. One of my memorable moments was buying a scooter. I went off base to get the best deal. I picked one up for like 400\$ US and was about 10 miles from the station. The guy asked if I wanted to drive it back or have it dropped off to base in 2 days, or have him drive it with me back to base. I was like, sure, let's do this since I wanted my scooter and elected to drive back with him on the scooter. He took the 39mph max scooter on a 60mph thruway and weaved through traffic and almost killed me 20 times. He also took selfies while he weaved through traffic with me hanging on for dear life.

Technical School

Don't be dumb. If you are unsure, just imagine if someone who outranks you by at least 4 ranks was watching.

Do not break a rule that could get you kicked out. Do not hang around people who you think might get kicked out. If you are unsure who or who is not going to get you kicked out find people with wives, or kids. People with families that are in tech school with you are less likely to do something crazy. They make good friends to have in technical school. Be sure to get off of the base and try the local food, mall, movie theater, and anything outdoorsy that the local area has to offer. You can also see what outdoor rec has to offer as well. Be sure to get haircuts because that can make you stand out in a bad way. Finally if you withing 180 days of service you can easily be kicked out. Also, read the section on dorms and drug use. The three most common ways people get kicked out are things found in the dorm room, drug use, and failure to adapt to military life.

Air Force Core values

INTEGRITY FIRST

Integrity is simply doing the right thing, all the time, whether everyone is watching or no one is watching. It is the compass that keeps us on the right path when we are confronted with ethical challenges and personal temptations, and it is the foundation upon which trust is built. An individual realizes integrity when thoughts and actions align with what he or she knows to be right. The virtues that demonstrate one truly values integrity include: **HONESTY:** Honesty is the hallmark of integrity. As public servants, we are trusted agents. Honesty requires us to evaluate our performance against standards, and to conscientiously and accurately report findings. It drives us to advance our skills and credentials through our own effort. The service member's word must be unquestionable. This is the only way to preserve the trust we hold so dear with each other and with the population we serve. **COURAGE:** Courage is not the absence of fear, but doing the right thing despite the fear. Courage empowers us to take necessary personal or professional risks, make decisions that may be unpopular, and admit to our mistakes; having the courage to take these actions is crucial for the mission, the Air Force, and the Nation. **ACCOUNTABILITY:** Accountability is responsibility with an audience. That audience may be the American people, our units, our supervisors, our fellow Airmen, our families, our loved ones, and even ourselves. Accountable individuals maintain transparency, seek honest and constructive feedback, and take ownership of the outcomes of their actions and decisions. They are responsible to themselves and others and refrain from actions which discredit themselves or our service.

SERVICE BEFORE SELF

Service Before Self tells us that professional duties take precedence over personal desires. The call to serve is a call to live according to a higher standard. It is not just a job; it is a commitment that takes energy, dedication, and sacrifice. We do not "work" in the Air Force; we serve in the Air Force. A heart and mindset for service allows us to embrace expectations and requirements not levied on the American public or other professions. The virtues that demonstrate one truly values service include: **DUTY:** Duty is the obligation to perform what is required for the mission. While our responsibilities are determined by the law, the Department of Defense, and Air Force instructions, directives, and guidance, our sense of duty is a personal one and bound by the oath of service we took as individuals. Duty sometimes calls for sacrifice in ways no other profession has or will. Airmen who truly embody Service Before Self consistently choose to make necessary sacrifices to accomplish the mission, and in doing so, we honor those who made the ultimate sacrifice. **LOYALTY:** Loyalty is an internal commitment to the success and preservation of something bigger than ourselves. Our loyalty is to the Nation first, the values and commitments of our Air Force second, and finally to the men and women with whom we serve. Loyalty to our leaders requires us to trust, follow, and execute their decisions, even when we disagree. We offer alternative solutions and innovative ideas most effectively through the chain of command. Ultimately, loyalty is demonstrated by helping each other act with honor. **RESPECT:** Respect is treating others with dignity and valuing them as individuals. We must always act knowing that all Airmen possess fundamental worth as human beings. We must treat others with the utmost dignity and respect, understanding that our diversity is a great source of strength.

EXCELLENCE IN ALL WE DO

Excellence In All We Do does not mean that we demand perfection in everything from everyone. Instead, this value directs us to continuously advance our craft and increase our knowledge as Airmen. We must have a passion for

continuous improvement and innovation that propels America's Air Force in quantum leaps towards accomplishment and performance. **MISSION:** Mission focus encompasses operations, product and resources excellence. The complex undertaking of the Air Force mission requires us to harness the ingenuity, expertise, and elbow grease of all Airmen. We approach it with the mindset of stewardship, initiative, improvement, pride, and a continued commitment to anticipate and embrace change. Our work areas, our processes, and our interpersonal interactions must be undeniably professional and positive. Our people are the platform for delivering innovative ideas, strategies, and technologies to the fight. **DISCIPLINE:** Discipline is an individual commitment to uphold the highest of personal and professional standards. Airmen commit to a life of discipline and self-control. We demonstrate it in attitude, work ethic, and effort directed at continuous improvement, whether it be pursuing professional military education or nurturing ourselves physically, intellectually, emotionally, or spiritually. Each Airman represents the entire Air Force. Our appearance, actions, and words shape the culture of the Air Force and the reputation of the entire military profession. **TEAMWORK:** Teamwork is essential to triumph at every level. Airmen recognize the interdependency of every member's contributions towards the mission and strive for organizational excellence. We not only give our personal best, but also challenge and motivate each other. We carry our own weight, and whenever necessary, help our wingmen carry theirs. We serve in the greatest Air Force in the world, and we embrace the idea that our part of the Air Force meets that world-class standard.

Core values are the fundamental beliefs of a person or organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. **Core values** also help companies to determine if they are on the right path and fulfilling their goals by creating an unwavering guide. <https://examples.yourdictionary.com › examples-of-core-values>

The core values are a base. However, what is more important than the core values is our organizational mission statement. See below for how to craft a good mission statement for your work center, or organization.

<https://patimes.org/defining-mission-cyberspace-organizations/>

Here are some examples of mission statements.

Air Force Mission Statement

Air Force mission statement is **“to fly, fight and win in air, space and cyberspace.”** The institution has diverse duties and responsibilities, as shown in this statement. To achieve them, the Air Force prioritizes on:

1. Education and training
2. Excelling in all sectors

The reverence and popularity associated with this institution come down to the emphasis laid on a winning mentality. It all starts with thorough military training coupled with specialized education in

different fields. Each Airman is a part of the complete group, making them indispensable and highly valued for overall success. The Air Force also ensures that it incorporates [work-life balance](#) for the fulfillment of each of its recruits while winning in its work as well.

Vision Statement

Air Force vision statement is **“it’s our promise to protect.”** This is the affirmation of what the U.S. Air Force is all about. It has a duty to serve American within and beyond its boundaries as shown:

3. Dominate in air, space, and cyberspace
4. Protect Americans

To remain the preeminent force in the three areas globally – the Air Force constantly improves itself through innovation, training and experience. The body recognizes that becoming incomparable is its call, and to certify it stays equipped and ready to protect the people it serves from any form of space, air or cyberspace dangers.

Core Values and History

Integrity first

An Airman is a person of integrity, courage and conviction. They must be willing to control their impulses and exercise courage, honesty and accountability in order to do what is right even when no one is looking.

What does that look like in the Air Force? Are you honest with yourself, during inspections?

Service before self

An Airman’s professional duties take precedence over personal desires. Every Airman is expected to have the discipline to follow rules, exhibit self-control and possess respect for the beliefs, authority and worth of others.

Excellence in all we do

An Airman strives for continual improvement in self and service in order to propel the Air Force further and to achieve greater accomplishment and performance for themselves and their community.

https://www.doctrine.af.mil/Portals/61/documents/Volume_2/V2-D05-Core-Values.pdf

History and heritage are cornerstones that the military is built upon. Every airman should know some basic facts about Air Force history.

<http://www.au.af.mil/au/awc/awcgate/afdc/50questions.pdf>

<http://www.au.af.mil/au/awc/awcgate/afdc/50morequestions.pdf>

You should know about the basics of World War 2. That is where Air Power and strategic bombing made a massive impact on the battlefield.

You should at least know about 4 medal of honor winners, pick which one you like, and know their story.

Air Force birthday Sep 18 1947.

Also, you should know some history about your base, squadron or major command.

The Airman's Creed

I am an American Airman.

I am a warrior.

I have answered my nation's call.

I am an American Airman.

My mission is to fly, fight, and win.

I am faithful to a proud heritage,

A tradition of honor,

And a legacy of valor.

I am an American Airman,

Guardian of freedom and justice,

My nation's sword and shield,

Its sentry and avenger.

I defend my country with my life.

I am an American Airman:
Wingman, Leader, Warrior.
I will never leave an airman behind,
I will never falter,
And I will not fail.

Approved Air Force music
<https://www.music.af.mil/Home/Ceremonial-Music/>

Air force song
<https://www.hill.af.mil/About-Us/Fact-Sheets/Display/Article/397525/history-of-the-us-air-force-song/>
<https://www.dvidshub.net/news/92926/behind-name-crawford-hall-father-af-song>
<https://www.thebalancecareers.com/the-air-force-song-full-lyrics-4055890>

History of the Air Force Song

In 1937, after the [U.S. military](#) had been developing airplanes for more than a decade, the Assistant Chief of the Air Corps, Brigadier General Henry Arnold, thought the Army Air Corps needed a fight song similar to the Army, Navy, and [Marine Corps](#).

In 1938, Liberty Magazine offered a \$1,000 prize in a contest for composers to come up with a suitable song for the Air Force. A committee of Army Air Force wives selected Robert MacArthur Crawford's composition, which was officially introduced at the Cleveland Air Races in 1939. The Air Force actually did not exist as a separate branch of the U.S. military until 1947.

The U.S. Air Force was established as a separate service unit on September 18, 1947, and Air Force cadets eventually found the lyrics to "Off We Go" sewn into their caps. *The original first page of Crawford's score was carried to the moon by Air Force Colonel David R. Scott and Lieutenant Colonel James B. Irwin on July 30, 1971. Their Apollo 15 flight, also manned*

by Major Alfred M. Worden, held the first all-Air Force space crew.

It is interesting to note that Crawford's lyrical use of the word "yonder" in his song's opening line, "Off we go into the wild blue yonder," actually created a new category of usage in the Oxford English Dictionary. Following Crawford's 1939 introduction of the song, the word "yonder" garnered an additional meaning defined by the OED as "the far and trackless distance."

Melodies and songs are often quoted within another piece of music and "Off We Go" is no exception. Frank Zappa's twenty-five-minute opus "Billy the Mountain," a pastiche of American musical genres, incorporates melodic references to "Off We Go" and a number of other tunes such as "Over the Rainbow," "Pomp and Circumstance," and television's the *Tonight Show* theme.

Crawford said he had written the song in two hours as he flew his private plane from New York to his home in Connecticut.

Of the 757 scores submitted, and after more than a year of searching, the score written by Crawford was selected by a committee composed mostly of wives of high-ranking Air Corps officers, just two days before the deadline. The song was officially introduced at the Cleveland Air Races on Sept. 2, 1939, where Crawford sang its first public rendition.

The Air Corps did not have the budget to underwrite copyrighting and publishing the song. However, it was produced commercially, and Crawford gave the Air Corps performance rights in perpetuity.

From 1939 to 1941, Airmen performed the song at every opportunity. New cadets put the lyrics inside their service caps and sang them as they marched. Post exchanges were ordered to put the song on the jukeboxes and told to play it whenever someone had not paid for another song.

When the Army Air Forces became the Air Force in 1947, the lyrics and title were changed to "Nothin'll stop the U.S. Air Force".

The first page of the score Crawford submitted to the selection committee in 1939 was carried to the surface of the moon on July 30, 1971, aboard the Apollo 15 "Falcon" lunar module by Col. David Scott and Lt. Col. James Irwin.

The crew aboard the Falcon comprised the first and only all-Air Force Apollo crew, and arranged to take the page of sheet music with them as a tribute to Mr. Crawford and the U.S. Air Force.

Also the first page of the Air Force song made it to the moon.

Off we go into the wild blue yonder,

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

(Verse II)

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

(Verse III)

Here's a toast to the host

Of those who love the vastness of the sky,

To a friend we send a message of the brave who serve on high.

We drink to those who gave their all of old,

Then down we roar to score the rainbow's pot of gold.

A toast to the host of those we boast, the U.S. Air Force!

(Verse IV)

Off we go into the wild sky yonder,

Keep the wings level and true;

If you'd live to be a grey-haired wonder

Keep the nose out of the blue!

Fly to fight, guarding the nation's border,

We'll be there, followed by more!

In echelon we carry on.

Oh, nothing'll stop the U.S. Air Force!

Air Force Symbol

<https://www.trademark.af.mil/>

Enlisted Force Structure Airman

https://static.e-publishing.af.mil/production/1/af_a1/publication/afh36-2618/afh36-2618.pdf

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The text from the enlisted force structure is in black, important parts in are in **red**, and my thoughts are in **blue** after each section. If you have not read this entire thing and you are an Airman at any rank, you are failing hard. You need to know

what you should be doing, what your peers, subordinates, and leaders should be doing. These are the rules to the game that is the Air Force. You should probably know the rules to any game before you play it. Even more so you should probably know the rules pretty well if you are going to be playing it for years. If you are only going to read one chapter in this book, it would be this one. Even if you are an officer, you should know this as well. How can you rack and stack Airmen for promotion if you do not know the foundation of what makes each rank, tier, and foundation of all Airmen?

1.1. The Enlisted Force Structure.

1.1.1. The Air Force is a diverse group of functionally and operationally specialized Airmen in the profession of arms. Despite the differences across functional and operational lines, there is a compelling need for a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities. **To best leverage our resources, we must have a consistent, well-defined set of expectations, standards, and opportunities for the growth for all Airmen, regardless of rank or specialty. This is accomplished through the enlisted force structure and force development constructs which rely on Air Force institutional competencies.**

Have you even read the institutional competencies? Ranking up should be the same for ALL airman no matter the AFSC. This foundation should be the same.

1.1.2. Force Development. All elements of force development—education, training and experience—are tethered to the enlisted force structure and institutional competencies. **The institutional competencies are the leadership, management, and readiness qualities Airmen require to lead and operate in the profession of arms.** Every force development action, from **Basic Military Training, to professional military education to strategic engagement opportunities, is linked to the institutional competencies.** These competencies provide a common language, set of priorities, and proficiency expectation based on an **Airman's rank, experience and/or position.** The enlisted force structure and

institutional competencies describe what makes us Airmen, not just functional specialists. We are Airmen first, specialists second.

Have you even read the institutional competencies? Are you trying or doing all of the competencies? Do you know what the profession of arms is? What are you doing that makes you an Airman first and specialist second?

1.1.3. Airmanship. Airmanship represents the commitment to a culture of pride and professionalism by all Airmen. The **Airmanship mindset** reflects Airmen committed to the **Air Force family values, motivated by our Airman's Creed, Warrior Ethos, inspired by our heritage, and is built upon the Air Force Core Values.**

To be an Airman you need the core values as a foundation. Then you build on your foundation with family values, you know the creed, have a fighting spirit "Warrior Ethos," and the most skipped step you are inspired by heritage. If you do not know your heritage how can you get inspired?

1.1.4. Core Values. The enlisted force structure, force development, and institutional competencies are grounded in the Air Force core values (Integrity First, Service Before Self, and Excellence in All We Do). These values are the thread that weaves through Air Force policies, guidance, and focus areas. Simply put, they influence Air Force activities and Airmen's actions.

1.2. Purpose of the Enlisted Force Structure.

1.2.1. This instruction **provides the general framework** for the enlisted force structure that best meets mission requirements, while **developing institutional and occupational competencies.**

1.2.2. Additionally, it **defines the leadership levels, tiers, ranks, roles,** terms of address, **general responsibilities, duty titles and special positions** for the enlisted forces.

Do not make up duty titles, and this covers what you should be doing at each rank and tier.

1.2.3. The enlisted force structure provides a **framework for supervisors as they set standards** during initial feedback sessions, evaluate progress **during mid-term feedback sessions**, and **document performance on annual reports**.

All of your standards should come from the enlisted force structure. This is what you should be using to mark your people on their EPR. If you have never read the enlisted Force Structure, you should not be marking people on their EPR. Also, you should not be upset if you get marked down and have never read this as well.

Chapter 2 AIR FORCE LEADERSHIP LEVELS 2.1.

Air Force Leadership Levels. The Air Force operates in a dynamic global context across multiple domains requiring leadership skills at three distinct levels: **tactical expertise, operational competence, and strategic vision**. These levels emphasize a different mix of qualities and experience. The leadership level at which an Airman operates determines the institutional competencies required to lead Airmen in mission accomplishment. **As Airmen progress from the tactical expertise to strategic vision leadership levels, emphasis on the use of institutional competencies shifts from personal to organizational, with a generally consistent focus on people/team competencies**. The nature and scope of leadership challenges as well as preferred leadership methods differ based on the level of leadership and duties. These levels apply across the entire spectrum of the enlisted force structure.

As you rank up, you need to focus more on building teams, join task forces, tiger teams, and coalitions. Most Airman – NCOs will be at the tactical level.

2.1.1. Tactical Expertise. This level is predominantly direct and face-to-face and focused on personal competencies. At the tactical expertise level, Airmen gain a

general understanding of team leadership and an appreciation for organization leadership. **They master their core duty skills**, develop experiences in applying those skills, and begin to acquire the knowledge and experience that will produce the qualities essential to effective leadership. Airmen at the tactical expertise level gain the training, education and experience to become the **Air Force's primary technicians and specialists**. They learn about themselves as leaders and how their leadership acumen can affect others through the use of **ethical leadership**. They assimilate into the Air Force culture and adopt the Air Force core values. Airmen at this level focus on honing followership abilities, **motivating subordinates and influencing peers to accomplish the mission** while developing a warrior ethos. They learn about themselves and their impact on others in roles as both follower and leader in addition to **developing their communication skills**. The primary focus at the **tactical expertise level is accomplishing the mission as effectively and efficiently as possible using available personnel and resources**.

Be the best at your primary job and become a good technician. Be ethical and do not push people under the bus to get there. Learn to motivate subordinates and influence peers to get the mission done. Work on becoming communication skills. Get the mission done as effectively and efficiently as possible with what you have. This section means how well do you know your job. When people have issues, do they come to you for help. The tactical level applies to most ranks Airman through NCO. Learn as much as you can about what the Air Force wants from you. Become that expert.

2.1.2. Operational Competence. The full-spectrum of institutional competencies is balanced across the operational competence leadership level. At this level, Airmen understand the **broader Air Force perspective** and the **integration of diverse people and capabilities** in operational execution. They transition from specialists to leaders with a broader enterprise perspective who **understand Air Force operational capabilities**. Based on a thorough understanding of themselves as leaders and followers, Airmen apply an understanding of **organizational and**

team dynamics. They lead teams by **developing and inspiring others, taking care of people, and taking advantage of diversity.** They foster **collaborative relationships through building teams and coalitions, especially within large organizations, and negotiate with others, often external to the organization.** Airmen operating at this leadership level normally work **below the major command or Headquarters Air Force levels.**

This is all about leading people and teams. What are you doing with people? How many people, and where are these people from? Are you reaching out to other organizations?

2.1.3. Strategic Vision. At this level, Airmen combine highly developed personal and **people/team institutional competencies** to apply broad organizational competencies. They develop a **deep understanding of Air Force capabilities** and how **Airmen achieve synergistic results** and desired effects with their operational capabilities. They also understand how the Air Force operates within **joint, multinational, and interagency relationships.** At the strategic vision level, an Airman employs military capabilities, applying the **operational and strategic arts** with a thorough understanding of unit capabilities, the **Air Force at large, and joint and coalition forces.** They have an **enterprise perspective with a thorough understanding of the structure** and relationships needed to accomplish strategic objectives. The strategic vision level focuses on the effects an Airman can have **across a major command, a theater, the Air Force, or even other services or the Department of Defense.**

Not all SNCOs will ever make it to this level. This is at big as it gets. This is for changes that affect the entire major command or higher.

Chapter 3 THE ENLISTED FORCE STRUCTURE

3.1. Tiers, Ranks, and Roles. The enlisted force structure is comprised of three distinct and separate tiers, each correlating to increased levels of education,

training, and experience, which build increasing levels of proficiency. The three tiers correlate to increased leadership and managerial responsibilities, with each tier building on the responsibilities of the previous one. The tiers are **junior enlisted Airmen, Noncommissioned Officer, and Senior Noncommissioned Officer**, with multiple ranks in each tier. Each rank includes an official abbreviation and term of address, however **Airmen senior or equivalent to the member may use first names and/or call signs**. Senior Noncommissioned Officers are expected to have mastered Noncommissioned Officer responsibilities. Likewise, Noncommissioned Officers are expected to have mastered junior enlisted Airmen responsibilities. **The primary goal in each tier is mission accomplishment. The Enlisted Career Path Pyramid (Attachment 3)** is a guide for all enlisted Airmen to outline developmental opportunities as they progress through the tiers during a career, **both within and outside their primary Air Force Specialty Code**.

You need to know what each tier has to do. All tiers have to make sure the mission gets done. Finally, you need to know how to progress in the game that is the Air Force, and there is even a pyramid seen below. Also, even if you can use someone's first name, I would not. If I am in uniform, I prefer to be called by my last name. The group that I do not mind would be chiefs. They can call me "Derek as much as they want". Everyone else just makes it uncomfortable.

3.1.1. Junior Enlisted Airmen Tier. This tier consists of Airman Basic, Airman, Airman First Class, and Senior Airman. Initial enlisted accessions enter the Air Force in this tier (Airman Basic, Airman, or Airman First Class), and focus on **adapting to military requirements**, being part of the **profession of arms**, **achieving occupational proficiency**, and **learning how to be highly productive members** of the Air Force. In this tier, Airmen **prepare for increased responsibilities** and ensure they are trained, **qualified, and ready to operate, both at home station and in an expeditionary environment**. Junior enlisted Airmen are introduced to the institutional competencies and continue to broaden their technical skills.

You have to be producing something. Even if you are a gate guard, you are producing safety. Always think about what you are giving to the Air Force. If you do not know, ask what your task, and the overall job is bringing to the Air Force.

You also need to start learning what you should and should not be doing. It is always better to ask at lower ranks before you break the rules. Some rules can be bent or broken and you can even get approval to bend them. However, I would advise against listening to your people in the Airman tier about bending the rules.

Make sure you go to dental, immunization and all that other stuff is good to go so that you are ready to deploy. Also, make sure your family understands what is needed of you if you have to leave, Bills, childcare, and such.

3.1.1.1. Airman Basic and newly enlisted Airmen. Airmen Basics, as well as Airmen who initially enlist into the Air Force at the Airman or Airman First Class rank, are primarily adapting to the requirements of the military profession, **acquiring knowledge of military customs, courtesies, and Air Force standards**, as well as striving to attain occupational proficiency. At their first duty station, they **perform basic tasks under close supervision**. The written abbreviation for Airman Basic is “AB” and the official term of address is “Airman Basic” or “Airman.”

Learn the rules of the Air Force. Just do not break any laws. Basically, just don't get an article 15. learn, show up to work on time and do your job.

3.1.1.2. Airman. Airmen are still learning and adapting to the military profession, and are expected to understand and conform to military standards, customs, and courtesies. Airmen begin to show occupational proficiency at basic tasks and **still require significant supervision** and support. The written abbreviation is “Amn” and the official term of address is “Airman.”

Learn the rules of the Air Force. Just do not break any laws and look for a mentor that is a higher rank than a SrA. At this point, you should be able to do very basic tasks.

3.1.1.3. Airman First Class. Airmen First Class **fully comply with Air Force standards** and devote time to increasing their skills in their career fields and the

military profession, while becoming effective team members. After a short time at their first duty station, they are **often skilled on numerous tasks**. Continued **supervision is essential to ongoing occupational and professional growth**. Typically, the 5-skill level is earned at this grade. The written abbreviation is “A1C” and the official term of address is “Airman First Class” or “Airman.”

You should be able to do things on your own at this point. You should be close or have your 5-level. Finally, you should be getting feedback, so you grow with your primary job tasks and overall Air Force knowledge.

One of the best ranks in the Airforce. You should know what you can and cannot get away with at this point. At this level, A1C's are doing large amounts of groundwork and getting things done. A lot will of work will be expected of you. I remember once getting yelled at for a program that I just got put on 2 days prior and why it was a mess. I turned to my supervisor, and I asked SSgt Duncan what the program even was because I had never heard of it. We both laughed, and he helped show me what was wrong with it and how to fix it. You will be yelled at for things that you did not know or things that other people think you should know. It will happen, and it will be upsetting, don't yell back. Just get yelled at and say you will fix the issue, and thank you for the feedback. Then ask other SrA, and NCO's and they will show you the way forward. You can put as much work into it as needed. You can make things just fail, pass or be amazing. Be careful not to get lazy with your hair appearance, showing up on time, taking long breaks to smoke or getting coffee, and finally do not talk back to NCO's and you will be fine.

3.1.1.4. Senior Airman. Senior Airmen commonly perform as **skilled technicians and trainers**. They begin developing supervisory and leadership skills **through progressive responsibility, completion of Airman Leadership School, individual study, and mentoring**. Senior Airmen strive to establish themselves as effective trainers through the maximum use of guidance and assistance from officer and enlisted leaders. They may serve as first line supervisors upon completion of Airman Leadership School. The written abbreviation is “SrA” and the official term of address is “Senior Airman” or “Airman.”

You should be able to do things on your own at this point. The BACKBONE of the air force period is the SrA. This rank does a large part of the mission for the enlisted. This rank is where most Airmen get their hands dirty. They are trusted to lead small teams and even shifts. Most

importantly, Airman Basic through Airman First Class look up to this rank. They set the standards for the rest of the lower ranking Airman to follow. A work centers overall quality is set not from the top or bottom but the middle. Take time to learn from NCO's that you would like to be like and try to be better.

3.1.2. Noncommissioned Officer Tier. This tier consists of Staff Sergeant and Technical Sergeant. Noncommissioned Officers continue occupational growth and become expert technicians while **developing as leaders, supervisors, managers, and mentors in the profession of arms**. Additionally, Noncommissioned Officers ensure they **keep themselves and subordinates trained, qualified, and ready to deploy and operate at home station and in an expeditionary environment**. In this tier, **Noncommissioned Officers understand and internalize institutional competencies in preparation for increased responsibilities, while pursuing professional development through a variety of means, including Enlisted Professional Military Education**.

Are you current on your required training and ready to deploy? If not fix that, you can't enforce standards; you are not meeting yourself. How do you internalize the institutional competencies? What are you doing for professional development?

3.1.2.1. Staff Sergeant. Staff Sergeants are primarily highly skilled technicians with supervisory and training responsibilities. Typically, at this rank they earn the 7-skill level. They must continuously strive to further their development as technicians, supervisors, and leaders through **professional development opportunities**, including **Air Force and Joint Enlisted Professional Military Education**. They are **responsible for their subordinates' development and the effective accomplishment of all assigned tasks**. They must ensure **proper and effective use of all resources under their control** to ensure the **mission is effectively and efficiently accomplished**. They should consider broadening opportunities through special duties and the Development Special Duty selection process. The written abbreviation is "SSgt" and the official term of address is "Staff Sergeant" or "Sergeant."

You are responsible for your subordinate's growth; you need to make sure the mission is done as well as it can be within your control. All task means "all tasks" not just the ones you personally might think are important.

3.1.2.2. Technical Sergeant. Technical Sergeants are often their organizations' technical experts. They continuously strive to further their development as technicians, supervisors, leaders and mentors through professional development opportunities, including **Air Force and Joint Enlisted Professional Military Education**. They should consider broadening opportunities through special duties and the Development Special Duty selection process. The written abbreviation is "TSgt" and the official term of address is "Technical Sergeant" or "Sergeant." Technical Sergeants must complete Noncommissioned Officer Academy prior to assuming the rank of Master Sergeant.

You should do joint PME or other military education.

3.1.3. Senior Noncommissioned Officer Tier. This tier consists of Master Sergeant (MSgt), Senior Master Sergeant (SMSgt), and Chief Master Sergeant (CMSgt). Senior Noncommissioned Officers serve as leaders in the profession of arms. **They advise, supervise and mentor others to further grow and develop junior enlisted Airmen and Noncommissioned Officers under their charge.** In this tier, Senior Noncommissioned Officers continue professional development through a variety of means, including Enlisted Professional Military Education. They have a great deal of leadership experience they use to **leverage resources and personnel against a variety of mission requirements**. Senior Noncommissioned Officers participate in decision-making processes on a variety of technical, operational, and organizational issues.

You need to mentor the Airmen tier and the NCO tier. Also, you should be able to use the resources and people you have to get a wide range of missions done. A mentor is more than a one time class or talking to someone about one topic. That is mentoring at its lowest level. You need to be involved in making a real impact on someone. To make a real impact you need to spend time with them.

3.1.3.1. Master Sergeant. MSgts are technical experts, transitioning from first-line supervisors to leaders of operational competence. This rank carries **significantly**

increased responsibilities and requires a broad perspective and greater leadership and management skills. MSgts are expected to accomplish the mission through the employment of teams by **merging subordinates' talents, skills, and resources with other teams' functions.** MSgts must complete an associate degree or higher from a nationally or regionally accredited academic institution, if not already earned, to become eligible for promotion to SMSgt. MSgts continue their professional development through functional opportunities, as well as Air Force and Joint Enlisted Professional Military Education. They are also eligible to attend sister-service or International Senior Noncommissioned Officer Professional Military Education. They should consider broadening opportunities through special duties and the Development Special Duty selection process. Air Reserve Component MSgts must complete the Senior Noncommissioned Officer Academy before assuming the grade of SMSgt. The written abbreviation is "MSgt" and the official term of address is "Master Sergeant" or "Sergeant."

Are you leading teams? How well are you leading them? What makes you different, worse, and better than other Master Sergeants?

3.1.3.2. Senior Master Sergeant. SMSgts are experienced, operational leaders skilled at merging teams' talents, skills, and resources with other organizations. SMSgts continue to develop their leadership and management skills and **earn their 9-skill level. SMSgts** continue their professional development through Air Force and **Joint Enlisted Professional Military Education.** They are also eligible to **attend sister-service or International Senior Noncommissioned Officer Professional Military Education.** The written abbreviation is "SMSgt," and the official term of address is "Senior Master Sergeant", "Senior" or "Sergeant." Senior master sergeants must complete Senior Noncommissioned Officer Academy prior to assuming the grade of CMSgt.

You need to earn your 9-Level and complete joint PME and if possible international PME.

3.1.3.3. Chief Master Sergeant. CMSgts serve in the highest enlisted rank and hold strategic leadership positions **with tremendous influence at all levels of the Air**

Force. They continue to develop personal leadership and management skills to prepare for ever increasing positions of responsibility. They are charged with mentoring and developing junior enlisted personnel and **strongly influence the professional development of Company Grade Officers.** They bring substantial operational and occupational experience as well as strong institutional skills to their organizations and assigned tasks. All newly selected Regular Air Force CMSgts will attend the Chief Leadership Course. Newly selected Air Reserve Component CMSgts attend either the Chief Leadership Course or their Chief Orientation Course. In this tier, CMSgts continue professional development through senior leader developmental opportunities and career-broadening assignments. CMSgts serve in key leadership positions such as Combatant Command Senior Enlisted Leader, Command Chief Master Sergeant, Group Superintendent, Professional Military Education Commandants, Functional and Career Field Managers. The written abbreviation is “CMSgt” and the official term of address is “Chief Master Sergeant” or “Chief.”

How are you using your tremendous influence at all levels? How well are you mentoring Officers? Also, since you can no longer rank up, how well are you fighting for your people? At this final rank, your number one job should be the people. However, rarely it may seem some bad apples slip through. We do promote some people who are there just to please their boss; they don't fight for Airmen. They lack the courage to fight for their people.

Chapter 4 RESPONSIBILITIES

4.1. **Commanders and Directors.** Commanders and directors **foster a professional military culture** by ensuring supervisors, wingmen and enlisted Air Force members each do their part to follow this guidance.

The Air Force is the military and not a company. What culture do you have? If it is one of business and not of military you are failing. The military is about heritage, the mission, and most of all, its people.

4.2. Supervisors. **Supervisors** of enlisted Air Force members, whether officer, civilian or enlisted have a specific responsibility to ensure **assigned enlisted**

members comply with standards explained in this guidance and **correct them when they deviate.**

How well do you explain guidance to your Airmen? Also, to correct them properly when they drift from standards, you need to know who they are as a person.

4.3. Wingmen. The term **wingmen**, in this instance, **refers to all Air Force members, officer, civilian or enlisted.** Wingmen bear an inherent responsibility to understand this guidance and assist all enlisted Air Force members in meeting expectations explained within.

If you are working with or for the military, you need to know the rules.

4.4. Junior Enlisted Airmen Responsibilities.

4.4. Junior Enlisted Airmen Responsibilities. Junior enlisted Airmen responsibilities include:

4.4.1. Demonstrate a **foundational understanding** of what it means to be an **Airman in the profession of arms. Understand, accept and embody the Air Force core values and Airman's Creed, and exhibit professional behavior, military bearing, respect for authority and high standards of dress and personal appearance, both on- and off-duty, at home and abroad. Correct other Airmen who violate standards.**

What is the profession of arms, and can you explain it? If not, see the chapter on it. Also, what you do off duty can affect your career.

4.4.2. **Accept, execute, and complete all duties, instructions, responsibilities, and lawful orders in a timely and efficient manner.** Place the requirements of official duties and responsibilities ahead of personal desires.

If you were asked to do a task that should take two hours and it takes six because you think the task is dumb. A timely and efficient manner is key. It can be hard sometimes to follow orders we disagree with. However, if it is a lawful order you should do your best. If you can't do your best you need to speak up respectfully. By speaking up, maybe leadership will see there is a better way to do things. Offer a better way and not just complaints.

4.4.3. **Detect and correct conduct and behavior** that may place **themselves or others at risk**, and **issue lawful orders when placed in charge of a work activity or task involving other junior enlisted Airmen**.

No matter the rank, safety comes first. You need to be respectful, but if you feel something is unsafe, you need to stop it. If you are in charge of a task and in charge of other Airmen, you can tell them what to do as long as it is lawful and makes sense. I have seen where an A1C is put in charge of something small like cleaning the building with other A1C's and nothing gets cleaned. The A1C that is in charge does not know how to get the other Airmen to do work. They want to be nice or not rub people the wrong way. On the other end I have seen A1C in charge of a task and boss everything like a king. That also will cause a failure of the task. It is about balance when it comes to giving orders.

4.4.4. **Begin to learn and demonstrate the institutional and occupational competencies outlined in Air Force Doctrine Document 1-1**, Leadership and Force Development; Air Force Manual 36-2647, Institutional Competency Development and Management; and the appropriate **Career Field Education and Training Plan**. These competencies are gained through a combination of education (e.g., Professional Military Education and academic programs), training (e.g., basic military training and career development courses), and experience (e.g., primary, special duty and **professional organization participation**).

You should read through all the documents listed above every time you rank up. Also, if you have never read them, you should read them now. Finally, you should try and participate in a professional org.

4.4.5. **Meet all pre-deployment and mission requirements and maintain the highest level of technical readiness**. Attain and maintain a skill level commensurate with rank, as well as a high degree of proficiency in duties outlined in the Career Field Education and Training Plan.

Be sure to check your IMR, etc

4.4.6. Increase personal resilience by understanding and mastering the social, physical, mental and spiritual domains of Comprehensive Airman Fitness, and **encouraging others to do the same**.

This means nothing other than being resilient and encourage others to be resilient. If you would like to know more about tools to become resilient, see the 5 pillars chapter. How do you inspire others to be more resilient?

4.4.6.1. Be mentally ready to accomplish the mission. Issues that can affect and detract from mental readiness and quality of life are financial problems, sexual harassment or assault, discrimination, stress, marital problems and substance abuse. These issues can prevent Airmen from focusing on the mission, diminish motivation, erode a positive attitude and reduce work quality. Be aware of warning signs and seek appropriate assistance through the chain of command, chaplain, medical community and helping agencies, and **help others do the same.**

If you would like to know more on tools to become resilient, see the 5 pillars chapter. How do you encourage others? The best way to help others to get to know them. Know who they are where they are from? Where they live.

4.4.6.1.1. Be alert for signs of depression or suicide. If depressed or suicidal, seek immediate assistance. Practice and teach the Department of Defense “Ask, Care and Escort” concept for suicide prevention. Ask - “Are you thinking about harming yourself or others?” Care - calmly take control of the situation, show genuine concern and listen. Escort (not direct) - the person to mental health, the chaplain, or First Sergeant. Call for help but never leave the person alone. Junior enlisted Airmen are critical to suicide prevention efforts.

Do not be scared to ask people if they are going to hurt themselves. If you would like to know more on tools to become resilient, see the 5 pillars chapter.

4.4.6.1.2. Be alert for behavioral changes and/or signs of traumatic stress in themselves and others, and seek assistance.

If you would like to know more about tools to become resilient, see the 5 pillars chapter.

4.4.6.2. Be physically ready to accomplish the mission. **Actively participate in the Air Force fitness program** and always meet Air Force fitness standards by **maintaining a year round physical conditioning program** that emphasizes total fitness, to include: **aerobic conditioning, muscular fitness training and healthy eating.**

If you would like to know more about tools to becoming fit see the PT test and PT program chapters. Actively participate means you go to PT. Year-round means you are not just doing PT 1-2 months out just to pass your PT test. Finally, you do not only lift weights but have a whole-body approach that counts healthy eating.

4.4.6.3. Be socially ready to accomplish the mission. **Build relationships** and networks that promote well-being and optimal performance. Teamwork, communication, connectedness and social support are key components of social readiness.

Shop cookouts are a great way to build that network. If you would like to know more on tools to become resilient see the 5 pillars chapter

4.4.6.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the proactive practice of establishing a sense of purpose or personal priorities to develop the **skills needed in times of stress, hardship and tragedy**. Spiritual readiness may or may not include religious activities.

If you would like to know more on tools to become resilient in a time of stress, see the flat tire chapter. Who are you going to call that is in the military if you are in trouble, going through a divorce, lost a loved one? You need to try and find a military friend that you can talk to about the hard parts of life.

4.4.7. Be a knowledgeable Airman. **Stay informed on issues affecting the Air Force using Air Force media sources** (e.g., af.mil and my.af.mil). Ensure **no discredit to the Air Force** or compromise of operational security when using personal and government information systems, **including social media**.

Are you reading the national and local news? Read the chapter on Airman polish to learn how to stay informed better. Also, read the chapter on Social Media use for more information. You can get in trouble for what you post on your social media.

4.4.8. Contribute to a **culture and climate of dignity and respect** by supporting and enforcing a **zero tolerance policy for sexual harassment, sexual assault, and discrimination**. Know and understand the wingman concept. Airmen **take care of fellow Airmen**. A good wingman shares a bond with other Airmen **and intervenes to maintain an environment free of any behaviors that hinder an Airman's**

ability to maximize their potential and contribution. **Positively support one another, both on- and off-duty.**

Do not haze or treat people differently due to their gender, race or religion on or off duty. Also, I do not like doing things like “ladies first” while in uniform. In my opinion, we are all equal, and or we do it by rank. This might be a personal bias that I have. By trying to treat everyone equally, I might be missing something due to the background of being female. The same can be said of race or religion. Just because you think you are treating people equally, maybe you have a blind spot and are not. To see those blind spots, you need to have conversations and think about those issues.

4.4.9. Demonstrate effective followership by enthusiastically supporting, explaining and promoting leaders’ decisions. Develop innovative ways to improve processes and provide suggestions up the chain of command that will directly contribute to unit and mission success. Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.

Are you supporting what you are told to do without throwing your boss under the bus. “Enthusiastically supporting” to me means you can be upset about the task you are doing, but I will show my support by doing a great job. For example, my boss might want me to mop the floors three times a day for the next two weeks because leadership might be visiting. I would think this is dumb, but I would do a good job and never bitch down. You can bitch across or up but never down. You should never complain to the people lower ranking than you or sell your boss out to them. Also, if you do not know how to explain to your peers or subordinates why you are doing something, you need to get clarification from leadership.

How are you improving processes? This does not mean making things just for the sake of making things. How do you fix problems? How are you adding to mission success?

4.4.10. Continue to pursue personal and professional development through education and involvement. Promote camaraderie, embrace esprit de corps and act as an Air Force ambassador (e.g., join professional organizations and/or participate in organization and community events).

Do some education, or join a professional organization or do some volunteering in the community.

4.5. Noncommissioned Officer Responsibilities

4.5. Noncommissioned Officer Responsibilities. In addition to all junior enlisted Airmen responsibilities, Noncommissioned Officers responsibilities include:

4.5.1. Lead and develop subordinates and exercise effective followership in mission accomplishment. Noncommissioned Officers have the authority to **issue lawful orders** to complete assigned tasks in accordance with Article 92 of the Uniform Code of Military Justice.

If you order someone to do things, always give them a deadline or priority. Do not just say clean the office. A better order is to clean the office by the end of the day.

4.5.2. Increase knowledge and understanding of, and mentor junior enlisted Airmen on the institutional and occupational competencies required to accomplish the mission. These competencies are gained through a combination of education (e.g., academic programs and Professional Military Education), training (e.g., on-the-job training), and experience (e.g., mentoring and/or participating in professional organizations).

Mentor Airman on the ways of the Air Force.

4.5.3. Increase personal and subordinate resilience by **championing the social, physical, mental and spiritual domains of Comprehensive Airman Fitness and encouraging others to do the same.**

Make sure people do PT, and have the support network to be resilient. A good way is shop functions during the duty day.

4.5.3.1. Champion social readiness. **Develop and lead team-building or networking activities in the unit and encourage subordinates to participate in outside social engagements.**

Make sure people make friends and have people they can count on. A good way is shop functions during the duty day. Some ideas being cookouts, laser tag, fishing, sports and so many more.

4.5.3.2. Champion physical readiness. **Lead the way by promoting, supporting, and participating in unit physical training activities and the Air Force fitness**

program. Incorporate physical training into the team's duty schedules as the mission allows.

You should be going to PT at least 3 times a week. Even if you are in shape, it helps others go if you go. Also, you need to be giving your people the time during the duty day to PT. Sometimes things come up, and you have to stop PT time during the duty day, but that should only be temporary, not permanent.

4.5.3.3. Champion mental readiness. Be actively aware of issues in subordinates that can impact mental readiness and mission effectiveness. Address issues negatively impacting mental readiness, and take positive steps to resolve them in a responsible manner.

You need to know what your Airmans home life is like. If you never go to their home, you will never know. Spend time with them outside of the office.

4.5.3.4. Champion spiritual readiness to help accomplish the mission. Allow for and encourage subordinates to develop spiritual skills needed in times of stress, hardship and tragedy. This may or may not include religious activities.

Know if people are religious, and try to accommodate their spiritual needs as needed. Even if they see themselves as a "Jedi."

4.5.4. Demonstrate and facilitate a climate of effective followership by **willingly owning, explaining and promoting leaders' decisions**. Develop innovative ways to improve processes, reduce costs and improve efficiency and provide suggestions up the chain of command that will directly contribute to unit and mission success.

If you give an order, it is your decision and not push your boss under the bus. For example, if my boss tells me to get the team together to sweep the parking lot by the end of the day, I will. When I say to the team to do so, it is me telling them not the boss. I would, however, say it was my boss's order if the people I need to tell to sweep outrank me. You can always vent across or up but never down.

4.5.5. If senior in grade, accept responsibility for assuming the role of leader. Responsibility and accountability increase commensurate with grade. Within enlisted grades, **Noncommissioned Officers precedence over all junior enlisted**

Airmen and other Noncommissioned Officers according to rank. Within the same grade, use: date of rank, total active federal military service date, pay date, and date of birth, in this order, to determine seniority. NOTE: In some circumstances Noncommissioned Officers who are lower in rank may be placed in charge of other Noncommissioned Officers of the same grade (i.e., a TSgt, with a date of rank of 1 Apr 08, is placed in charge of a another TSgt, with a date of rank of 1 Apr 07). When placed in charge, these Noncommissioned Officers have the authority to issue lawful orders appropriate for mission accomplishment.

Just because someone is not your direct supervisor, they can still issue your orders or correct you.

4.5.6. Actively lead and supervise subordinates. **Stay professionally engaged with subordinates on a daily basis both on and off-duty.** Understand a subordinate's environment by **visiting living spaces** and **installation support facilities** (e.g., dining facilities, chapel centers, recreation centers, dormitories, and enlisted clubs) to be familiar with **off-duty opportunities** and **living conditions**. Mentorship is a critical component of leadership; Noncommissioned Officers must use professional and personal experiences to positively mentor others.

This is the most skipped part of being a supervisor. Daily basis, does not mean you just forget about your subordinates if you are TDY, or they work different shifts. Also, you need to be involved in their life. You need to visit them and spend time with them on and OFF duty. I try to live off base whenever possible, but you need to be aware of the base support facilities. This means you need to visit places like the chapel, gym, and dining facilities so you can be a better supervisor.

4.5.7. **Guide, train, instruct and develop subordinates** so they are **technically ready** to accomplish the mission and ensure they are prepared to accept increased levels of authority and responsibility.

Make sure your airmen are well trained.

4.5.8. Remain keenly **aware of individual and group dynamics** affecting readiness and safety. **Identify those exhibiting high-risk behaviors, intervene, and deter further unsafe practices.**

The two most prominent are binge drinking and staying up late playing video games. You need to know if your airman is doing this an offer to help.

4.5.9. Appropriately **recognize and reward individuals** whose military conduct and duty performance clearly exceed established standards. Ensure subordinates are **held accountable** when they **do not meet established standards**.

You need to make sure you reward and hold airman accountable to the standards. Also, you need to make sure your airman knows what the standards are. Younger Airmen need clear rules, and you should explain things often and ask questions to make sure they truly understand.

4.5.10. Provide feedback and counseling to subordinates on performance, career opportunities, promotions, benefits, and entitlements. Feedback and counseling are required utilizing the Airman Comprehensive Assessment. **However, continuous informal and formal feedback, mentorship, and counseling opportunities exist to optimize a subordinate's potential and performance. On an annual basis, Noncommissioned Officers must discuss and provide a copy of the Air Force Benefits Fact Sheet to subordinates during feedback.**

As a supervisor, you should give your Airman an ACA. Also, make sure you get one from your supervisor. Also, during the ACA be sure to provide a copy of the force benefits fact sheet. Finally, feedback needs to be year-round and not just a one-time thing.

4.5.11. Promote a culture of Airmen who are flexible and capable of mastering multiple tasks and mission requirements. **Pursue opportunities outside primary Air Force Specialty Code, encourage retraining as needed** to balance the force and meet mission requirements. Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.

The more you can step out of your primary AFSC, the better. If needed, see the pyramid below.

4.5.12. Complete and promote Professional Military Education and professional enhancement courses to develop and cultivate leadership skills and military professionalism. Continue personal and subordinate development.

Do some professional development classes or teach them if possible.

4.6. Senior Noncommissioned Officer Responsibilities

4.6. Senior Noncommissioned Officer Responsibilities. In addition to meeting all junior enlisted Airmen and Noncommissioned Officer responsibilities, Senior Noncommissioned Officers responsibilities include:

4.6.1. **Epitomize excellence, professionalism, pride, and competence, serving as a role model for all Airmen to emulate.** Reflect the highest qualities of a leader and professional and provide highly effective leadership. **A Senior Noncommissioned Officer's primary purpose is mission accomplishment.** Senior Noncommissioned Officers must lead people and manage programs while maintaining the highest level of readiness to ensure mission success.

You need to be the Airman that other Airmen want to be like. Lead by example in all areas. Also, make sure the mission gets done.

4.6.2. Translate leaders' direction into specific tasks and responsibilities their teams understand and execute. Senior Noncommissioned Officers must study leaders' decisions to understand their rationale and goals. They then must fully leverage their personal experience and knowledge to accomplish the mission more effectively.

What tasks are you giving your people to get the mission done? Take the direction from leadership and break it down into simple tasks for your Airmen.

4.6.3. Help leaders make informed decisions. Senior Noncommissioned Officers draw upon their knowledge and experience to provide constructive input to best meet the challenges facing their organizations.

4.6.4. **Be an active, visible leader.** Deliberately develop junior enlisted Airmen, Noncommissioned Officers, fellow Senior Noncommissioned Officers and Company Grade Officers into better followers, leaders, and supervisors.

Get out from behind your desk to be a visible leader.

4.6.5. Secure and promote Professional Military Education and professional enhancement courses for themselves and subordinates to develop and cultivate leadership skills and military professionalism. **Provide time for subordinates to**

study Career Development Course and Professional Military Education material during duty time, when appropriate. Complete an associate's degree through a nationally or regionally accredited academic institution, if not already earned, and continue development for self and subordinates through available education, leadership lectures and seminars, and the Chief of Staff of the Air Force Reading List.

Give people time to do professional development courses during the duty day. Provide them with the information on when and where they can do professional development.

4.6.6. Support civilian and officer professional development by sharing knowledge and experience to best meet the organization's mission requirements. Build and maintain professional relationships with both, striving to create effective leadership teams.

4.6.7. Ensure money, facilities and other resources are utilized in an effective and efficient manner and in the best interest of the Air Force. Plan resource utilization, replenishment, and budget allocation to ensure personnel are provided the equipment and resources needed to effectively accomplish the mission. **Understand, manage, and explain manning requirements and capabilities.** Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.

Make sure you explain why the manning is what it is, and work to get more manning as needed.

4.6.8. Promote responsible behaviors within all Airmen. **Readily detect and correct unsafe or irresponsible behaviors** that impact unit or individual readiness. Promote peer involvement in detecting and correcting those behaviors, and recognize and reward Airmen who properly employ risk management philosophies.

Make sure Airman are being safe on and off duty. To keep them safe off duty, you need to know what their plans are.

4.6.9. While every Airman has a duty and obligation to act professionally and meet all Air Force standards at all times, Senior Noncommissioned Officers have a

special obligation and **responsibility to ensure the Air Force retains a climate and culture of dignity and respect, as outlined in Air Force Policy Directive-1, Air Force Culture.** Senior Noncommissioned Officers who fail to monitor, correct and advise subordinates and leaders when needed have not executed their responsibility

Be sure to read Policy directive-1 Air force culture so you can enforce it.

Chapter 5 ENLISTED DUTY TITLES

5.1. Enlisted Duty Titles. When properly applied, duty titles facilitate a quick understanding of a **person's role and level of responsibility.** Enlisted duty titles are assigned based upon the **scope of responsibility** and the **duties being performed.** The following duty titles are the official, authorized duty titles for the enlisted force. Exceptions include special positions listed in Chapter 6 and limited instances when a person's position or duties do not meet the criteria listed below. In such circumstances, enlisted personnel will have a duty title that most accurately reflects their day to-day duties. When published, duty titles specified in functional directives will be utilized.

Do not make up wild duty titles, but they should reflect the scope of responsibility and duties being performed. For example, assistant NCOIC is not a real thing.

5.1.1. Supervisor. Used for junior enlisted Airmen and Noncommissioned Officers **who are first line supervisors** (e.g., Heavy Equipment Supervisor and Shift Supervisor). Junior enlisted Airmen will not have the duty title "Supervisor" unless they are at least a SrA, an Airman Leadership School graduate, and supervise the work of others.

You should only have Supervisor in your duty title if you supervise Airman.

5.1.2. Noncommissioned Officer in Charge (NCOIC). **Used only for Noncommissioned Officers and Senior Noncommissioned Officers in charge of a work center or element.** Noncommissioned Officers in Charge typically have subordinate supervisors (e.g., NCOIC, Installation Security and Noncommissioned Officer in Charge, Outbound Assignments). Noncommissioned Officer in Charge is

also used for those whose primary **duty is a unit-wide program or function management (e.g., NCOIC, Unit Training Management and Noncommissioned Officer in Charge, Resource Management)** even if they do not directly supervise personnel.

Do not use assistant NCOIC; it is not a real thing. You could be NCOIC of training or something along the lines of that.

5.1.3. Section Chief. Used for Noncommissioned Officers and Senior **Noncommissioned Officers in charge of a section with at least two subordinate work centers or elements** (e.g., Section Chief, Network Control Center). Section chiefs are typically Senior Noncommissioned Officers and the rank will vary depending upon the size of the section (number of enlisted personnel, number of work centers, and scope of responsibilities).

To be a Section Chief, you should be over at least two subordinate work centers.

5.1.4. Flight Chief. Used for Noncommissioned Officers and Senior Noncommissioned Officers who are the enlisted leaders of a flight (e.g., Flight Chief, Information Systems Flight; and Flight Chief, Operations Flight). Flight chiefs are typically Senior Noncommissioned Officers and the rank will vary depending upon the size of the flight (number of enlisted personnel, number of work centers, and scope of responsibilities).

5.1.5. Superintendent. Used for Senior Noncommissioned Officers in charge of **squadron or wing level functions**. Superintendents are typically a CMSgt and occasionally a SMSgt or MSgt at squadron level and below (e.g., Aircraft Maintenance Squadron Superintendent and Command Post Superintendent). **Only Senior Noncommissioned Officers will hold the duty title of Superintendent.**

5.1.6. Manager. In addition to the special Senior Noncommissioned Officer positions of Air Force Career Field Manager and Major Command Functional Manager, the title of manager is used for Noncommissioned Officers and Senior Noncommissioned Officers who are **program, project, and policy managers at**

Numbered Air Force, Major Command, Direct Reporting Unit, Field Operating Agency, Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (e.g., Manager, Intelligence Systems Integration and Manager, Joint Operations Analysis and Planning).

Manager can be useful if you are in charge of something at MAJCOM level or higher.

5.1.7. Chief. Used for CMSgts who are program, project, or policy managers at Numbered Air Force, Major Command, Direct Reporting Unit, Field Operating Agency, Joint Staff, or Air Staff. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (e.g., Chief, Air Force Enlisted Force Development; and Chief, Airmen Assignments). NOTE: Senior Enlisted Advisor, Senior Enlisted Leader and Chief Enlisted Manager duty titles are only used when holding a designated and approved position. Approved use of the title Senior Enlisted Advisor or Senior Enlisted Leader is not always synonymous with the role of a Command Chief Master Sergeant.



Resiliency 5 Pillars

Critical numbers You should save these numbers and have your airman save these numbers in their phones. You may not need these numbers, but someone you know may need them. I like to take a picture of them this way I can forward them to people quickly.

1-800-273-8255 Press 1 or txt 838255 National Suicide Prevention hotline 24/7 will not affect your career, not linked at all to the military.

877-995-5247 Safe helpline 24/7 Anonymous service specially designed to help with sexual assault will not affect your career.

National Domestic Hotline Phone Number Call 1.800.799.SAFE (7233) This is a civilian agency and will not effect your career.

1-800-342-9647 or *800-3429-6477 for overseas **Military One Source 24/7** Private counseling, individuals, couples, families, children NO COST! 6 private counseling sessions.

Your First Shirts Standby phone number_____.

Your Commanders phone number_____.

SAPR Sexual Assault Prevention and Response phone number_____.

EO Equal Opportunity phone number_____.

IG Inspector General phone number_____.

Security Forces phone number_____.

OSI Office of Special investigations phone number_____.

Supervisor phone number_____.

Chaplains phone number_____.

AFRC Airman and Family Readiness Center phone number_____.

Career Assistance Advisor phone number_____.

Education Office phone number_____.

Drug and Alcohol Abuse ADAPT Phone number_____.

Family Advocacy Phone number_____.

ADD Airman Against Drunk Driving Phone Number_____.

vRED/SGLI - Update your Servicemembers Group Life Insurance and The Record of Emergency Data (vRED) annually or after a major life change. SGLI form, and vRed are two

of the most critical documents a servicemember is responsible for maintaining throughout a military career.

The vRED is used to contact the next-of-kin in the case of a debilitating injury or death. Also it designates who will gain control of your body. It is also used to designate a beneficiary to receive certain military benefits, as well as identifying the person authorized to make decisions regarding funeral arrangements and the final resting place of the servicemember upon their death.

After a death there has to be a face to face in the case of a debilitating injury or death. If you vRED is out of date they will be forced to TDY a team to track down your next of kin according to your vRED and without correct phone numbers and address this process can be painful for families and the military team that has to contact them.

The SGLI form is the only document recognized to identify the legal beneficiary for the member's Servicemembers Group Life Insurance payment should a death occur. If you get married, divorced or anything like that you need to update this form as soon as possible.

Would you take out half a million dollars in civilian life insurance, pay monthly premiums, and not name a beneficiary -- leaving the state and local laws to decide who gets the money? Or leave your former spouse listed as the beneficiary after you remarried? That is exactly what you are doing when you fail to update your vRED and SGLI form!

Story: An Airman had expired and had a \$400,000 SGLI payment. However, the member had failed to update his SGLI beneficiary form at the time of his second marriage. The SGLI form on file was accomplished during his first marriage 3 years old, and the member never updated it. The SGLI is a legal binding document and it required the entire amount to go to the ex wife. Would you want your entire SGLI payment to go to your ex-spouse who you have been divorced to for over 3 years?

Living Will – Base Legal will help you with your Living Will for free. If you want your wishes followed if you suffer from terminal health issues. The living will is a document that allows you to make known your wishes as to whether life sustaining or death-delaying procedures should be withheld/withdrawn in limited circumstances. A living will is effective only in the event that you suffer from one or more of the following specific conditions: a terminal illness; a coma with no reasonable expectation of recovery; or a persistent vegetative state with no reasonable expectation of regaining significant cognitive function.

Will - Base Legal will help you with your Living Will for free. If you have kids and a family I would highly recommend this. In the military you could be called to give your life at any

time. A will is a legal document specifying how and to whom you desire your property to be distributed at your death. It may also name people to do important jobs, such as a personal representative or executor of your estate, a trustee (if you have established a trust), and guardians for minor children.

Five Pillars, not four Most Air Force briefs and training, you learn some definitions and try not to fall asleep. I will try to impart some skills, resources, and exercises that should help strengthen you and your Airman's pillars. It is five pillars because financial health is one of the most significant stressors young Airman faces.

Physical

Physical Can be the easiest is **physical** for some but difficult for others. If I told you, you would only get one new car in your life, and that one new car would have to last you your entire life. If it broke down, you would not get another one. How would you drive it? How would you take care of it? The same for your body. You only get one, and it must last a lifetime. The air force PT test is the minimum and not the max. I know plenty of people who get >90 and are not in great shape. Taking care of your body is something that we all need to do.

Physical fitness is broken up into three parts.

1) The bad we do to it. The bad things like smoking, drinking, eating fast food, not getting enough sleep, trying to lift way too heavy, and pulling something. The bad things we do can be avoided sometimes, or we should reduce the risk.

2) The good we do to it. Running, eating healthy, drinking plenty of water, getting good sleep.

3) Things we can not control, like getting older, cancer, genes, and inevitable injuries.

Exercise 1, list all the bad things you do to your body and write why you do them. To fix the bad things, we need to focus on the reasons why we do them. For example, I sometimes overeat fast food. I make sure to keep my weight in check, but I know I eat too much of it. The reason is it is convenient, and I make poor food choices when hungry. So, to fix that, I have started packing my lunches, so unhealthy food choices do not tempt me. You may smoke because it relaxes you. Then instead of smoking, you can try going for a walk or

listening to music, finding something else that relaxes you. See the drug section on smoking.

1) Drinking, 2) smoking, 3) eating poorly, 4) lack of sleep, and 5) not working out: Those are the five things that Airmen will suffer from most often. It is essential to relax and enjoy life; however, those five things can kill you or an Airman's career. 1) Drinking and smoking are about addiction, and I am not qualified, but they're usually base resources to help quit. 2) Eating poorly is half lousy planning and half being lazy. We all have days that we do want something greasy and fatty. Planning meals out and bring healthy food choices is a way to curb that behavior. You can also form buddy groups like I bring in lunch, and they get it the next day. This way, you have a partner you eat with and eat healthily, but it feels like you are cooking or meal prepping half as much. Also, having a buddy keeps you honest. The waist measurement should not be the only reason you want to eat right. You do not want to look like a fat piece of garbage and have a body to go swimming where you do not feel like a blob. I am not a medical professional; however, your doctor is, and they can say professionally for your height, age, and sex what range your body weight should be. Fad diets are fads and not good ways to eat right. When it comes to losing weight, it is about calories. Eating healthy will also give you more energy to do the things you love.

4) Lack of sleep is common for younger men. Video games, tv, and drinking tend to be the root cause. Lack of sleep is just a self-discipline issue most of the time. Simply put you if you cannot be self-disciplined to go to bed at the correct time, how can you be self-discipline in other areas of your life. I am not saying staying up late now and then is bad. However, it can become a problem very quickly. For example, at some point, you may have to work 12-14 hour days; you might not even know when that is going to happen, and if you are already sleep-deprived, that will make things worse. The lack of sleep might not seem like a big deal until you think about the one thing that kills more Airmen than anything else, driving accidents. Driving is one of the most significant risks we take every day. Now we add a lack of sleep on top of it.

The Impact of Drowsy Driving

Drowsy driving poses a serious risk not only for one's own health and safety, but also for the other people on the road.

The National Highway Traffic Safety Administration estimates¹ that between 2005 and 2009 drowsy driving was responsible for an annual average of:

- 83,000 crashes
- 37,000 injury crashes

- 886 fatal crashes (846 fatalities in 2014)

How to get good sleep

- Good sleep habits (sometimes referred to as “sleep hygiene”) can help you get a good night’s sleep.
- Be consistent. Go to bed at the same time each night and get up at the same time each morning, including on the weekends. Give yourself a bed time and stick to it. Know how long it takes to fall sleep, for example if my bedtime is 1100pm but it takes me about 30 mins to fall sleep I need to be in bed by 1030pm.
- Make sure your bedroom is quiet, dark, relaxing, and at a comfortable temperature.
- Turn off electronic devices, such as TVs, computers, and smart phones, from the bedroom
- Avoid caffeine, and alcohol before bedtime
- Get some exercise. Being physically active during the day can help you fall asleep more easily at night

Source: https://www.cdc.gov/sleep/about_sleep/drowsy_driving.html

Here is a story about being sleep deprived. I will never forget my first mistake from being sleep deprived was in basic training. I was terrific at not sleeping and being a zombie. I would take people's CQ shift who were sick or needed the rest. However, after like night 8 in a row, I was exhausted and took a shift. I could tell I was tired and asked if someone could take mine, but they were like you got this. So I was fine only for like 1 hr. However, in that hour, the MTI came and started messing with the door. I did everything normal until I tried to read her name, being sleepy. I said her name wrong, and she lost her SHIT! From then on, I learned to go slower when tired, to prevent mistakes.

It is tough to be depressed when you have a great body. It is a real thing.

"A few years ago, colleagues from Duke University compared the antidepressant effects of aerobic exercise training to the popular antidepressant medicine sertraline, as well as a placebo sugar pill. They randomized depressed patients to one of the interventions and found that after four months, about 40 percent of the subjects were no longer depressed. Those who exercised or received the medicine had higher and comparable response rates, but they were only slightly better than the placebo group. Those who exercised at a moderate level - about

40 minutes three to five days each week - experienced the greatest antidepressant effect. So they interpreted that to mean that exercise was just as good as medicine. And in that particular study, the high placebo response meant that nonspecific influences like patient expectations and the attention from the study personnel during monitoring visits may have caused the therapeutic response.

Exercise not only increases blood flow to the brain, it releases endorphins, the body's very own natural antidepressant. It also releases other neurotransmitters, like serotonin, which lift mood. In fact, the antidepressant in the study, sertraline, is an SSRI or a selective serotonin reuptake inhibitor - it is thought to exert its effects on body chemistry by increasing the amount of brain serotonin, a chemical that is lowered during depressed mental states. Brain-derived neurotrophic factor, a chemical that promotes brain health and memory, is also reduced in depression, and exercise has been found to elevate levels of this neurotransmitter. Maybe a fitness program could boost my friend's levels in all these areas, and help his forgetfulness, too. He could only laugh at the idea of having 40 extra minutes three times a week to exercise. His wife was mad enough that he worked 14 hour days as it was."

<https://www.psychologytoday.com/us/blog/brain-bootcamp/201009/can-exercise-cure-depression>

AFW2 Air Force Wounded Warrior Program

Wounded Warriors are military members that are seriously wounded, ill, or injured. The DOD medical authority can place you into the Wounded Warrior program for case management. Everything that happens to you is in the line of duty for the active-duty military. Even if you were drinking and got into a car accident while on leave, however, there will be a line of duty determination if you broke laws. Three things will automatically put you into the wounded warrior program.

- 1) PTSD Post Traumatic Stress Disorder
- 2) MST Military Sexual Trauma
- 3) TBI Traumatic Brain Injury.

Any Purple Heart recipients will be automatically placed into the Warrior Program. Once in the program, you are in the program for life. For the rest of your life, you will get support. The Wounded Warrior program manager has access to AFPC Air Force's Personnel Center leadership and quickly gets things done. The Wounded Warrior program is fully funded and mandated by LAW for the entire DOD and AFI. Money, medical, mental, and any care, even down to getting their car fixed.

Depression can set in for most Airmen. Some Airmen will want to avoid the people running the Wounded Warrior Program. Being medically boarded, pain, and trauma can make Airmen wish to disconnect from the military. However, as military members, we need to support and work with our Wounded Warriors. Also, your teammates can refer members into the Wounded Warrior Program as well. **If you know someone that needs help or might need help, you can refer them to the wounded Warrior Program. Be a Wingman and refer someone that might need**

help. Any Airman can refer another airman on the wounded warrior website. Just search for it on the Air Force portal. That Airman might have PTSD, a severe medical issue, or other severe problems and could use your help.

Social fitness

One of the phrases I like to talk about is transactional vs. transparent relationships. The definition of transactional is more of a business exchange. For example, you give a greeting and may ask how someone is doing. The answers are usually surface. "I'm good, and you?" In this encounter, no one is digging deeper or getting involved with what could be going on with this person.

On the other hand, transparent is defined as easy to perceive or detect. One has to be dedicated and involved deeply with the other to understand when something could be wrong. As leaders, we need to be able to perceive when our Airmen are going through something. I bring that up because we don't spend enough time talking with people. We say we talk with them, but we don't ask the hard questions or devote the time needed to see what's going on.

Social fitness is something that we think we all have but sometimes do not. There are many services on base to help. It is crucial to be a part of something and have a feeling of friendship and belonging. Being social and having a diverse group of people you can talk to or hang out with will help in every other pillar of Resiliency. You might have a friend who helps you move, or someone else you talk to about family issues, work issues, or marital problems.

(It is essential to have someone or groups of people you can confide in; that person wouldn't be considered an associate but more of a friend for life. The other Airmen you encounter at work are probably going through some of the same things you are and can relate to how you're feeling. These are the people you would call to help with moving, talking to about family, marital or work issues.)

They all could be different people or the same person. Some people are very good at making it on their own and might not feel like they don't need to be social and make these connections.

However, you might be that connection that someone else needs. You might be that person that someone else needs to lean on in a time of need. This pillar is one that you can lean on when other pillars have issues. It's the support pillar. Also, getting out to join clubs is a great way to meet new people. You can join the booster club, AMN council, 5/6, or top 3. These are all ways to meet new people and get out and do new things. Also, if you want to do something more fun or relaxing, outdoor recreation has fun trips. When I was stationed in the Azores Portugal, I had a blast and made great connections with people I met on these trips. Being a gamer dork, I typically would not have gone hiking up a mountain on my own. It was like 10-20\$, and they took us out to this mountain, and we hiked up it, and it was one of the best views of my life. Seeing everything from up so high was terrific. Also, I got to talk with people from other squadrons that I would never have spoken to without going. The other way to make new long-lasting connections is to do things in the local area. Many young Airman just live in the dorms or their apartment and never get out. Getting out and off base to do something with people who are not military can significantly help their overall military and life

view. If you want to know what there is type in google “volunteering in _____” or “nonprofit_____” and fill in the blank with the area of where you live.

Rand study- According to this study, the reason military struggles is that moving uproots the social support networks. Forming bonds can save you or your Airman’s life.

https://www.rand.org/content/dam/rand/pubs/research_reports/RR100/RR108/RAND_RR108.pdf

AFRC The Airman and Family Readiness Center

Serves as a one-stop information and referral center for single, married, active-duty, Guard, Reserves, civilians who work on base, and retired members as well as their families. One of its major functions is linkage--ensuring personnel and their families are connected with the appropriate services both on and off base. Call the AFRC for assistance anytime you have a question and do not know where to find the answer.

AFRC Services

Services and Activities include classes, workshops and one-on-one sessions to provide information and skills

- EAP Employment Assistance Program - Resumes, interviewing, linkedIn, Networking
- Relocation Services
- Personal and Family Readiness/Deployment Support
- Air Force Aid Society
- Personal Financial Readiness – Spending Plans, Investing/TSP/BRS, Car & House Buying 101
- Personal and Work Life Education - marriage, parenting, personal growth and development
- Exceptional Family Member Support (EFMP)
- Career Development for spouses and family members
- Transition Assistance Program, transitioning to civilian life
- School Liaison Officer (SLO) Moving schools is hard and they will help
- Casualty Assistance they can help with the death or a member
- Air Force Aide Society (AFAS) Emergency Assistance is not a bank but they help, Falcon Loan up to a \$1000 one time only, Standard Assist 0% loan spread out over a year, Grants

Military Family Life Consultant (MFLC)

MFLCs are here to listen and are available to help address deployment/reintegration issues, marriage and relationship issues, stress and anxiety, etc. Except for certain "duty to warn" situations, consultations are anonymous, and no records are kept. MFLCs are licensed therapists who work within the Airman and Family Readiness Center to provide non-medical, short-term, solution-based counseling. They have flexible schedules and can see you during either duty or non-duty hours, at nearly any location on or off base except for the member's home. Call your A&FRC to speak with the MFLC or to make an appointment

Key Spouse Program

Key Spouse is a partnership between the Key Spouse, unit leadership, and the A&FRC. Unit leadership empowers a trained volunteer to assist with quality of life programs and services directed at family members and serve as a conduit of information on activities and services available on and off base. The unit commander formally appoints key Spouses, and interested spouses should let their commander know that they would like to be a Key Spouse.

1-800-342-9647 (Available 24/7) www.militaryonesource.com

Military One Source can provide you with information and resources that can help improve many areas of your life, from personal to professional. They do more than give you information. They allow you to take action with materials that get you thinking and tools that help you set things in motion. Military One Source can also arrange for active duty and family members to receive 12 face-to-face counseling sessions free of charge if counseling is needed.

<http://www.afspc.af.mil/Home/CAF/Social-Fitness/>

Spiritual fitness

Spiritual fitness is another pillar, and I have mixed feelings about it. I am not religious or even spiritual at all. I do not go to church or even believe in a higher power or ghosts. There is nothing wrong with being a spiritual person if that is what helps, but I struggled to write about this in a way people would understand. I spent a lot of time reflecting on it, and I guess I have a few ideas. Spiritual Fitness is one area I am not even 70% sure on. I have some ideas, and I will share them, but this section is far more of an opinion than the rest of the book. I was able to

come up with three main ideas on what this all means. The first 1) would be "purpose"; the second would be 2) "belief system" 3) the "reason you get out of bed."

You should at least talk about these things with coworkers and think about them yourself because they shape how we see the world. Think of your spiritual view as glasses, and they color how we see things. To be a better leader, you should know what other colors of glasses people have on.

If your coworker is religious, you should try and learn the basics to plan and accommodate their spiritual needs. That could be holidays, dress, and even what foods they can eat. If unsure, since there are many religions, you can always ask the Airman or ask the chaplain. Never shame someone on what they believe; my old First Shirt got in trouble once because he laughed and told a joke when an Airman told him that his religion was "Jedi."

What is your **purpose**? It sounds like the meaning of life question that no one has the perfect answer for. I think it is okay if you do not have an answer. I do not even know if I have a purpose. I just exist, which sounds very dark, but I am okay with that. I might not have an overall goal, but I find meaning, not in one overarching thing but life's small things. I love to help people with things. I enjoy helping others. If I had to pick something, it would be that. One's purpose does not have to be religious, or it can be. It can be simple or complex. It does not even have to be one thing. I know someone who once told me their purpose was to travel, get laid, and play a lot of music. I am not supporting that lifestyle, but if it is what they genuinely think their purpose is, that is fine. Even if you do not know why you are here or your meaning, it is okay. I do not know the answer and not being religious means I have to look a lot harder at myself and what purpose means to me. If you struggle with figuring out your purpose, think about the one thing you could not go without. It may be your family, kids, video games, reading, cooking, running, telling jokes; it can be anything.

The second would **belief system**. I am not saying one is better than another, but we all have a network of beliefs that guide us. Now, why does this one matter? I think it matters for a few reasons. First, it matters because we should know ourselves and how we see the world. For example, I do not believe in free will. I think it is all our brains and science and nature and nature. That belief system is what guides me and puts a lens on the world. We all have different colored glasses on, and it changes our view of the world. I might see the same thing happen as you but because of our different lenses we see it completely differently.

The third is the **"reason you get out of bed."** Everyone has different reasons for getting out of bed. I have a few reasons, I get out of bed because I enjoy eating, having a roof over my head, I get bored, and if you ever had a lot of time off, you might have felt that dull feeling. I also get

out of bed because people depend on me, my coworkers, and my family. I get out of bed because it is part of my routine. I am curious about what the day holds. Knowing why you get out of bed is important because other people get out for mostly similar reasons. We all share that common bond. Some might be different, but for the most part, my list will be very similar to yours.

Chaplains have four roles.

- 1) Taking care of Airmen
- 2) Advise leadership
- 3) Confidential Communications 100%! You do not need to have a religion to talk with a Chaplain. You can tell them anything even self-harm or wanting to harming others. You can tell them anything and they will talk with you.
- 4) Religious accommodation- You can get things approved/waived but just because it is your faith does not mean it will. The mission impact is what matters when trying to get a religious accommodation. Do you want to go grow a beard because of your faith? Or need to attend services on Sundays but that is a normal work day for your section?

Purpose Reflection Activity

I would ask these questions to myself or even share them with others to form better bonds. I even did this with my wife and learned something new. This is a simple thing to learn more about what colored glasses someone is wearing.

1. Why are you?
2. Why do you get up in the morning?
3. What keeps you awake at night?
4. When are you most alive?
5. What does being successful mean to you?
6. How might you apply your gifts to a pursuit that is of deep interest to you and helps others?
7. What can you do to make a difference in one person's life today?
8. What is your sentence (meaning, if you summarize your purpose in one 140 character sentence, what would it be)?
9. If you say yes to living purposefully, what do you say no to?
10. If you met an older version of yourself, what sage advice would they give you?

Financial

Wealth Health - The fifth pillar is **Financial**. We go to work to get paid. Money makes the world go round. "Dollar dollar bills yall. " Money and bills can be one of the most stressful things to

deal with as an adult. Many Airmen of all ranks can suffer from financial problems. With other issues like physical fitness or social, you can sometimes see it. You really can't see other people's bank account.

The first thing you have to do is get your money in order. Everyone should first make a simple budget. A budget that has all of the money going out and all of the money coming in. In your budget, the money coming in should always be bigger than the money coming out. If the money going out is higher, you need to make some cuts. Also, you should start saving. At a minimum, you need to have 1-2 months' worth of expenses saved. Rainy day funds are critical. Life happens, and it's essential to have something to fall back on. If you need help planning an even better budget, you can go to the Airman and Family Readiness Center, and they can use their knowledge to make something for you.

The second thing about this may seem small but ranking up. The more one ranks up, the easier it will be to make money. I remember what it was like being an A1C, just married and learning to live with someone else. It was easy when it was just me, but it gets more complicated once you add a second person. The number one reason for divorce is fighting over finances. You must work as a team. With being a team, you need to talk about it and have plans and change those plans when it does not work. As a young married couple, the worst fights we had early on were about not saving enough. We would never overspend or anything like that. It did take us a while to figure out how to budget and work together. It takes time and communication.

Automatic payments and savings are the way to go. Once you have your budget and have your talks with your partner, it is time to make it automatic. Simply put, the bills on autopay, and money going towards savings for your emergency fund in a bank account and other money going towards debt if you have it, and finally some for a TSP or retirement. This way, every month, your money does what it needs to do with zero work.

Basic Finance Tips

- 1) Have a budget**
- 2) Renters insurance is cheap and is great. Ask your coworkers about it.**
- 3) Save two months worth of expenses**
- 4) Credit, if you don't know your credit score check it every 6 months!**
- 5) Have a TSP and try to get to at least 4-5%.**

Credit will affect you when you buy a car, loans, and want to buy a house.

Consumer websites

Free Credit Reports

www.annualcreditreport.com

Federal Trade Commission

www.ftc.gov

Consumer Fin Protection Bureau (CFPB)

www.consumerfinance.gov

Reduce Junk Mail

www.dmachoice.org/

Do Not Call Registry

www.donotcall.gov

Consumer Action

www.consumeraction.gov

Better Business Bureau

www.bbb.org

FDIC

www.fdic.gov

IRS

www.irs.gov

Saving and investing websites

Thrift Savings Plan (TSP)

www.tsp.gov

Military Saves

www.militarysaves.org/

Securities and Exchange Commission (SEC)

www.sec.gov

Investor Protection Trust (IPT)

www.investorprotection.org

Financial Industry Regulatory Authority (FINRA)

www.finra.org

Mental Health

Mental health is affected by all the other four pillars. Mental Health and is the central pillar that all the other pillars are built around.

According to new data from the Department of Veterans Affairs, roughly 20 veterans a day commit suicide nationwide, a figure that dispels the often quoted but problematic, "22 a day" estimate yet solidifies the disturbing mental health crisis the number implied. In 2014, the latest year available, more than 7,400 veterans took their own lives, accounting for 18 percent of all suicides in America. Veterans make up less than 9 percent of the U.S. population.

<https://www.militarytimes.com/veterans/2016/07/07/new-va-study-finds-20-veterans-commit-suicide-each-day/>

Mental health is not something you just need to think about during the military, but when you get out of the military.

Life is hard in the military and can cause us to lose friends, family, time, and many other things. This loss can lead us to a dark place. There is always someone willing to help, even if it seems like suicide is a better choice, it is not. You could be terminally ill, and even that there is a chance you can come back, you can come back from anything. Loss hurts, losing a wife, husband, job, family, limb, or just being sad. It does pass with time. Not to be cheesy, but it does get better. Life is like a roller-coaster, and in the military, you will have low points where your life dips down, but it picks back up. It might not be a great time at that moment or even month, or even year, but it gets better. Now with it getting better is not some magic. I hate KARMA; I think it is dumb. I cannot stress how bad the idea of Karma is. Simply put, if you want your life to get better, you make it better.

Story I had some very low points in 2017, I had a lot of issues with my mom, I have a small family, and out of the five family members I care about, I lost three of them within 6 months. Even after getting my CCAF, winning NCO of the year for the group, best NCO for my career field for the entire MAJCOM, and as the NCOIC led the work center to best in the MAJCOM, I still got just a promote. It was a shallow point in my life. I felt like the Air Force kicked me in the face. It hurt because I thought I put a lot into my job over my personal life. Not everything works out, and when it does not, you have to double down on things you can control. I can't control the past, other people, and the weather. I can control my work ethic, my attitude, and my determination. So I studied more for Tech than I ever have studied for anything in my life. I started to stay even later at work and doubled down to show I was the best there was. I am thankful because it pushed me to reach higher even though it was for a petty reason to make

them look foolish for passing me up. When people overlook you, pass you over, or anything like that. The best thing you can do is rise higher.

When life or the military tries to hold you back or hold you down, you have to rise past it—some things in life you have to work for. You might have to work much harder than other people. You might have to work harder than needed. The system will never be fair or perfect. So I worked, and it was my motivation to do and give more. So I started to try and call what was left of my family more often. I worked even harder at work, and finally, I vented all of that hate and anger to my mentors, who calmed me down—just being able to talk about those raw feelings allowed that despair to leave me. I was able to focus on me again and be better. Everyone has their coping ways when they hit a bump in the road and get a flat tire. That is what hardship is. We all can get back on track with some hard work and a spare tire. The reason I shared that story was that it was effort and hard work. Things in life don't just work because you are the right person or want them to. You have to put in the effort and sometimes far more than others to make it happen. Also, when things get bad, you need those people to vent to. Just talking about feelings and bitching can make you feel better.

Gratitude Exercises

- Every day for the next week, write down 3-5 things each day that you are grateful for.
- Start a gratitude blog/group text with friends
- Write a letter of gratitude to people who are special to you.
- Tell people you see everyday what you appreciate about them

<https://positivepsychology.com/resilience-activities-exercises/>

Airmen that have experienced traumatic events, be it on a battlefield or at home, can be referred to the Invisible Wounds Initiative. An invisible wound is post-traumatic stress disorder (PTSD); traumatic brain injury (TBI); or other cognitive, emotional, or behavioral conditions associated with trauma experienced by an individual. Being able to recognize the signs and symptoms is key to seeking help for your fellow Airmen and yourself.

www.ReadyAirmen.com

Institutional Competencies

Institutional Competencies is something you should read when writing your EPR, DEC's, or awards packages. Competencies are the things that the Air force is founded on. Try to highlight what you do to help the Air Force reach its goals. This is a good read when you see what you should focus on as a leader and a follower. It's an excellent guide to the skills you should have. Ask yourself these questions below.

<https://www.airuniversity.af.edu/LinkClick.aspx?fileticket=bvIRa6nI51M%3D&portalid=10>

1. How does your primary job contribute to each competency and sub competency?
2. What could you or your organization do to improve in each competency and sub competency?
3. Are you teaching others how you contribute to your nation's goals in each of these competencies and sub-competency?
4. You should reference your Wing's Vision, Mission, and Priorities. Understand the impact of your job. What would happen if your work center halted all productivity for a day? For a week? Month?
5. What are the BUZZ words of the Air Force? What projects or things are going on in the world?

of

The Profession Arms

Section 9F—The
Profession of
Arms: An Airman's
Perspective 9.21.
America's
Guardians:

9.21.1. Since the
Nation's birth, our
military has had
constitutional duty
ensure national
survival, defend
lives and property,
and promote vital
interest at home
and abroad. To
provide for the

the
to



common defense, all of America's military services strive for excellence in how they organize, train, and equip

their forces to fight and win the Nation's wars. All are vital, interdependent components of a mighty joint team, united by a tradition of honor, valor, and devotion.

9.21.2. The Air Force exists to fly, fight, and win to achieve strategic, operational, and tactical objectives unhindered by time, distance, or geography. The Air Force's mission is to "deliver sovereign options for the defense of the United States of America and global interests—to fly and fight in Air, Space, and Cyberspace." Thereby, jointly with our brothers and sisters in arms—Soldiers, Sailors, Marines, and Coast Guardsmen—we underwrite the strategy of defending the homeland and assuring allies, while dissuading, deterring, and defeating enemies.

9.22. **Professionalism or Profession of Arms.** No profession asks more of their members than the Profession of Arms. We are warriors, we have answered our Nation's call; no one puts more on the line to defend freedom than the men and women of the United States Armed Forces. As members of the joint team, we Airmen are part of a unique profession that is founded on the premise of service before self. We are not engaged in just another job; we are practitioners of the profession of arms. We are entrusted with the security of our Nation, the protection of our citizens, and the preservation of its way of life. In this capacity, we serve as guardians of America's future. By its very nature, this responsibility requires us to place the needs of our service and our country before personal concerns. Our military profession is sharply distinguished from others by what General Sir John Hackett has termed the "unlimited liability clause." Upon entering the Air Force, we accept a sacred trust from the American people. We swear to support and defend the Constitution of the United States against all enemies, foreign and domestic. We take this obligation freely without any reservations. We thereby commit our lives in defense of America and her citizens should that become necessary. No other profession readily expects its members to lay down their lives for their friends, families, or freedoms. But our profession readily expects its members to willingly risk their lives in performing their professional duties. By voluntarily serving in the military profession, we accept unique responsibilities. Inherent in all this is the individual's willingness to subordinate personal interests for the good of one's unit, one's Service, and one's Nation. We can ill afford individuals who become "sunshine soldiers" or get focused on careerism. Instead, we need professionals who strive to be the best at their current job and who realize they attain individual advancement through the success of their unit or work center. General Ronald R. Fogleman Former Air Force Chief of Staff

<https://www.e-publishing.af.mil/Portals/1/Documents/AFH1.pdf> page.233

Retired Lt. Gen. Christopher Miller "Culture forms like a web, not a pyramid."

The Little Blue book

https://www.airman.af.mil/Portals/17/001%20Home%20Page/005_The_Little_Blue_Book/Profession%20of%20Arms_Final_For%20Screen.pdf?ver=2015-08-21-135633-620

<https://www.jqpublicblog.com/what-it-means-to-be-a-wingman/>

Balance Work Vs. Home



First you do not pick one or the other. I do not think you need a balance between the two either. They both are essential, and people try to make sure they spend enough time and energy on both equally.

Here is a thought experiment, or you can do it if you want. Imagine you dumped out about 1 pound of rice on a table and have two empty cups in front of you. One cup is label work, and one cup is label home. You can stress over each cup having the

same amount of rice in each and count each grain of rice until you get just the equal amounts of grain in each cup, or you can guess and dump about the same in both and not stress over having the except same amount in each cup.

There are 1440 minutes in a day. We have many cups we need to put rice in, family, working out, work, and sleep, to name a few. Do not stress over them always being equal. Sometimes you need or want to spend more time with your family or at work. The best thing about not stressing over the perfect balance is that you have tomorrow to make a change. If you spent too much time on one, you could spend less on it tomorrow. Life happens, and everyone's priorities change if you need to step up at home or at work, you can.



This should never be a choice. You can have both, but if you had to pick, your family would be there even after you are done with the military. You might have to give your life for your country, too, for your family to keep them safe. However, my wife Danielle is why I do so well at work when it comes down to it. I work hard to provide and do things for her. If she needed me to separate from the military or pass up on a promotion for her, I would.

Reflection

Spend some time to reflect on how you spent your time. An excellent time to reflect is at the end of the day or the end of the week. By reflecting can give you time to think about why you did what you did. You should try to be thankful and focus on the positives. You can also think about what you can do better next week or tomorrow and how you should spend your time. This Reflection step we forget to do.

<https://www.forbes.com/sites/deborahlee/2014/10/20/6-tips-for-better-work-life-balance/#6869440929ff>

Blind Spots

Can you see the back of your head? Even with using a mirror or some other device, it is not how others see it. Blinds spots are the things we don't know about ourselves. Since you can not see the back of your head, you need to ask

others for you. What are your weaknesses and strengths, and do you even know? The people you ask need to be able to speak to you openly and honestly. Sometimes you will disagree or ever get upset by what they say. Importantly how well you take feedback is a big thing. If I try to correct someone or help someone and they bite off my head, will I try to help them in the future? So keep these things in mind when dealing with blind spots and getting feedback.

Reduce blind spots with these four things.

1. **How well** do you take feedback? And do you **thank those that offer** it?
2. **How often** do you ask for honest feedback?
3. **Do the people** you ask **have the courage** to give you **honest** feedback?
4. Do the **people you ask care** about you enough to give you honest feedback?
5. **Are the people** you ask for feedback from **knowledgeable** about what you are asking?

Feedback

How to give feedback to people is key.

1. You need to **be** as **respectful** as possible, even if you outrank them.
2. You need to keep your **emotions in check**. Try not to get angry, scared, or other emotions.
3. Stay focused on the **one** thing or **topic** you are giving feedback about.
4. **Explain why** you feel or think about the said topic, give examples, facts, or anything to support your thoughts on it. Also, do not overload with these, or it will come off like you are attacking them.
5. **Right place** and **right time** make a difference. For example, you might not want to explain at PT why an Airman needs to do more education.
6. **Who is around** and listening. Depending on the rank, relationship, and people around affect how well the feedback is taken. For example, someone might be upset if you give them feedback in front of their commander. However, do not be afraid to offer feedback in a group, and it can sometimes help provide feedback in a group setting. Standards are a big one here. Addressing it in a group lets the group know that you are upholding standards, but the key is to be respectful and offer it as help because you care.
7. Do not just give feedback but **offer it** even if you outrank them. For example, "Hey can I talk to you about something I would like to help you with something?" If you outrank them, you can order them but generating buy-in from them is vital. Maybe they are not ready for feedback and might respond by "now is not a good time. I'm stressed about _____," Which can open up a conversation. They could be having issues with something else.
8. **Do not overload** someone with lots of feedback. You cannot change or help someone overnight.
9. Sometimes people will hold it against you for giving them feedback. However, most people long term will be thankful. Be prepared for people to be upset with you for giving them honest, respectful feedback.
10. **Follow up**. If you are trying to help someone or give feedback, don't be afraid to follow up. Offer more advice, tell the person you gave feedback to "good job" or "hey, you still need some more work with _____. The follow-up is the most missed step.
11. Optional, sometimes it helps to give feedback as a group. This is useful for providing feedback to people above you. For example, you have someone above you who is always late and getting some peers together to give that leader feedback. However, doing this runs the risk of putting a target on your back. Even if you

are trying to help the leader, they might not want your help. This does run a risk, and that is why getting your peers together reduces the risk.

Find the Ball: An Exercise

Here is a exercise you can do to improve your feedback as a group. n Feedback OBJECTIVE: To experience different feedback "styles" and get a feel for the effects that they have upon the receiver. The lesson that you're trying to drive is how specific feedback that is delivered in a positive way really does impact someone's performance.

TIME FRAME: 15 Minutes

PROPS: one golf ball INSTRUCTIONS:

1. Ask for 4 volunteers from the group. Copy their names onto a flipchart or white board, then inform them that they will be called back into the room one at a time to search for a golf ball. Ask them to leave the room.
2. Coach the remaining participants about the process and their roles at each stage:
 - a. Silent Feedback: when volunteer #1 enters the room, the participants are to remain completely silent and motionless.
 - b. Negative Feedback: when volunteer #2 enters the room, all participants should give negative feedback, no matter how close or far away the searcher is from the ball. Be sensitive to your group, but instruct them to give the kind of negative feedback that they might hear back in the workplace when someone is dissatisfied with their performance (and with certain audiences - rig hands, for example - this gets kind of raw ... make sure you know your group). Participants should NOT respond to any requests for direction or assistance (except with derision).
 - c. Positive Feedback: when volunteer #3 enters the room, all participants should give positive but non-specific feedback (e.g., "attaboy," "way to go," "I really like how you get after it," etc.), no matter how close or far away the searcher is from the ball. Participants should NOT respond to any requests for direction or assistance (except with further exclamations of "you can do it" or "we have faith in you").
 - d. Specific Feedback: when volunteer #4 enters the room, participants should provide specific hints and suggestions for finding the ball, without giving it away. They should respond to yes/no questions.
3. Ask the group to help you choose which of the volunteers will receive the different types of feedback. Note that some individuals get upset with the negative feedback, even though it is a simulation. Ask your group which of the volunteers would have the least difficulty with the ribbing involved.
4. Hide the golf ball. Invite the participants in one at a time. Each volunteer receives the prescribed feedback noted above.
 - a. Silent: Hide the golf ball in a not-too-difficult location within the room. Allow 2-3 minutes for the search.
 - b. Negative: choose a more difficult spot. Allow 2-3 minutes for the search.
 - c. Positive but General: choose a more difficult spot. Allow 2-3 minutes for the search.
 - d. Specific: choose a more difficult spot. Allow 2-3 minutes for the search.

5. Debrief. Suggested process: ask the volunteers, one person at a time, in the order in which they came into the room ...
- a. How did you feel while looking for the ball?
 - b. What did you think/feel as a result of the feedback you received?
 - c. How did the feedback you received affect your performance?
 - d. What did the feedback you received prompt you to think/feel about the other folk in the room who were giving it?
 - e. If this was the type of feedback that you received every day, how do you think it would impact your desire and/or ability to keep yourself and your teammates safe.

The Clapping Contest: An Exercise for the Imagination

Imagine you are taking part in a clapping contest. I know it's an odd thing to do, but just imagine it. Three judges are chosen to rate the quality of clapping on a 1-5 scale, with 5 being the very best score and 1 being the worst. You are competing in this contest and you really want to do well. You have one practice trial where you get feedback and then you do it for real.

Scenario One: You enter the room and stand in front of the judges, ready for your practice trial. You clap wildly – frantically and enthusiastically for the required 30 seconds. Then you stop. The judges confer. Judge 1 gives you a 3. Judge 2 gives you a 2. Judge 3 gives you a 3. You leave the room with 3 minutes to prepare for your performance.

Scenario Two: You enter the room and stand in front of the judges. You clap wildly for 30 seconds. Then you stop. The judges confer. "I don't really like the fact that you started your applause at such a quick pace. There was no texture to your performance", stated the first judge. "And the beats were much too close together", said the second. Judge 3 just shook her head. "Too quiet. Much too quiet." You earn two 3s and a 2. You leave the room to prepare.

Scenario Three: You enter the room and clap wildly for 30 seconds. The judges confer. "What I think really makes an excellent performance", explained the first judge, "is a performance that builds. I like it to began slowly and then get louder and louder, almost like a crashing wave. What you did was great for the end part, but it would have much more impact if you created some contrast between the beginning and the end." The second judge nodded. "You can also increase the crescendo by starting with slower, quieter clapping, but then getting faster and louder towards the real triumphant ending. Your clapping at the end was quite good" "You're looking for a sharper sounds as well", said the third judge. "You keep clapping with the middle of your hands, but you really want that sharp sound to give it some definition. I absolutely

hate that hollow palm on palm sound”. You earn two 3s and a 2 and go to prepare for your final performance.

Think: In which scenario do you think your final performance will really shine?

In Scenario 1, you’ve gotten feedback – your marks – but you have no idea what they’re based on. You know you need to change something. But what? They’ve given you no clue, so you’re equally likely to change for the worse as change for the better.

In Scenario 2, you’ve been told what *not* to do, but you don’t know what your goal is. So you can avoid the behavior you know they didn’t like (being quiet, starting too loudly and not having enough texture, and clapping too fast). But what are they looking for? There are many, many ways of clapping that avoid those things but still aren’t right. Note too, that in my example, I had the judges give negative feedback. But it works the same way if they only praised you. If they tell you what you did right, but gave you mediocre marks, you know you need to change. But you don’t know what or how.

Scenario 3 is the most useful. They tell you what your goal is – eliminating a whole range of possible behaviors. They tell you which aspects of your behavior will help you towards optimal performance. They tell you what they don’t like as well. And they even give you some ideas for behaviors or techniques you may not have thought about.

Give the feedback you’d need to do your best.

All of us have had teachers, bosses, or parents who gave us feedback that look like Scenario 1, Scenario 2, or Scenario 3. If we’re in a position to give feedback to others, we need to help them to do their best by both telling them clearly what we’re looking for, praising what they’re doing well, telling them what’s wrong, and suggesting new ways to accomplish their goals.

Sometimes that's hard to articulate what we're looking for - especially at the beginning. But we almost always have a gut feeling for what's closer to what we're looking for or what's farther away or even downright wrong or annoying. And talking to our students or the people we're supervising and explaining what we're looking for, having them ask us questions or try new things out almost always makes things clearer.

Giving good feedback is important. If we’re the clapping coaches - or the clapping judges - and we’re not giving good feedback, we’re not teaching, we’re asking our students (or kids or employees) to read our minds.

And that's just not fair.

Change

Change is Inevitable

When implementing or dealing with a change, you should remind yourself of these five things. Also, keep in mind that people will be happy when a policy or rule changes and some will be upset. When the policy is changed back to how it was, some of the same people that were upset will be upset again even though you gave them what they wanted.

The 5 Basics of Change

"They know but cannot act."

1. Prepare for Multiple Outcomes

Whatever the change is, there can be many different outcomes—some of which you will not even see coming. For example, You might change the PT policy to PT when they want, but people start missing appointments due to their ever-evolving personal PT schedule. As a second-order effect could be, the Flight Chief makes the duty day longer because of the missed appointments. It is impossible to know what the future holds and the second or third order of effects that a change will make. "Every action has a consequence, and each consequence has another consequence. These are called *Second-Order Effects*. Every change you make to a system will have Second-Order Effects, affecting the system's functionality. Be careful when making changes; they may have the opposite effect of what you aimed for."

<https://personalmba.com/second-order-effects/>

2. Quiet Your Limbic System "Knee jerk reaction."

When facing uncertainty, our brains are wired to react to it with fear. The less information people have to go on, the more irrational and erratic their decisions become.

Tips when faced with the fear/unknown.

2.1 Stay positive and focus on the good. This will help to reduce the stress levels and allow you to make better decisions.

2.2 In your head or **write down everything you know**. Making a list of what you know will help remove the feeling of the unknown. It is impossible not to know anything. You might even know more than you think.

2.3 **Embrace what you can't control**. Do not be afraid to say we might make mistakes or that you don't know something. People want to be in control, but living in the real world, you will never have complete control of anything.

2.4 **Do not waste time on the smaller choices**. Some people spend a lot of time trying to make the right decisions not to look foolish or dumb. It would be best if you focused on the decisions that have an impact. An example would be someone spending 10 mins writing an email that should have taken 1 min because they don't want to seem stupid.

2.5 **Perfection** or the best system **is impossible**. Don't waste time trying to make it perfect. Enjoy what you were able to do or complete. You can usually refine it later if it needs to be updated.

2.6 Do not focus on problems but **focus on actions**. When you focus on what is causing the stress, it makes your emotions more negative and drives worse decisions. Keep your mind focused on what activities you will keep your spirit and mood moving forward.

2.7 **Make a backup plan**. Your choices can have a plan B. If you are not the one in charge of the change, you can choose how to react to the change. For example, the new Commander makes a rule that you can not wear headphones at the gym due to safety. Your first plan could be to go off base and find a new gym. Plan B backup plan you could workout outside where you still can play music. Another plan could be to learn to live with the recent change.

2.8 "What if....?" most of the time, these questions do not help. They tend to be too abstract, and most of the time can be ignored. The ones you should care about are the "**When this happens.....**" or the "What about....." Those questions can bring out outcomes you did not see and should plan for.

2.9 Worst case, just **take a step back**. Take a min to get some food or go for a walk, drive, etc. If you become overwhelmed with a change, just step back and reenter. You might even need to recenter for a day or longer.

3. Get Over the Pursuit of Perfection

Reread 2.5

4. Prioritize People Over Processes

At the heart of any change are people. They should always be the focus of any change. How does the change affect people?

5. Know Your Limits

Reread 2.3. Additionally, we all are limited by time, money, and our personality and traits.

Implementing The Change

1) Explain what the change is

The more significant and the more influential the change, the more time that needs to be spent explaining what the change is.

2) Explain why and the reasons for change

If time allows explaining what purposes and or why the change is being made. The more significant the change, the more time you should spend if possible. Sometimes you will have no time to explain. However, when time allows later, you should offer the opportunity to explain why.

3) Generating buy in and getting people on board

Explain the benefits of the change to your people. Do not hide the bad and be upfront about it. However, try to focus on the good of the change. You can make a shit sandwich by explaining something good, then all the bad, and ending on the good. Some people prefer a shit sandwich or the bad upfront and ending on the good. Use whichever is best for your people.

4) Getting feedback from the people affected by the change

Listen to those complaints and try to address them. That does not mean change but answer questions about their complaints. However, you might have more people who like the new change. It could just be that some people will just be louder than others.

5) Some changes are wrong

Everyone makes mistakes and be willing to go back and own up and say it was a mistake and move on. Some things can be fixed, and others should be scrapped.

1) Do what is required of you and meet the objectives

When change comes, you should follow the rules. If you are trying to fight a change and have not even given it a try, you could be missing its value. Also, leaders do not want people who can not follow orders or adapt.

2) Realize you have as much power with most changes as you do with controlling the weather.

You do not have the power to make changes to things that come from leadership. The higher up the change is coming from, the less you can affect it. Do not let it stress you out because you have minimal tools to change it.

3) Ask questions on why this change came about

Knowing why this change or rule can better help you cope with it needs to be done. It can also help with stress because you understand why it needs to be that way. It also will open your mind up to better ways of doing it.

4) Try not to criticize without offering up a better choice

If you do think the change is terrible, offer up what would make it better. Do not just “hate” on the change but try to explain it to people that can affect the difference and be better.

4) Provide honest, respectful feedback when appropriate

DO NOT just call out a plan as dumb or wrong in a group setting. That is an easy way to make enemies and erode good order and discipline. Unless the group is a meeting or a working group about the plan, and then you should be open as possible. When giving feedback, be sure to explain it as a suggestion and not be upset if you are turned down. If you are turned down and are passionate about it, you can get with peers or others and re-attack later.

5) This is meant to be a repeat. Realize you have as much power with most changes as you do with controlling the weather.

Let it go, and do not let it get under your skin. You can not affect most large changes. Just provide your feedback and focus on the things you can change,

Exercises

http://www.factivities.com/change_management/CopingwithChange.html

<https://www.isixsigma.com/training/training-materials-aids/change-game-engaging-exercises-teach-change/>

<https://change.walkme.com/7-fun-and-engaging-change-management-exercises/>

<https://www.trainingzone.co.uk/deliver/coaching/trainers-tip-change-management-exercises-stepping-out-of-the-comfort-zone>

Discipline

AFI 36-2907 Covers the AFI groundwo

Discipline is two main types; you have self-discipline and Military/Organizational discipline. There can be an overlap between Self and military discipline. For example, you might want to be in shape, and that aligns with military and self-discipline. Then there is how members respond to things Unable/Able, finally, how the member will change willing/unwilling.

Self-Discipline is an individual's compass and how an individual does what needs to get done.

Military/Organizational discipline is how the military makes sure rules, customs, or standards are followed.

Unable/Able Most members can do anything. However, some things members are unable to do certain things. For example, they might be a single parent and unable to stay late on certain days because they need to pick up their child from daycare.

Willing/Unwilling This is how the member plans to improve or change. For example, a member might be unwilling to do extra PT to get into shape.

Self Discipline

Self discipline is primarily internal, but there are some things you can do, but it is not magic.

- 1) Eat well
- 2) Get enough sleep and go to bed early and get up early
- 3) Work out
- 4) Have a schedule that you keep
- 5) Set SMARTER goals; see the section on goals

Military/Organizational Discipline & Motivating Airmen

To get people you work with to do what you want, you need to use Carrots and sticks. Carrots are things they want, and sticks are things they don't want. If you use these tools correctly, you can make ANY Airman a good Airman and any good Airman into the best Airman.

These techniques are true when working with people or even more critical when leading people—knowing how to use carrots and sticks. Everyone responds differently to each type, and you need to know your people to be an effective leader.

Positive you are adding things, negative you are taking something away.

Positive reinforcement is to reward good actions or behavior. Positive reinforcement can be submitting people for awards or even just some praise in front of their peers. Buying someone dinner or lunch, some time off of work. Also, when you reward someone, be sure to let others know why you did so. This way,

you are not just motivating one person the entire group. They can see what actions are needed to succeed in your organization.

Negative Reinforcement is taking something away that the Airman does not like to reward their good behavior. For example, let's say the Airman hates washing the trucks every week. They studied hard and got a 95 on their CDC test. So reward that good behavior, they only have to wash the vehicles once a month. You took away or lowered something they did not like to increase the behavior you want.

Positive Punishment is when you add something that the person will not like. For example, an Airman talks back. You could have them stay late and clean or add other chores. You can also add extra training or add new restrictions. Everyone loves to get out early, and to stay late is an easy one. However, you need to know that Airman. For example, they might have to pick up their kids or something else. You need to strongly consider the second and third-order effects when doing positive punishment. The same punishment of staying an hour late for 3 Airmen could affect them all differently. Again, when adding new things the Airman does not want, you need to explain that you are doing so to correct their future behavior. Another example an Airman has a biohazard dorm room. To add a positive punishment of weekly dorm inspections for a month. You are doing so not because you want to punish, but you want to correct the behavior of him/her having a dirty dorm room. It would be best to always make sure the focus is not on the "punishment" but the goal of changing behavior.

Negative Punishment is taking away something they like. For example, your shop had Airmen missing appointments. Let's say you had a PT on your Policy that everyone loved. You could take away the PT on your own time and make mandatory PT. Until people stop missing appointments, again, be careful because you could have a second-order effect of now people failing PT tests.

Tips on how to apply carrots and sticks.

- 1) Time off/awards/decorations/ letters of appreciation/public & private praise/coins/buying someone food or taking them out to eat/saying thank you are all ways you should try to motivate Airmen. All of those things should be done often for deserving work.
- 2) Paperwork, if you are going to give someone paperwork, you need to put it in their record (PIF) Personnel Information File and not just in a desk draw. See the section on LOCs for more information. However, if you are giving someone paperwork you probably have already failed as a leader. Giving someone paperwork is a reflection of the supervisor and the leadership team.
- 3) Everyone deserves a fair chance. At least talk to people and do not have a knee-jerk reaction. We are all human, and if you were in an Airman's spot, how would you want to be treated. Normally, it is a failure of process and not a failure of Airmen.
- 4) Look at the kids whose parents don't punish their kids ever. Also, if you punish too much, they rebel. You need a balance, and everyone is different. Just telling people when they made a mistake is normally enough.
- 5) Hold people accountable for the good and the bad. If people are doing okay, let them know. If people are doing good, let them know, and if people are doing bad, let them know. Just give more verbal feedback all the time, and it can help before people slip. See the section on Feedback and Blind Spots.
- 6) If you can instill pride in the mission, work center, or even within the Airman themselves, they will be motivated for any task.

“Fear, schedule, conditioning, repetition,” That is how BMT can get you molded correctly. You can do the same on a smaller level with less fear since you are not kicking people out as quickly. Replace fear with pride, and that is how you move Airman forward. “Pride, schedule, conditioning, repetition,”

<https://www.care.com/c/stories/3488/positive-punishment-what-it-is-and-how-you-can-use-it/>

<https://positivepsychology.com/positive-punishment/>

Ethics vs Morals

Comparison chart https://www.diffen.com/difference/Ethics_vs_Morals

Ethics versus Morals comparison chart

	Ethics	Morals
What are they?	The rules of conduct are recognized in respect to a particular class of human actions or a particular group or culture.	Principles or habits with respect to right or wrong conduct. While morals also prescribe dos and don'ts, morality is ultimately a personal compass of right and wrong.
Where do they come from?	Social system - External	Individual - Internal
Why we do it?	Because society says, it is the right thing to do.	Because we believe in something being right or wrong.
Flexibility	Ethics are dependent on others for definition. They tend to be consistent within a certain context, but can vary between contexts.	Usually consistent, although it can change if an individual's beliefs change.
The "Gray"	A person strictly following Ethical Principles may not have any Morals at all. Likewise, one could violate Ethical Principles within a given system of rules to maintain Moral integrity.	Although perhaps bound by a higher covenant, a Moral Person may choose to follow a code of ethics as it would apply to a system. "Make it fit"
Origin	Greek word "ethos" meaning "character"	Latin word "mos" meaning "custom"
Acceptability	Ethics are governed by professional and legal guidelines within a particular time and place	Morality transcends cultural norms

In the military, we must do things that might cross common moral boundaries for most people. However, ethically it can be the right thing to do.

Sometimes you must go with ethics over morals, and other times, morals over ethics. It is nice when they line up, but they do not always work that way.

For example, morally, I think it is wrong to kill innocent people. However, the military has a code of conduct that allows for collateral damage. Military ethics and my morals differ. Also, ethics are shaped by people willing to fight for what they morally believe is right. If you think something is wrong ethically, you should fight for it. At one point it was ethical to ban all women or blacks from the military. Many people fought to change the military ethics of that time because it conflicted with their morals. Over time, the military changed. The military was shaped by people trying to better the ethics of the military. It also works the other way of ethics changing morals. Someone might come into the military thinking a specific ethnicity are lazy or not to be trusted. Basic training has a good way of changing the morals or views of that person. If you are unsure of what to do in a challenging situation, get with your mentors, or Equal Opportunity, the first sergeant, or chaplains are great places to get more information if you are doing the right thing.

You might not think this chapter matters, but you will be in situations where one has to trump the other. The best advice I can give you is to get other people's inputs and think about the choice if you have time and learn from your choices, right or wrong. You can do everything right and still lose. Sometimes no matter what you pick, someone or something will be lost.

Flexibility 101: Rules vs Freedom

“Flexibility is the key to Air Power”

Leaders Should tell there people and follow these three ideals

- 1) Know the rules
- 2) Follow the rules
- 3) When there are no rules, make good choices and I have your back

By **Rules** I mean standard operating procedures, guides, technical orders, manuals, AFI's, or even verbal guidance on what you should or should not do. For example, when wearing a backpack on one shoulder, it needs to be the left shoulder and not the right per the AFI. You could have a rule where your boss verbally tells you to be at work 10 minutes before starting every morning.

Rules can hold Airmen back but also provide a framework on what should or should not be done. Rules help people be on the same page of what is “normal.” Rules should provide clear guidance on what should or should not be done. However, any rule can be written like “normally you will PT at least 3 times a week.” When you use words like “normally, typically, usually, highly encouraged, generally, and other similar words.” That gives more freedom to members to deviate from the rule for a valid reason. This way, people will do PT 3 times a week unless they have a reason not too which will happen like an inspection. You might not be able to do PT 3 times a week because everyone is working extra. Most rules have gray areas, and as leaders, we need to work within the gray. Rules that you should not drift from would be using words like “you will, or you must.”

By **Freedom** I mean flexibility in the ability to do or not do what you want in a particular area. You have the freedom to hold your fork in any hand. However, one day there might be a rule that it needs to be your right hand because of _____. Another example, your boss could tell you that you have the freedom to run your training shift any way you want. That does not mean you can break established rules, but your boss gives you the flexibility to execute as you see fit.

Balancing rules vs freedom is the same thing as a seesaw. There are pros and cons to freedom and rules. As leaders, you need to be flexible on balance between the two. There are times people need more rules and more of a rigid framework. But, we also need to give

people the power to do what they think is the best. Also, it is not an all-or-nothing thing ever. There will always be some rules and some freedom in every situation.

Centralized control and decentralized execution- Two tenets of airpower that drive the discussion of how to achieve **unity of command** for air, space, and cyberspace forces are **flexibility and versatility**. Although no single commander can personally direct all the detailed actions of a typical complement of forces, decentralized execution of missions and tasks is usually necessary and is accomplished by delegating appropriate authority for execution. Centralized control and decentralized execution remain fundamental tenets of airpower employment. Commanders should continue to **push decision-making authority** to the **lowest practical and appropriate level**.

In the Air Force, there is never an all-or-nothing approach to rules and freedom. There will always be some rules and some freedom in every situation. The Air Force lives in the gray. We are different than the other branches and must empower members at the lowest level to lead and make decisions.

Whenever you bend, push, remove rules or even create new rules, you should be clear to the people that those rules effects why you are adding or removing those rules. Explaining why you are doing or not doing something helps the team as a whole. This is the most missed steps as leaders. Most leaders have good reasons for their actions but fail at delivering that message to the Airmen on why those actions took place.

AFI Air Force Instructions

There are 3 types of mentoring **Personal**, **Team**, and **Organizational**.

Mentorship

AFH36-2643 Air Force Mentoring There are 3 types of mentoring **Personal**, **Team**, and **Organizational**.

Team Mentorship

You can teach skills for better future actions, give knowledge that leads to future action, or share history to inspire future actions. All team mentorship should focus on skills, knowledge or history that will lead to actions. If the Mentorship does not lead to actions its useless. When mentoring groups you need know peoples current level about the subject. You would teach an Airman differently than a SNCO. When mentoring groups please read the section on hosting a Professional Development. The same rules apply when mentoring teams. Also if the team you are mentoring does not respect the person mentoring the person mentoring will not be effective.

Organizational Mentorship

Mentorship is the best and the worst thing in the Air Force. Without my mentors, I would not have done well in the Air Force. Your supervisor is not your mentor; they can be, but just because they are your supervisor does not mean they are your mentor. The word mentor and mentorship gets used a lot but has become hallow.

Personal Mentorship

Mentorship is the best and the worst thing in the Air Force. Without my mentors, I would not have done well in the Air Force. Your supervisor is not your mentor; they can be, but just because they are your supervisor does not mean they are your mentor. The word mentor and mentorship gets used a lot but has become hallow. The most important thing is finding a mentor who can be difficult. Also, you might not have a full mentor but someone I call an influencer. They might be skilled in one area or do something very well. For example, you might have someone who is exceptionally good at training for PT. They might help you eat better and run faster, but they are not a mentor, but more influence you in one area.

1. The first quality of a mentor that you should seek out cares about their future a lot. The people who say they don't care if they rank up or get a better future are not the people you usually want as your mentors. If someone does not even have enough "care" to put in the effort on their future and career, how will they have anything left for you? Just because someone does not fit well in the Air Force does not mean they do not care about their future. An example of this would be one of my best Supervisors SSgt Dlugosz he hated the Air Force game and would not jump through hopes to make rank. He was the best at his primary job but did not do other stuff. However, he did care about his future and put in job applications, and was able to gain a very high-paying civilian job. Even though he did not care about the Air Force,

he cared about his future. He wanted more from life and was willing to reach high to get it.

2. You should be able to talk to your mentor about issues that are going on in your life. If you do not feel comfortable bringing up topics ranging from work to family, they are not the mentor for you.
3. They should know about you. To do this, you have to spend time getting to know your mentor as a person, and your mentor should take time to get to know you. For example, an ALS instructor might be a great job, but maybe not the right fit for your personality, which comes with getting to know a person. So for your mentor to give you sound advice, they have to get to know you.

How to be a good mentor is much more difficult. The first thing is learning to care about yourself. Do you care about yourself if you let yourself become overweight? Do you care about yourself if you are not trying to make the next rank or get a better civilian job, which means more money for you and your family? Do you care about yourself if your uniform looks like garbage? Do you care about yourself if you never spend the time trying to improve or push yourself? Pushing yourself to be better is the first essential step to becoming a better mentor. Pushing yourself is easy, pushing other people is hard. No one will care more about your career than yourself.

Being able not to judge and being a good listener is something we all should strive for. To be a good mentor, you have to listen to people's problems, not just hear them. For people to share their issues, you have to be willing to share your own. Everyone will have family issues in their life, and they can be challenging to deal with. Work issues can usually be fixed with hard work and dedication. Sharing things that go wrong in your life at home or work builds trust. Sometimes people just want someone to hear their problems. Knowing that someone cares can make all the difference in someone's life. The Air Force is significant but small at the same time. A lot of people view it as a family. There will be good family members and bad ones.

Sacrifice is the final key element to being a good mentor. You will have to give up your time and energy to help someone reach their goals.

Story: I have had many mentors in my time in the Air Force. The first being SSgt Derrick Duncan. I took away the importance of telling people how it is. He was my very first supervisor, and he was my friend as well. Of course, he always held me accountable for my successes and my failures. He was very open about the good and the bad of the Air Force. I

truly felt that I could ask him anything, and he would tell me what is on his mind. His honesty and openness about himself and the Air Force showed me that honesty is truly the most crucial aspect of being a good mentor, which allowed the cornerstone of trust to be built between us.

Hardship “Flat Tires”

Flat Tires- Why do you have a spare tire in your car or jumper cables? Everyone can get a flat tire, even on a new car. They really can hold you back from getting to where you need to go. Having four decent wheels or pillars helps us move forward. That refers to the four pillars the Air Force harps on, but I really think it should be five, but we can get into that later in that section. Back to your spare tire. It is not something you think about until you need it. It just sits there and will be there when you need it.

Not everyone has a spare. In your life, no matter whatever you do, you will get a flat tire. You will lose something along the way and need to move forward. You will stop and want to sit in place. It happens to everyone can be caused by many different things. Many times they are things we have zero control over. You could be going through a divorce, skipped over for promotion, a demotion, a death in the family, and many other things that just suck. They can stop your forward progress in your personal and professional life. So what is an excellent way to get back on the road? So what is this spare tire that can help you get back on the road quickly? It is a person that you can talk to and that cares. It sounds simple, but it's a lot harder than it seems.

The first rule, the person has to be a person you can talk to about what you are feeling and your raw emotions. I only have four people I would call Wayland, Bauch, Danielle, and my Father. Two people I use to work with, my wife and my dad. That is pretty much it when it comes to my raw feelings. I am lucky to have that many. Just getting things off your chest is sometimes all you need to get back on the road and move forward. Sometimes you might be heading down the wrong path, and you need someone to bounce off ideas. For example, "Do I stay in or get out?" Everyone who has ever served will ask this question at least 100 times. Even people who came in saying they were getting out changed their minds at the last minute. Life happens, babies, family, promotions, demotions. With that, the path we should take might vary depending on where we are. It is easy to become lost if you never ask for directions. Have you ever gone into a store and wandered around for a long time because you didn't want to ask someone who worked there for help? How much time have you wasted in your life being lost when you could have asked someone who knows the layout far better. That is fine for 10-30 mins in a store, but why would you waste months to years of your life on the wrong path because you didn't want to ask for help?

The second part is someone who cares. This part is hard to quantify. You want someone who cares because that person wants what is best for you. For example, the Airforce might be holding you back. Being in the military means you have to give up a lot, and it might not even be the best for you as a person. The military may or may not be best for you. When making life choices, you need to take a hard look at what is best for you and your family. When faced with decisions or hard times, having that person you can lean on means the world; over time, I have learned, the more open you can be about your problems, the quicker they get fixed. Sharing with the people that care about you makes things better in all aspects of your life. If you have no one, you can always reach out to me at 716-650-8516 Derek Miles. I have lots of care and will make time for anyone. If you would like to know more about care, read the chapter on Care.

Motiving Others

Here are some traits that, if you have, will make people want to work for you.

1. **Authenticity and trustworthiness** -This is built over time; always be honest with the good and bad.
2. **Positive energy** – have a good outlook on things, but let them know if things are bad.
3. **Deep listening**- Listing takes time, and you need to make time to listen to your people.
4. **Self-awareness and others-awareness**- Are you aware of the little things you do that upset people?
5. **Recharging your emotional batteries regularly**- Take time off and do something you enjoy
6. **Clear vision and core values**- What is your vision for the future, do people know what you want in the future?
7. **Caring as much about people as the Mission** – People are the mission; how do you care about them? How do they know you care about them? So ask them, “Why do you think I care about you?” If their answer is weak, you are not doing a good enough job.
8. **Pushing for excellence** - Just like a race, it makes people want to catch up when someone is pushing ahead. However, never push too far forward, or people will want to give up.
9. **Valuing the input of everyone on the team**- Do you take advice from all ranks?

Things you can do to motive Airmen

1. Start with scheduling more one-on-one time.

Get off on the right track by making consistent, clear goals and expectations an operational reality. You do that through the lost art of one-on-one conversations -- a great motivational tool. Leaders thrive when they strengthen relationships with their people by spending more one-on-one time with them to hear their suggestions, ideas, problems, and issues and talk about performance issues and their work. But first, you need to know how to structure these meetings so that it works to your advantage.

2. Find out what motivates an Airman.

Do you know what gets your team members out of bed in the morning? What are they passionate about -- their goals, aspirations, and interests? In other words, do you know your team members? Great leaders show an interest in their people's jobs and career aspirations to motivate them the right way. Once that bond is established, look into the future to create learning and development opportunities for the people you are trying to motivate. They find out what motivates Airmen by getting to know what desires will drive each team member. This is about emotional engagement. What is their “Fire” that passion that burns within that Airman?

3. Provide the resources they need to do their work exceptionally well.

It's a simple question, but you'd be surprised how often it is not asked: What do you need right now to do your job better? You may be surprised or even shocked at the answer; it could be that they need access to more information to make the right decisions, better equipment, or even another workspace. Acting on what you find out will be a huge motivational booster. Even if you can't give them a new building or tools, just trying to get them, something can be a huge win. For example, you might not get a better building, but maybe you get some paint and new furniture and make what you have better.

4. Praise and compliment them often.

"I don't like to be recognized," said no human being, ever. Even if they said that they would like some recognition. Managers have to get into the habit of praising and complimenting their people for their good qualities and work. The companies in Gallup's study with the highest engagement levels use recognition and praise as a powerful motivator to get their commitment. They found that employees who receive it regularly increase their productivity, receive higher loyalty and satisfaction scores from customers, and are more likely to stay with their organization. How regular are we talking? Praise should be given once per week, according to Gallup. The recognition needs to be specific praise and not just that "good job, Airman" or "I am proud of all of you" that sometimes leadership says when they visit.

5. Help co-create purposeful work.

People want meaning and purpose in their work. In the book *Give and Take*, Wharton professor Adam Grant says that when people find purpose in their work, it improves that person's happiness and boosts productivity. One way to give employees that goal, according to Grant, is to have them meet the very people they are helping and serving, even if just for a few minutes. Managers giving their people access to customers to see firsthand the human impact their work makes is the most significant human motivator, says Grant. Does your Airman know what they are working for and why? How is what they are doing to help get the mission done?

6. Help Airmen develop new skills.

Although necessary, I'm not so much talking about putting them through another required technical or safety training program to keep them or the business compliant, but giving them meaningful new skills or knowledge in other areas that they can use to leverage their natural strengths for future roles, whether with their current company or another company. The point is to serve and value them so exceptionally well as people and workers that they have no reason to leave but use their newfound skills for new projects. The training should be just for them and something that helps them grow as an Airman.

7. Actively involve the Airman.

Great managers recognize that leadership doesn't travel one way but is multi-directional. While it can come from the top down at critical times, the best scenario is allowing decisions, information, and delegation to travel from peer to

peer or from the bottom up, where the collective wisdom and involvement of the whole team help solve real issues real-time on the frontlines. How often do you let Airman make meaningful choices? Sometimes you have to let the people working on the issue make the call.

8. Believe in your Airman.

The best managers often delegate and give their employees responsible for delivering challenging work. If this doesn't happen in your workplace, consider two hard questions:

Do you trust your knowledge workers to do what they've been hired to do?

Do they have the right competence for the job to carry out the work with confidence?

So often, managers underestimate the potential and ability of their employees to use their brains! If you answered yes to the questions above, be of the mindset to always accept that they can do the work. Then, give them the room to perform and support them with whatever they need to make them even better. This is how you motivate Airman to their highest point they possibly can reach.

Priorities

Action expresses priorities. Mahatma Gandhis

If you take anything away from this book, it should be this. You should always know the "Priorities" of the people who are above, below, the same rank as yourself, and most of all, your own priorities. This will allow you to make the correct choices in your personal and professional life. This book is a very personal experience, and it might ask you things as if it was your mentor, and it might be challenging at times.

Training Exercise Priorities 1A. Take out a sheet of paper and write down your priorities at work, write down what your boss, or supervisors' priorities are, then your boss, supervisors, and finally the people you supervise. See pic below for an example of mine.

This will show you a few things. How well do you know yourself, your boss or supervisors, and the people you supervise? People will make choices based on their priorities. If someone loves playing video games, they will want to make choices that will allow them to do more. If someone loves their family, they will do things to better their family. This is important because everyone has different priorities and will make other choices accordingly. This will seem simple, and you may even ask why I am reading this book. However, do these people you listed know yours, and do you know theirs? This is key to improving oneself and others, back to the Airman who loves to play video games. They are not negative but tools to use to better ourselves and each other. So, without knowing others' priorities, you might just say to an Airman, hey, we have to stay late today, and if we work hard, maybe we will finish on time. The work gets done, and that is normal. However, by knowing your people's priorities, you can say "Hey the harder we work the sooner you get to go home and play some video games." By tying what needs to be done into people's priorities, you get better results. You can replace videogames with family, time off, awards, time off, or even just some food on a Friday. It all comes down to knowing what motives your people and yourself.

Professional Airman priorities

I think it should always be 1. Family 2. The Mission 3. Supporting the Mission 4. Being a whole person. After that, my Personnel priorities would be 5. Shop cooks out 6. Learning something new. 7. Awards for my people and myself 8. Being close to the people I work

with. That is how I rack and stack all of my choices. So being offered to learn something new, I would be willing to do more.

Other Peoples Priorities The easy part is finding your priorities; the hard part is seeing what other people enjoy. You can ask, but some people do not communicate well. We go over communication in another section. The first step is just asking people what priorities they have for work and their personal life. To get to the core of what they want, you have to get to know them and ask them what they want. What motivates them to work hard or even just to show up. Of course, you won't always have the time to get to know everyone you might work with. However, even for small projects, you can ask someone what their priorities for this project are, task, day, work week, month, or even quarter. This allows you to make sure you are reaching the desired outcome.

Shifting priorities is something that will happen often. That is always why it is essential to ask for three things constantly to adjust, 1) what are your preferences for _____? 2) what is the expected timeline for each 3) Is not something to ask but to make sure you follow up if you think 1) or 2) need or should change. Step 3 needs to happen as soon as you know there should be a change for whatever reason. For example, "I might start my week and ask my boss what they want to be done. They say clean the office, fix the broken thing, and go to the training on Friday. It is important to ask when they expect each done and follow up when you need each of those done by. So I would say, "hey when do you need each done by?" They might follow that up by saying: clean the office today, fix the thing by Thursday, and the training by Friday." With these timelines, one can adjust their work to complete the job in good order. Step three is the most commonly skipped step. For example, suppose I realize I will not be able to clean the office today because fixing the broken thing is more important. In that case, I need to speak up, or I might need to do other work that the boss might not know about, one needs to speak up, and finally, I might try and realize I might not be able to finish that day. If any reason for shifting a priority or when things will get done, you need to speak up. Skipping this last step makes many people appear lazy or incompetent. Most people put effort into the work they have been assigned but fail to say when other priorities become higher or when deadlines are too soon.

Expectations are bundled in with priorities. We always have to be seeking and giving feedback. The Airman comprehensive assessment was made because Airman completely fails at this. Tip # Once every 1-2 weeks, you should ask how am I doing and what can I do better or improve? This way, you can adjust and succeed. The better you are at accepting

feedback, the more often people will give it to you, which will improve overall. The ACA is a guide and should only be used as such.

Story: So, I was a new NCOIC, and one of the critical radar systems ultimately failed. I was 50 mins from the base. There was a SrA and an A1C working on the issue. However, they lacked the experience needed to restore the system. Since it was time sensitive, I called in someone on leave and "asked" if he could help to fix it since he lived on base and could be there in 10 mins. Now at first glance, that seems like it was the right choice. However, it was a mistake; I should not have felt so stressed since I would have been there and restored it almost as quickly. In today's air force, we sometimes stress too much over the moment and forget the big picture.

Family priority

People first, mission always. There is a large debate over people or the mission. To me, it will always be people over the mission. A person can be called upon to give their lives for the task but that does not mean the mission is more important than people. It is about the great well-being of ALL of us. They are giving for the betterment of others. When someone does heroic acts, they do it for the improvement of people, not the mission. They find strength in the fact that it helps people. Even on a smaller scale, a worker might stay late to help a coworker; they do this not because it allows the mission but helps each other. No one person is more significant than the mission, but together we are the key. That is why you can take away weapon systems, budget, and everything else, but the military still makes it happen. We do so because we make sure that our loved ones will be taken care of. We make sure there are bases services for education, daycare, gyms, medical not just for us but also for our families.

People can push past fear or pain for their friends and loved ones. Without one person, the mission can go on. Without people, the mission will fail. When forget the human element, the mission becomes at risk that people have bills, children, or other corners other than the mission. When your coworkers and leadership do not take the time to make sure you have the support of its people, the mission is sure to fail. When your time is up, the mission will go on without you, but your family will still be there for you. People should always be thankful for the individuals who gave everything for the betterment, not just for the mission but for all people.

Families and friends will sometimes think that the mission matters more than them. When you have to work longer hours or go overseas. It is critical to explain that no one is more important than them but what must be done is for all families and all people. No one

can replace one's families and friends but the sacrifices we make are not for the mission or medals but everyone's family.

Mission Priority

The Mission is a very broad term, and I think it is a missing piece of most Airman's puzzle. Different levels and sections have different missions. So, I will try to break it down into simple concepts. 1)The mission of the day- the things that you need to get done for that day. 2)The work center or section mission- this is what your section does or provides as a group 3) The Flight or squadron's mission- Is what the flight or squadron provides the base or location. 4)The base/Majcom mission- what it provides to the region or world 5) The Airforce mission- "is not to fly fight and win" most don't fly, and other branches fly fight and win as well. The Airforce mission- provides unique capabilities of defense, offense, deterrence, and humanitarian aid to the nation and our allies that are unmatched as of 2018. 6) The mission of the US military- to be strong enough that no one would even think about picking a fight with The United States of America and if they do kill them.

Most younger Airmen Know the 1) mission of the day, 2) the mission of the work center, and then have no idea about all the rest until 6) The mission of the US military. Everything we do in 1 helps 2 which helps 3 which helps 4 which helps 5 which helps 6. When people understand that even the small day-to-day tasks impact not just their small scope of where they work but also the entire nation, better work gets accomplished. Also, it instills pride and a sense of self-worth that is needed in an environment with such a high operational tempo. This disconnect of work important to the bigger picture is a moral killing machine.

The chain of command is something that was lost in a much younger Airman. It is essential to know who is in your chain. Whatever rank you are, you have a boss up to the POTUS. How far can you name before you do not know who it is? In your day today, it does not matter. However, in conversations, you will come off as bad or a super airman. To follow that up bases and MAJCOM mission statements. It is essential to know what that is. When giving briefs, you can tie in the base's mission statement to your local mission set and make you seem like an fantastic Airman.

Story: Everyone will end up working long hours at some point. However, I have had more hateful feelings working 4 hours than 15 before. I had to make due Drug Demand Reduction for four hours; then, I got off the rest of the day. I felt so empty, like my time was being wasted, and it was the worst. I have worked 15 hours restoring weather information

to an entire island in the Azores Portugal. With the DDR, I did not feel like I was impacting the mission. It made it feel like I was wasting my time. It reminds me it's not the hours you work but how you feel connected to what you are doing. Those connections bring job satisfaction that is key to positive feelings about what you are doing. The worst part is I understand that DDR is essential, but I don't feel that Derek Forrest Miles is needed to get it done. When you feel like a cog in a watch is when your morale drops. When I was working 15 hours to give weather info to the Azores' people, I felt like a critical element in that mission. There will be times when you feel like a cog, but it does pass.

Supporting the Mission

A lot of smaller things support the Mission. Additional duties, inspections, AFI's, uniforms, and many others all in their way support the mission. These things should never go above the mission but work with it. It's like grease that allows everything to run smoothly.

Additional duties- They provide the tools needed to accomplish the mission. They allow a small group of people to become experts about an aspect of the job. They also allow accountability. When a small group becomes responsible for something, it becomes easy to identify who is not pulling their weight or excelling at what they do. Tip 1# Always speak up when something you're overseeing is lacking in an area. If you are bad at it, lack guidance or something is wrong, asking for help is always better than explaining why something failed. Tip 2# Other people on the base or other bases will have programs similar to yours; ask to see them and copy what they do better and learn from what they do wrong.

Inspections- Are the best! They are an opportunity to show what you are doing right. They also give you the chance to fix something wrong. It sucks to fail or feel like you suck, but it's part of growth. To prep for an inspection, it is always essential to follow Tips#1,2 before the inspection date. Tip#3: Ensure an area looks clean; people tend to dig less when rooms look spotless. Finally, it is essential to explain your knowledge of the inspected thing and take pride and cause the inspector to dig less.

Write-ups- It sucks but accountability is a crucial fact of life. When we play a game, we play to win. Tip #4 Try never to make excuses, just explain what will be done better and focus on the improvements that have happened and will happen.

Goals & Giving Orders- SMARTER

Specific- Goals need to be specific, do not be vague or too general

Measurable-Should be measurable has a pass/success or fail some kind of metrics

Assignable- Who is going to be doing it. Do not just say, “I want the trucks cleaned” name someone or a group.

Realistic- It has to be something you can do with your current drive, skills, motivation, etc. You are not going to fly like superman

Time- Needs to have a deadline,

Efficient- Try to reach your goal simply. You don't fill a pool with a red solo cup

Review- At the end of the deadline, look at your successes and failures. Doing so will allow you to improve for your next goal.

Be **SMARTER** about your goals to achieve more.

Goal Example, I will quickly talk about some of the basics. They should be clear and detailed. For example, “I want to be in better shape” that goal sucks because it's too vague. A better one would be “I want to run under a 10 min 1.5 Mile in the next 6 months”. This way, it can be quickly be graded on yes or no. If your goal cannot be graded in that way, it is too vague.

Another example you hear a lot is “I want to do education.” A better goal would be “I want to pass a CLEP, or I want to pass a class towards my degree within the next 3 months.”

Knowing how far you can reach

The goal has to be something you can reach. Now I am not saying you can not become a doctor this year or squat 500 pounds this year. However, when forming your goals, you should develop them by knowing yourself. I know if I pushed myself, I can run under a 10 min 1.5mile. However, if I set my goal as under 9 min 1.5 mile, knowing myself, I would set it too far out of reach. When making these goals, you should put them where you have to work hard but not out of your reach. Who you are as a person and where you are in life need to be considered.

I love watching Netflix, and having days to eat fast food or don't want to run. It is okay to be an average person, but you should pick things that push you wherever you are in life. For example, when I wrote this book, I gave myself the goal of writing 1,000 words every single day for 50 days without skipping one. I could maybe do somedays 1,500 words, but I would burn myself out if I set my goal at 1,500 words a day. Just like running, you need to push yourself, but you will fail if you use all of your energy in the first 2 mins. Also, every goal is different for each person. My limit might be 1,000 words a day, and someone else might set theirs at 100, or even 10,000; it matters on where they are in their life. For example, if I had kids in school, I might only do 500, so I could spend time with them. All of these factors need to come into play when forming goals.

If you are giving a order, goal or task to someone else you need to know where they are in life, skill, and everything else. You might have a high performance and assign them an easy task for them with their skill level. However, because you did not know they had personal issues going on, they fail the mission or do a poor job.

Results

Your goal should have results that are easy to tell. Also, failing a plan is not something you should be ashamed of. A lot of times, **we do not attempt something out of fear of failure.** I will tell you right now. I fail about 50% of the time on a good day. However, I know not everything I do will turn out how I want it, and that's okay. I see it is even if I fail 50% I will keep trying and maybe try 100 things and have 50 wins. While someone else might only try 10 times when they know they can win and have 10 wins in the same amount of time. Now that does not mean all tasks and goals are equal, and you should prioritize them. Do not gamble with your and anyone else health, rank, or money; it is okay to take a risk, and you will lose sometimes. However, as long as you do things with your heart in the right place, people will forget, forgive, and mostly remember your successes.

Deadlines

Your goal needs to have a date at which the goal is graded. For writing this book, I gave myself 50 days. By the end of these 50 days, if I do not have a book, I failed. If I have a book that is 50,000 words, I passed. This allows you to focus on it. Without deadlines, things do not get done. It is human nature to put things off. Also, it is okay to have a few goals with all different deadlines. It is critical to have such deadlines so you can make priorities.

When giving tasks to Airmen or goals, you should tell them the importance of the task and a deadline. This does two things; first it lets them know when they need to get it done, in a day, week, month. Many Airmen assign tasks and leave out when it has to be done if you are ever given a job without a deadline, you need to speak up and ask. Example “when do you need this done by sir?” or “when would you like it completed by?” This will allow you to plan better and provide a better product. I have seen Airman do tasks right that minute because they thought it was due right now, and they had weeks to finish it. Then the Airman did not do the work that was due.

Finally, what is the priority? When giving tasks or goals to others, you need to let them know how important that it gets done and how well it gets done. Try to keep it the terms you use like low, normal, high. By giving task priority, it will also affect the quality of work that is being done. For example, washing and cleaning the trucks might usually be a low priority, but the Wing Commander will be using it for the day. So I might say, “Airman Tran, I need you to wash and clean the truck before 1200; this is a high priority,” and if I had time, I would say, “Do a good job because the wing commander will be using the truck.” Adding the reason why something is high, normal, or low priority helps the Airman understand why they need to do something and how well they need to do something.

The friend/family peer pressure effect.

Peer pressure can help your goals get done on time. If you are not willing to tell pretty much the people you care about your goals, you most likely will not complete them. When writing this book, I was scared to tell people I was writing a book because my grammar sucks, plus I don’t know if I could keep up 1,000 words every day. I still told them anyway. They would ask me how it was coming. They would ask how far I was. Not wanting to let them down or seeming like a failure pushed me to keep going to make progress. It is easy to give up on yourself or when you are alone. It is much harder to give up with your friends and family involved. It adds a layer of support and motivation that can become the foundation for success. Close friends and family become this foundation in your goals and dreams. Never be scared to tell them things you have set out for yourself. Often, they can

offer help and allow you to reach higher than you can on your own. I only get so high because the people I care about lift me.

Write down your goals on a sheet of paper. Then see if your friends and family can list what you wrote without telling them. Then list all of your goals to them and try to reach them. The list can be simple but cover your short, and long-term goals. I have goals spaced out, things I am working towards today, in a week, month and years. Break them down and make sure to put a little work towards each one to make that steady progress forward.

Review

At the very end of each goal, you should do a follow-up. See why you failed or pass. You can learn a lot from your failures and what to do or not do in the future. Self-reflection as an individual or a team is a step that is skipped a lot. It is essential to reflect on why we passed or failed. There is always room for improvement. The more time you had invested in a goal, the more time you should look back at the good and the bad that happened while working on the goal or task. If it was a task that you assigned to someone else, be sure to look at the parts that worked and the parts that didn't. Sometimes in leadership roles, we blame the Airman as to why the task failed instead of doing a simple review to find the underlying issues.

Qualities of a Leader

Qualities of a leader. Many things make you a good leader or a bad leader. Most of us have a little bit of both, but you can be a great leader if you focus on a few areas. The type that people want to follow. The first and foremost most important thing to being a leader is honesty. This quality is more important than all others. You have to be honest with three people. One, you have to be honest with your direct supervisor. He or she gets 100% honesty about everything. They are the person that will be there for you or fight for you when you need it. You must build a bond of trust between yourself and them. It can be difficult because sometimes lying would be more specific short term but not better in the long run.

Story S1: I had many family issues in 2017, and it was so hard to talk about with my supervisor. I had problems with my mom, uncle, and grandmother all in the same year. However, being able to speak to him about it was critical to my mental health. I felt like I had someone I could open up to about the things going on in my life. I felt the support and love that I needed during that time. Also, it allowed me to get the time off. I needed that time to go home to New York and see my family before they passed away.

The second people you always have to be **honest** with are the **people you supervise**. They have to trust you. To build that trust takes time and sometimes telling them things they do not want to hear. For example, you might have an airman who is getting overweight. You have to let them know no matter what gender they are. You could think that they are not working hard enough compared to everyone else. The time to tell them is not during their EPR or ACA. You need to let them know so they can correct it. I would want someone to tell me if I had food stuck in my teeth right away then walk around all day like that. The same is valid when working with your people. However, this does not only apply to the bad but the good as well. If you have someone working above and beyond you, you need to let them know if it is their “normal” work to give A+ quality of work products; you still need to let them know. This way, people know where they stand with you. People need to understand how they are doing because it is vital to give them the chance to correct or grow. I have had many awkward but helpful conversations with my Airmen. Plus, after time, they will see that you are doing this not because you like telling them they are lazy or whatever issue it is but that you want them to be better. This trust becomes a bond and

also allows them to come to you when they have problems. It also gives them the chance to fix issues.

One issue that some people have with the honesty I see a lot is when leadership makes a poor choice. When someone above you picks a course of action you disagree with can be the hardest thing to deal with. First, you should always follow lawful orders. However, some orders are weak or even mistakes. There is no easy way or simple answer to handle this. I will give an example; let say the base commander thinks only one gate should be open on the base. Traffic then backs up for hours every day and makes it very hard to get to work. Morale drops, and people are agitated and beyond frustrated. You might think it is a terrible idea as well, but when your Airmen asks you about it, you should not lie. I would follow up like even if I disagree, we do not have all of the information at our level. I will start the slow process and ask my supervisor, asking theirs and getting more information. You should hear back from me by the end of the week. It is essential to pick a date to be held accountable if you can't find the information. However, it might not be a mistake because it turns out at your level you didn't know about the threats being made to the base or something like that, and it becomes very easy to judge at every level. Showing your support for something you may disagree with does not compromise your honesty.

Another personal example would be I do not want to watch grown men pee in front of me just because I am NCO. However, even if I do not want to do it, I will because that is what the Air Force needs of me. No one wants to suffer and do things they hate or even give their life. However, the needs of the many outweigh the needs of the few.

Finally, the last person you need to be **honest with is yourself**. We tell ourselves lies all the time. There is no one we lie to more than ourselves. We say we did our best when we didn't. We say we will do it tomorrow when we know we won't. We take the easy way out and tell ourselves lies. Sometimes we tell ourselves we are okay when we are not and need help. Life is messy, and it's okay to be upfront with ourselves about the mess. A better understanding of yourself leads to a better understanding of others. For example, I might say I will clean my house when I get home, but I will not be. I say I will do something to myself entirely, knowing that I will not. Or that I might study or etc., knowing we do not.

Everything else is just **extra** to being a **good leader**; you don't have to be the smartest, the coolest, or even being easy to talk to. Those are different things that help but not make a great leader. Different projects or jobs also need different types of leaders. Leading trainees in a primary is a lot other than leading SNCO's. To be effective, reach out to people who have had similar jobs before and lean on that experience to make sure you are doing a good

job. Having friends that you can call on that know about the position are lifesavers. If you don't have anyone like that, find them. There are usually other people on the base or other bases that have your job or one like it. I have called up people I have never met and asked for advice about fixing things. Also, keep in mind I called about 6 people, and only 1 was helpful, and 3 were downright rude. However, once I found something willing to help I almost doubled my knowledge on a very complex networking issue.

https://static.e-publishing.af.mil/production/1/af_a1/publication/afpd36-29/afpd36-29.pdf

Standards

Standards are the foundation for discipline. Our core values define our standards of conduct. Our standards of conduct define how Airmen should behave when interacting with others and when confronting challenges in the environment in which we live and work. (United States Air Force Core Values, 1 January 1997). Consequently, members who will not do their best to meet these high standards detract from the mission and, in compliance with the UCMJ and Air Force instructions, will not be retained in the Air Force

How to set Good & Bad Standards

How to set good standards.

How to set bad standards

What to do when people do not meet & meet Standards

How to deal with standards

Below are the basics that everyone needs to meet.

1. Policy. It is Air Force policy that:

1.1. All Airmen will meet and continuously **strive to exceed prescribed standards** in both their **professional and personal lives**.

1.2. All Airmen serving on, or ordered to, active duty will be **present for duty** unless their absence is authorized.

1.3. All Airmen will **maintain professional relationships**. Unprofessional relationships can impact good order, discipline, respect for authority, unit cohesion, and mission accomplishment.

1.4. All Airmen will **meet their financial obligations** in a proper and timely manner.

1.5. When **wearing the uniform**, all Airmen, including retired and separated Airmen, will adhere to **standards of neatness, cleanliness, safety, and military image** to provide the appearance of a disciplined service member.

1.6. All Airmen will adhere to standards for **physical fitness and body composition**.

1.7. All Airmen and DoD Civilian Expeditionary Workforce members with dependent family members will have family care arrangements that reasonably cover all situations, both **short-term and long-term**. These members will use available military and civilian resources to **make sure their family members receive adequate care, support, and supervision**, compatible with military responsibilities to be worldwide deployable.

1.8. All Regular Air Force (RegAF), Air Force Reserve (AFR) and Air National Guard (ANG) members who are on active duty or in an active status in a Reserve Component **will report, in writing, any conviction for a violation** of a U.S. criminal law to their first-line military supervisor or the appropriate official designated **within 45 days of the date of conviction**.

The Air Force is the Hunger Games

Playing the game. You will hear the people talk about the Air Force like it is a game, and they are right. However, there are many ways to win and lose. I will cover a few things not talked about openly.

Simply put, you are against everyone that is the same rank as you. It is not how good or bad you are, but how much worse or better you are than your peers. This fact has some crazy implications.

Say the Airforce rated us on how many push-ups we could do in a min as who is the best or worst. Now let us say your squadron 20 people share your rank. The top 10% can do 65 push-ups in a min. Now let us say you are in a different squadron with 40 people, and the top 10% can do 70 push-ups. Finally, a squadron that has 10 people and the top% can do 90 push-ups. Which squadron gives you the best chance? I am not saying you want a medium, big or small sample size. Let us just say you can do 89 push-ups but are stationed in squadron 3, and one of your friends can only do 56 but is in squadron 4 and promotes over you.

Squadron	Number of People	Max Push-ups
Squadron 1	20	65
Squadron 2	40	70
Squadron 3	10	90
Squadron 4	12	55
Squadron 5	70	69

What I am saying is you are **judged by what your peers are doing**. Its by no means a perfect system but you need to keep in mind what your peers are doing on and off duty. How do you compare to what other people are doing? Where you are right now are people doing 65, 70, or 90? I am using push-ups as an example, but what I am referring to is, are you putting in more than your peers that you promote against in your local group. They can even be your friends; that is why it is the hunger games. You need to take care of yourself.

No one cares more about your career than yourself. With that being said you should **never step on people to get past them**. Some people will throw their friends under the bus to push ahead, **FUCK those people**. We need to hold each other accountable and make sure we are keeping up standards. However, you should never ruin someone else's chance just to better yours. What makes things hard is other people will play dirty it is a part of life. Some people cheat at board games. I also hate to admit, but **cheaters** or people who play the Air Force game can **get ahead**. Someone might get promoted just because they work close to the commander, or throw their coworkers under the bus. The most significant difference is how their coworkers talk about them after they are gone. Our **legacy lives on** past pretty much everything. It is something you should never compromise. How do you want to be remembered?

Finally, the shittiest part of the hunger games is this. Let's say you have 12 Airmen in an SQ, and there are 4 sections, and each one has 3 Airman. The SQ can give out 2 promotion statements, as seen in red below.

	Airman how good they are 0-100	Airman how good they are 0-100	Airman how good they are 0-100	Airman how good they are 0-100
Section 1	Airman 50	Airman 48	Airman 59	Airman 49
Section 2	Airman 97	Airman 95	Airman 45	Airman 35
Section 3	Airman 62	Airman 30	Airman 60	Airman 30
Section 4	Airman 20	Airman 20	Airman 46	Airman 80

The two most deserving Airmen work in the same section. Just for appearance sake a lot of times just guessing here but about over 80% of leadership will not give it to those two Airman out of the appearance of favoritism, or they will have a policy that only one from each section can go up to be racked and stacked. This means unless you work in a big section and they let many people go up, you must always try to be the best. Let that sink in

for a moment. Even if you are the second-best in the entire wing or even Air Force but you are not the best in your work center, it does not matter, let's say 80% of the time. This fact alone is why it is more like **the hunger games** than anything else. The people you work with and are the closest to are your biggest competition for advancement in the Air Force.

Story: In tech school, I made sure everyone in my class passed even though I could have just focused on myself and got higher grades. I PT with anyone and make sure they never fail. I have spent days working with people I have only met once. I always help my peers even from different sections with their EPR's award packages, even though it lowers my chances. I have rewritten papers of my competition during ALS, and NCOA. Spending your time and energy on others is essential. However, in a way that is selfish too. I want to be remembered as the person that helped people. I help others because of who I am. **My legacy** is far more important to me than any award, or promotion. I have lost awards, and promotion statements from helping others, and I would never change that. People will remember the ones that helped more than the ones that win awards or promoted. Your legacy will last because of how you treat people matters more than rank or awards.

Team Building

When building teams, there are two types of teams you will have. The first we will call **Forced**, and the second we will call **Picked**. **Forced** teams are teams where you have no control over the members. **Picked** are where you have control over the members. For example, your boss tells you and another person to work on fixing the internet in the office. You do not have any control over the team make up. It would be **Picked** if your boss said I need you to work with any of the Airman to get the internet fixed. Giving you the freedom to pick who is on your team. You can also have a team that is partly Picked and partly Forced.

Team Size

Teams can be large or small. However, you want to keep teams sized 5-7 with no more than 12. Some projects will require large teams, and if that is the case, you need to split the team up in sections, so each team is around that 5-12 people amount. When teams are too large, it is hard to get anything done, and you can not hold people accountable. Less is more when it comes to making teams. You can also shrink or expand teams as progress happens. If you have a **Picked** or even **Forced** team you might have the ability to add or remove members. When you add them or remove them, it can be temporary or permeant. Be sure to explain why you are adding them or removing them. Below are some reasons to add or remove.

Skill, knowledge, work quality, group dynamics, or conflict, the project changes, the induvial has personal issues.

Improving Teams

Improving team members' has a trade-off between time vs benefit. You always want to help others develop. However, what is the benefit you will get for helping them? How much time will it take? The best way to have someone improve is to give them the freedom to make choices and led. If they make mistakes help them correct them.

Tiger Teams

Teams of experts in diverse fields. How well can you make a painting with just the color **Red** or just the color **Green**. That is how you should look at teams. The more diverse the team is, the better the product will be, in most cases. However, if the task is simple, it can be better just to have one type of people. Diversity in rank, background, AFSC, gender, race, age, and all other factors usually leads to a better product.

Picking Team Members

Do not always pick shiny pennies for your team. Choosing people that are not always the best can give them chances to grow. Picking your team is one of the hardest parts of team building. To select the correct people, you need to think about the Team goal and if this is the time to let the slower members improve. Also, by picking different people each time it allows you to network better and grow as well.

Team Goals

Give teams SMARTER goals and give them the freedom to reach them in their own way.

Running PD Professional Development

“Attention is earned”-DFM

All professional development should lead to action. Some PD can lead to goals that are just future actions. Even knowledge should lead to actions or future actions.

- 1) Identify the need. What is the need? Why do the Airmen need this PD?
- 2) What is the desired action or goals for the Airmen attending the PD?
- 3) Be effective and only use the minimum time needed. No one wants to hear someone ramble.
- 4) Focus on 1-3 topics/actions/goals and no more. The more you teach, the more is forgotten. If there is a lot to teach, it needs to be broken up into smaller parts or even multiple days.
- 5) Motivational and personal stories typically only lead to temporary change over permanent.
- 6) State the desired outcome upfront. The people signing up should know what topics/actions/goals the PD wants them to take.
- 7) Avoid slides unless needed. Most times, you do not need slides. However, if you must have slides, do not read off of them. Also, email the slides to the people attending if possible.
- 8) Handouts help Airmen retain information. Also, you can add your contact information for follow-up and networking.
- 9) Remove “ego” from your brief. Many briefers just like to hear themselves talk. They want to reflect on their duty history or current mission set. No one wants to listen to you talk about yourself.
- 10) Stay on topic. For example, if the PD is about EPR’s focus on that topic and do not talk about PT unless you are only talking about how it relates to EPR’s. If someone brings up something off-topic, try to tie it back on the main topic or tell them to get with you after,

and you will answer it after. Staying on a topic keeps the PD on time. It also allows people to reinforce the main topics of the PD.

11) DO NOT THREATEN your audience. Attention is earned, and using your rank or position authority will ruin your PD. Nothing is worse when someone says, “I can stay up here all day until you guys _____” ask questions, pay attention or etc.

12) When planning the PD the environment matters. The seating, lighting, and even things like temperature affect the way people learn. When pushing the location if possible add the address and even a map of location if possible. The environment starts before your PD does. What that means is that your environment shapes the mindsets of the people in the PD before you even start talking.

13) Circle back to the desired actions you want the Airmen to take. During the PD you should restate the actions you want the Airmen to take.

14) Humans have bias and feelings. It’s okay to be open and honest about what you feel.

15) Don’t tell people to just be better. “You can not just tell someone to stand up for your Airman or to be more transparent”. Do not tell someone to just be better at _____. Doing that will never make them permanently better. You need to focus on how to better. What actions or knowledge can they use to be better at _____.

16) Demonstrate or let Airmen roleplay skills, or knowledge gained from the PD. If most of the actions are knowledge-based what actions will that knowledge lead to? Ask questions and try to involve the people of the PD as much as possible.

17) Any technology, and videos do not always work. Always have a backup plan. If possible, test it out beforehand.

18) When closing be sure to thank the people. You can thank anyone who asked questions or just for attending, or for their military service. It has to be from the heart, because if it’s not it will be seen through.

PD Checklist Yes=Good No=Bad			
Question	NO	Maybe	Yes
Was the need for the PD named?			
Was the desired action for the people getting briefed?			
Was the brief as short as it could be?			
Only 1-3 topics ?			
Minimum Personal Stories?			
State the desired outcome upfront?			
Slides avoided unless needed?			
Handouts provided or digital handouts provided?			
Avoided talking about self. Minimum ego			
Stayed on topic?			
Avoided threatening people?			
The environment supported learning?			
Re-State the actions you want Airman to take?			
Open and honest?			
Avoided general "Do better at ____"			
Airmen allowed to demonstrate skills learned			
Tech, videos worked?			
Total:			

Public speaking

Public speaking could be one of the scariest things you have to do for many people. Many people have a fear of public speaking, and I get nervous as well. Being nervous or scared does not mean you will give a bad speech. Below is the break of how to get better at public speaking. Also, see below on the template section if you have to give a timed speech. Also, read **Memorizing/Manuscript Reading/Practice** to learn how to practice your speech if you have time.

The first thing you want to do is practice. Like in all things in life you the more you do something, the better you get at it. The more speeches or public speaking you do, the better you will get. Now with that said, I do think you need to do it in baby steps. If you are not good at public speaking, starting in small groups is a good start. For example, you can teach your co-workers on something but explain it like a speech. Tell them you need practice and do it like the real thing. Stand up in front of them and talk. The more "real" it is, the better. Now there are several types of speaking that you may have to perform, and each one has different techniques or skills used to succeed. Below are the basics that apply to all speeches.

1. **Practice Practice Practice** if you have time, the more time you can go over what you are going to say, the better it comes out. If you can practice or give your speech to people, do it.
1. A good **intro sets** the **tone** for the entire speech. Try to have it memorized if possible even if just a few lines.
2. **Explain your purpose.** Why are you talking to them? Why should they care? Do not skip this step. I have tuned out many briefs because I thought, “why should I care? And ended up toning it out”.
3. **Go slow;** it will lower your verbal pauses and make your speech better. Time will speed up when giving speeches. So slow down. Also, going slower allows people to understand what you said.
4. Say **why you care about** the **listeners**. If your listeners know that you care about them, they will listen more.

5. Be **honest** and **straightforward**. Do not lie to say something that you do not believe yourself. If it is against a policy you can just state your views differ and leave it at that. You can also say you will talk about it later or in private. Do not bash policy in a group setting.
6. **Seem approachable** even if talking to a large crowd. Even if you are talking to the entire base in your mind, you should think of it as you are talking to just one Airman.
7. Be **professional** and do not discredit yourself or downplay yourself. Act as an expert and knowledgeable about the thing you are talking about.
8. **Volume, Tone, and Pronounce** should be correct for the speech. You do not want to scream indoors or whisper to a large crowd outside. Avoid being monotone, so people don't fall asleep. The best way to avoid being monotone is to be excited about the thing you are talking about.
9. **Avoid** acting in a **conceited** or **antagonistic**. You want to seem like you know what you are talking about. However, if you act overconfident, you will put people off, and they will look deeply into everything you say and look for mistakes.
10. **Relate to your audience** with a joke, riddle, or a quote. Cheesy dad jokes still work. Jokes can backfire, so use with care.
11. Main points **reinforce purpose**. If your main points do not support your purpose, they are bad main points.
12. **Closing** should **reinforce** your **purpose**. When you close, you need to state why you talked to them.
13. **Use humor** that is in good taste, especially if it is at your own expense. However, do not say something that people who outrank you will get upset over or something that can get you reported to EO!
14. **Cite experts** that you have talked to about the subject, if any or quote them from things they have written or said. Also, Always quote or reference your sources. Show that you have done your research by putting the sources on slides or talk about where you got all of your info.
15. **negative, nonverbal body language** can be **seen from a mile away**. You need to act like you want to be there. That you are lucky and happy to be there.
16. **Explain Numbers/Facts** you use. Statistics are probably the most misused and misunderstood type of verbal support. If you are going to use them, you need to *explain their source, and why they apply and why they matter*.
17. **Make eye contact**. It makes it seem like you are confident. Do not read off your paper if possible.

Briefings

Briefings are meant to inform; they are concise and factual.

- 1) enable people to perform a task or some sort of instruction.
- 2) advocate and try to lead listeners to accept a solution. You want to focus on the ABC's for this type of speech.

Accuracy-All of your facts are correct and can be supported with numbers, AFI's data. When thinking of accuracy, treat it like science.

Clarity- how easy it is to understand what you are presenting. Sometimes you have to dumb things down.

Brevity- this is what makes it a briefing, a briefing is brief get to the point and be as direct as possible. Briefings should be brief!

Teaching Lecture

Teaching Lecture is one of the most common in the air force. It is used mostly as a way of instruction. Its primary purpose is to inform on a given subject. You have two types of lectures

1)**Formal**- which is one-sided. Formal is when the teacher does all of the talking. The other more common is informal.

2)**Informal**- this tends to be in smaller groups and allows for much more interaction with the students and the teacher.

Class size matters the most, usually when deciding what type is the best. We have all been to a military event where after the lecture a lot of people kept asking questions, and you just wanted to leave. When giving a lecture to let us say 100 people, you can say something like feel free to come up to me afterward if you have a question, or at the very end, I will answer three questions if there is time and if not you can ask them at the end. You will do yourself a favor and everyone else. People will ask random awful questions that only apply to them or out of nowhere and apply to no one. Also, if your question you are asking the person presenting starts with "what if" its probably a bad question.

Speech

Speech- has three different goals and each with its own type and style.

Entertaining speech- This is to entertain, like a going-away speech or telling a story to your friends. A tip for these is to keep it short and sweet, also if talking about another person, be sure to talk about what makes that person unique.

Persuasive speech- is when you are trying to change someone's minds on a topic. Recruiters use this a lot; in simple terms, you might want to get out of work early, and you need to state your case. It could be something as simple as telling the boss how everyone has been pulling in long hours, and the people need some time to recharge in the case the mission picks back up, and we want to be ready for it. Also, since we are on the topic of asking for time off. **Never ask in front of groups.** Always ask in a one on one setting.

Informative speech- you are not trying to teach, but just pass on some information. This is what most types of speeches take place at commanders calls. To give an excellent informative speech, try to focus on one thing or topic. For example, if you are giving an informative speech to a group of 100 people on drinking and driving. Try to focus on one key thing like how many airman at that base have gotten a dui this year or how people get caught at this base.

There might be a lot of information, but the more you give, the more you drift from one specific topic, the more people will forget. It is very easy to brain dump it all. Another tip to giving better speech's is to do something that makes it stand out from all others. A demonstration, or images, video. **90% of power points suck so** avoid that unless you know what you are doing. Please see the powerpoint section on how to make a good powerpoint if that is the route you want to go.

Speaking Template

Here is a template you can use when talking about something. Also, if your speech has to be timed, you should write times on a notecard on it on what each time you should speak. For example, if you have to give a 20 min speech. This way, you know when to switch to your intro, body, and etc.

Introduction **1-2 Mins**

"Good morning, I'm "Rank Name" briefing on "_____." We are going to cover, "body" and "body".

Transitions

Body- **3-9 Mins**

Transitions

Body- **10-17 Mins**

Transitions

Conclusion - "Thank you for letting for your time and letting me tell you about **18-20 Mins**
" _____ "

Example: Of what I would have on a note card

Introduction **1-2 Mins**

"Good morning, I'm "SSgt Derek Miles and will" briefing on "Tips for test taking." We are going to cover, "what to do before the test" and "what to do during the test".

Transitions-So lets talk about how we prep for a test

Body- Then here explain all the test prepping stuff you want to talk about **3-9 Mins**

Transitions- Now that we covered what to do before lets cover what to do during the test.

Body-Then here I explain what to do during the test. **10-17 Mins**

Transitions-lets summarize what we have covered.

Conclusion - "Thank you for letting for your time and letting me tell you about "Tips for taking tests" **18-20 Mins**

[Memorizing/Decoration/Manuscript Reading/Practice](#)

Memorizing/Manuscript Reading- This is also a good way to practice.

Memorizing/Manuscript Reading is when every word has to be correct as you can. You will have plenty of time to prepare, so use it. The first thing that helps is using a mirror. When practicing using a mirror allows you to see two things. First, your body posturer and eye contact. The second thing it does it shows how much you have your face buried in the thing you are reading. You should look up and scan the room once in a while.

Once you have gotten the mirror down, practice in front of people, your friends, coworkers or family. This way they can give you feed back on how you sound, tempo, and body langue.

Also, if you I recommend you record yourself and play it back. You will be able to hear how you sound. This can allow you to hear where you are weak and where you make mistakes.

Sexual Assault Prevention and Response

Rape, Abuse, & Incest National Network

National Sexual Assault Hotline

1-800-656-HOPE

The National Domestic Violence Hotline

1-800-799-SAFE

<http://www.af.mil/SAPR.aspx>

Above is the official Air Force Answer, and if you have questions or need help, please see that. Bellow is the basic info ALL Airmen need to know. You or one of your Airmen may have an issue, and you need to know this. Below is some basic stuff the Airforce thinks you need to know per their website.

Who is eligible for SAPR support services?

Active duty members, Air Force Reserve and Air National Guard members and their dependents 18 and older who are eligible for treatment in the military health system, and Air Force civilian (appropriated and non-appropriated) employees. SAPR provides support for adult sexual assault victims when the perpetrator is someone other than the victim's spouse or same sex domestic partner.

The Family Advocacy Program manages sexual assault allegations when the alleged offender is the partner in context of a spousal relationship, same sex domestic partnership, unmarried intimate partner relationship or military dependents who are 17 years of age and younger

What do SARCs do?

The SARC serves as the installation's primary point of contact for integrating and coordinating sexual assault victim care services for eligible recipients. Services may begin at the initial report of sexual assault and continue through disposition and resolution of issues related to the victim's health and well-being. The SARC reports directly to the installation wing commander (or equivalent) or installation vice wing

commander, executing the Air Force's Sexual Assault Prevention and Response program at the installation level. SARCs assist unit commanders as necessary to ensure victims of sexual assault receive appropriate and responsive care.

How can I contact my SARC?

Option 1: Visit the DoD Safe Helpline (<https://safehelpline.org/search.cfm>) and locate the SARC closest to your location.

Option 2: Call your base operator and obtain the phone number for your base SARC.

Option 3: Contact the DoD Safe Helpline at 877-995-5247.

Who do I contact for support if I'm deployed to a small forward operating base with no SARC?

Contact the SARC located nearest to you. If you're unsure where the nearest SARC is, visit the DoD Safe Helpline website (<https://safehelpline.org/search.cfm>) or call 877-995-5247. The nearest SARC will be able to assist you and assign a volunteer victim advocate at your location if one is available.

Can my restricted report be made unrestricted by someone else?

Your report will remain restricted and confidential. However, if another individual reports your assault to their chain of command or law enforcement, an investigation will be initiated if the case falls under the jurisdiction of the Air Force Office of Special Investigations.

Can I report a sexual assault that happened prior to my military service, on TDY or on leave?

Yes, your SARC will take your report of sexual assault regardless of when or where the assault occurred. If you choose to make your report unrestricted, the SARC will help notify the appropriate law enforcement officials.

Can I report a sexual assault to a SARC from another service or base?

Yes, with the exception of Air Force civilian employees. If you are eligible for SAPR support services, then you can file a report with any DoD SARC regardless of location. However, Air Force civilian employees are

currently the only Department of Defense civilian employees eligible for SAPR services, and can only receive SAPR services from Air Force SARCs and SAPR victim advocates.

How do I know my information will be protected if I make a restricted report?

SARCs and SAPR victim advocates are responsible by law and Department of Defense and Air Force Instructions to protect the confidentiality of both restricted and unrestricted reports. SAPR personnel who violate confidentiality rules are subject to the full range of disciplinary action ranging from administrative action to court-martial, depending on the status of the individual in question and the nature of the violation.

How to reporting to a SARC, a SAPR victim advocate or a volunteer victim advocate?

All three are nationally certified to support victims of sexual assault, can take both restricted and unrestricted reports of sexual assault and have confidentiality under military regulations. All can provide exceptional care and support for victims, SARCs, and full-time SAPR victim advocates also have additional administrative and managerial duties.

After OSI investigation starts they have timeline goals they try to hit. The investigation tries to have the report done by around 75 days but they can take longer or shorter. This can be a very stressful time for members who just want it complete quickly.

[Taking care of yourself and others](#)

So this guide will focus on what you should do to take care of yourself and then take care of others.

How to take care of yourself is complicated. I will be covering adult topics and things that might trigger people from past trauma, so if you are not okay with talking about sex, rape, and assault, you may want to skip this section. Now even if you take these steps, you can be assaulted, and it is not your fault in any way. However, I will be covering things to help lower your chances of something happening.

1) When you got out, drinking have a plan. Having a plan is beaten to death, but it works. With your plan, you also should tell people your plan. The more people that know your plan, the better.

- 2) Most assaults happen with people you know. Just because you think you know someone does not mean something could not happen.
- 3) I would love to live in a world where you can be alone and be safe, but that is not true. Larger groups are safer than smaller groups. The worst is one on one; they can turn into he said she said. That does not mean you can't be alone.
- 4) Be assertive and try to take control of the situation. This can be difficult but also do not put yourself in more danger, but people who commit these assaults are cowards. So a loud and assertive “No” can help keep you safe.
- 5) In your plan, sometimes it useful to have someone check in on you. An example, I might go out and say I will txt you when I get home safe or at 1am. This way, at 1am I might need to be picked up because I am losing track of time and might make bad choices. By bad choices I don't mean drinking and driving that is beyond bad. That is a criminal choice.

<https://www.rand.org/search.html?query=Sexual%20Assault%20and%20Sexual%20Harassment%20in%20the%20U.S.%20Military>

Above is a good read if you get some time.

<https://www.sapr.mil/>

Sexual assault is intentional sexual contact characterized by the use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. This SAPR-specific definition includes a broad category of sexual offenses consisting of the following UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), or attempts to commit these acts,” according to DoDD 6495.01, Sexual Assault Prevention and Response (SAPR) Program, incorporating change 20 January 2015.

“Consent is a freely given agreement to the conduct at issue by a competent person. An expression of lack of consent through words or conduct means there is no consent. Lack of verbal or physical resistance or submission resulting from the use of force, threat of force, or placing another person in fear does not constitute consent. A current or previous dating or social or sexual relationship by itself or the manner of dress of the person involved with the accused in the conduct at issue shall not constitute consent. A sleeping, unconscious, or incompetent person cannot consent,” per DoDD 6495.1.4

Dress and Appearance

Uniforms- Are the first thing people see and should be how you see yourself. Also, in this section is your hair. An Airman's hair almost matters more than the uniform. Keep your hair professional at all times. Keep your uniform not faded, torn, or just looking like garbage. Also, always make sure you can fit into your Blues. If your Blues are too small, you need to lose some weight, and if you can't fit into your service coat, get it tailored to fit. One should also own at least two pairs of ABU tops that have their correct rank, name,

and badge on it at all times. If you do not go to the Airman's attic of but a brand new one and get your name, rank, and badge put on as soon as possible.

https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2903/afi36-2903.pdf

The image of a disciplined and committed Airman is incompatible with the extreme, the unusual, and the fad. Every Airman has a responsibility to maintain an “acceptable military image,” as well as the right, within limits, to express individuality through his or her appearance.

Hair Younger Airmen mess this up the most. That little taste of freedom Airmen get once they can get their hair cut how they want. However, there is what the military wants, and that overrides what the Airmen want. Do not dye your hair, and if you need too read the reg and ask others before you do it. Hair is not the thing you want to stand out for. Also, using lots of gel to make your hair in regs makes you look like garbage or a dirtbag Airman.

Mess Dress if you are going to stay in the military you should buy one. The sooner you purchase it, the better. Some people will tell you that you don't need to buy one and they are wrong. Perception matters, and anyone who says others wise is wrong. Now you do not need to buy one if you have not reenlisted and are 100% sure the military is not for you. However, you will wear it a lot more than you think and the soner you buy it the more use you will get out of it.

Teaching and Training

image
attribution
fractus
learning

What
level of



knowledge is needed for the job or task? Is it a simple task, essential and how much time do we have to devote to this task or job? The levels of knowledge range from knowledge all the way to evaluation.

For example, I do not need a subject matter expert on how to mop a floor.

Student and Teacher

At its base level, students are the core of all learning. Teachers help facilitate and can speed up the process. However, a teacher is not needed to learn.

The responsibility of the student is to learn. If you are the student and cannot grasp the knowledge of the subject, it is in your best interest to find an understanding by researching or seeking help. One common mistake made by students is that they will not ask questions due to wanting to move on to the next task or fear of appearing unintelligent. Ask questions and then explain it back in your own words. As the student

almost all answers are written someone, the more you are able to teach yourself, the better you will be. I will never know everything, but I have the skills and know-how to find the answer in a timely manner. That is a skill that comes with looking things up, using google, asking mentors, and, most of all reading.

Teaching is a difficult task due to no two students will be the same. You have to know if your teaching pace is too fast or too slow. A common pitfall is assuming the student knows what you are talking about. The best way to avoid/correct this is by explaining a concept and asking the student to describe it in their own words. From there, the teacher should be able to gauge if the student understands. Also, follow up is key to make sure what was taught stuck. For example, you might teach someone something but you should ask them again in a week, month, or whenever to see if it was put to long term memory. The more important it was, the sooner or more often you should ask. That is why tests are used in college to gauge how much was put to long term memory.

Whole Person & Whole Airman

The term Whole Person means different things to different people. People throw that around and miss the point. See the chapter on Balance for more info on what being a whole person is from my point of view. When people in the military talk about being a whole person, they mean things that help the Air Force in a roundabout way. The two biggest things will be education and volunteering. Each one helps the Air Force differently.

Volunteering

Volunteering is great for the Air Force because it creates a positive public image for the organization. The image is critical because how people feel about the military affects the public and who is voted into office, which in turn affects funding. When the general public loves the military, the military budget grows. Second, it improves how the local community views the host installation. Military bases can add a lot of negatives, DUI's, rapes, loud planes, gunfire, and many other things that drive down home values. So volunteering allows the local populace to overlook the negatives and gives lots of positives. This positive image is extra important overseas when America is a guest in their nation.

Volunteering allows for younger Airmen to lead things that do not hurt the mission. If a bake sale or car wash fails, no one dies, and the mission is not damaged. Volunteering allows young leaders to improve their leadership skills in a “safe” environment.

Not all volunteering is made equal. The Air Force ranks volunteering by what best helps itself. For example, a bake sale for the booster club might raise some money and boost the morale of the unit. That has a small impact on the Air Force, but something like painting a homeless shelter has a far more significant impact on how people see the Air Force. They both might take the same amount of work too. That is why I think in the Air Force, there are two types of volunteering. Type 1 volunteering because you like the cause. Type 2 because it will help yourself. Different volunteering can be both type 1 and type 2 as well. For example, the painting of the homeless shelter might be something that you enjoy, and it is going to help your career.

The more people it affects, the better the bullet. For example, doing something that affects 100 people is better than something that affects just 2. Numbers and dollar amounts matter here, just like standard bullets. I know a lot of Airmen and NCO's that have no idea what they can do. Every local area is different, but I will put some ideas here below for you. The best thing to do is google what is in your area. Here are some ones you can do and that

I have done. Here are some places that usually look for volunteers. You should try to get their name and phone number. Also, below is a number from 1-10; the higher the number, the better the bullet tends to be. Until you call these places to see if they need help painting, building something, or whatever. I also added in red below how much time it takes for each thing typically 1-10. Depending on what you are doing can vary how long it takes to complete it. The time is not in hours but effort and time. Again, this is just a rough guess on time and impact.

Feel free to use this as a guide and fill out poc's and phone numbers. You can then give this to your Airmen to find things they can lead in their local area.

Homeless shelters 5 2-3 POC _____ Phone _____

Women Shelters 6 2-3 POC _____ Phone _____

Domestic Violence centers 8 2-6 POC _____ Phone _____

Orphanages 9 2-4 POC _____ Phone _____

Food Banks 4 2-3 POC _____ Phone _____

Habit for humanity 6 4-6 POC _____ Phone _____

Local business association 6 1-3 POC _____ Phone _____

School Sport Teams 3 5-8 POC _____ Phone _____

Girl/boy scouts 3 1-8 POC _____ Phone _____

YMCA 5 2-3 POC _____ Phone _____

Red Cross 9 1-9 POC _____ Phone _____

Volunteer Firefighter 10 8-10 POC _____ Phone _____

Volunteer EMS 10 8-10 POC _____ Phone _____

Prisons 10 1-2- teach a class about goals or self discipline, etc this one is good for SNCOs
POC _____ Phone _____

Old folks homes 6 1-2 - They have lots of vets so set something up like just a lunch with them or something in uniform POC _____ Phone _____

VA 6 1-3 POC _____ Phone _____

Animal Shelters 1 1-2 POC _____ Phone _____

Local Park Clean up 1 1-2 POC _____ Phone _____

Professional Org examples booster club, airmans council, dorm council, 5/6, FTAC etc how it is viewed depends on your rank, and position in the org 3-10 5-8

POC _____ Phone _____

AirForce Ball 8-9 5 POC _____ Phone _____

Also, look at winning award packages of your, unit, squadron, base, and see what the winners are doing and do that. Even call the winners and ask to join them when they do things. Find things you like, and it will be fun. You also can create your own.

Education

Education is also excellent for the Air Force because the more training and knowledge we have, the better we are. Not all education is made equal. Education is hard to compare, but I will try to do my best to give a rough view of how most of the Air Force sees it. What rank you are when you earn different education can also be a factor. An Airmen getting a CCAF is a good job, but as an NCO it is just okay. See the chapter on education for more information.

CBTS < 1hr Professional development courses < 8hr-Wk long courses < classes or CLEPS/DANTES toward your CCAF < Earning some certification < Earning some certification using AF cool < Completing your CCAF < completing your bachelors < Masters < Doctorate.

The Air Force wants you to do both, and sometimes it can be difficult if you already have some education. Having completed education might be why you might have to work harder because you have education already.

How to Communicate

Communication is 50% the responsibility of the sender and 50% of the receiver. Regardless if you are speaking to someone in person, email, written guidance, or just body language. Below are some things you can do to improve your communication skills. The section below is broken up into the sender and the receiver.

Sender

Many people think it is the receiver's fault for not understanding what was said, but 50% of the blame rests with the receiver. When giving information to another human being, we have to think about how we craft and deliver that information. The chain of command is an excellent example of how we all can communicate better in terms of the military. When leaders pass information down, and it goes from person to person by the time it gets to the lowest level, the message can be distorted or not even arrive.

1. When communicating, **give multiple forms of communication**, if possible. For example, I might explain something to someone over the phone and then follow it up with an email. This way, they have something they can reference, and some people learn better with reading than spoken or the other way around. So common examples of types of communication are emails, in-person conversations, over the phone, email, pictures, power points, briefings, and body language.

2. Knowing your audience should set three things, the three T's "**Tone, Technical, Time.**"

The **Tone** should let people know about other people's feelings. For example, you might want to convey that you are upset with someone. You do not want them to think you hate them, however. You need a tone and word choice that reflects that you are upset but that you don't hate them. The volume, word choice, and body language are what sets your tone. If you are unsure, talk into a mirror or give your communication to an unbiased third party.

Technical is how much higher-level information is given. You need to know what your audience level of knowledge is. I would explain how Radar works differently to a first-grade class than a Ph.D. student. When you give information that is too easy, the receiver can think you think they are stupid or just zone out and miss critical details. Also, if the information is too technical, you will lose the receiver as well.

Time, keep it short and sweet. Nothing is more painful than having to listen to someone who is taking too long. You need to think about how long it should take to pass the information on and just get to the point. Many senior leaders just like to hear themselves talk and just "let me piggyback off that." Think about what people are doing after. For example, if it's a Friday, they might just want to go home, or maybe they want to stay. Also, when planning time, you should give people an idea of how long it will take. For example, if it is going to take hours to explain something very technical, you should let your receiver know that. If it takes hours, you should try to add breaks in between, so it does not feel like one very long communication.

3. If time allows asking a **receiver to explain** the communicated message back to you. Having the receiver explain it back will enable you to see if they understand and explain more if possible. Additionally, the receiver becomes the sender and will put their take on the message, which means anyone else listening will get two different styles of the same message.

4. **Reminders** are fundamental to it becoming long term memory. If your communication is something they need to know for longer than a day, you need to tell them more than once. People forget things, and even if they must remember, you need to say to them more than once. The more critical, the more times you need to tell them.

5. **Body language** and a **positive attitude** go a long way. When you are talking even over the phone, your posture and body language can be heard. By having a good posture and an upbeat attitude, people will be more likely to listen to you.

6. **Explain why** the information you are giving to the receiver is essential. If you can not explain why the receiver should care, the receiver will tune you out. You should explain how the information you are giving can impact the receiver. The information has to tie into the receiver's wants or goals. How does the information help the receiver?

7. The **intentional awkward pause**. The pause is something that should be used when talking to people, and they can ask questions. A 3-second break might feel uncomfortable, but it allows receivers to ask questions. Part of being a decent sender is being able to be a good listener. If the communication is over email or one way, you can add an option for feedback by email. Adding the option allows the receiver to join in the conversation.

Receiver

1. **Pay attention**, put away the phone, computer, and stop the side conversation with your friend.

2. Ask **relevant questions**. The best one being "what do you mean exactly" or "could you elaborate about. " Try to avoid asking, "what if questions." A better-framed question is "what then." Finally, don't waste the group's time by asking a unique problem that only applies to you. Save that question for after.

3. Try to **understand the intent** of the information. It is hard to remember facts, numbers, and such. Try to focus on what actions the sender wants from you.

4. Have a good **body posture**. The body posture shows people what you are feeling. Your body language can be easy to control but hard for the person making the body posture to notice. This means you might have rolled your eyes and not even realized it. You should think about how you are facing someone, are you trying to convey respect, anger, or maybe sympathy, and finally, what are your eyes doing? Your eyes show people that you are focused on the sender.

5. If unsure, **ask a third party**. If you are unsure about anything with the message, you can ask a third party. You could be uncertain about the intent, the policy, or if you miss understood someone's tone.

6. **Write things down**. If needed, write things down because it allows you to reference it later. This is useful if you will need details or information later.

How to improve our communication Skills

1. Read the Chapter on Blind Spots. Always ask for feedback on how you are doing.

2. Speak in front of people; you can do this by reading decorations at ceremonies, being a SAPR or resiliency trainer, talk to an ALS, or NCOA take a TOAST master class on public speaking, give briefings to your work center. Finally, you could volunteer with kids since it can be challenging to explain things to them.

3. When possible, you need to work out and eat with Airmen. The more you work out and eat with Airmen, the better bonds you will form. The better bonds you form, the easier it will be to talk to them about things.
4. Building a relationship of trust and respect. If someone does not trust you or respect you, they will not be effective. The only way to build trust is, to be honest about your feelings and open about what you are thinking. Also, it would be best if you told people why you respect them. Also, your actions will speak louder than words. For example, let's say you said "everyone gets a half-day," then you make them work a full day. You will lose the trust of your people.
5. Being well-rested, and well feed can help communication. When you are tired, hungry, or whatever, it is harder to communicate effectively. Humans have bodies, and if you are not 100%, it can make it harder to communicate. If needed, push to a better time when most people are physically ready.
6. Praise people often and be specific about why you are praising them. People want to talk with people that make them feel good.
7. Building an environment that people can speak freely regardless of rank. The best way to do this is to talk about your life and ask about it in their lives. Sharing your life can build a bond with Airmen. See the chapter on knowing your wingman.
8. Low-High Priority communication, whether it is essential or routine information, is critical for the member. If it is a high priority, it should be face-to-face and 1-2 other methods.

Part 2 Tool Kit

Part 2 of the book consists primarily of precise tools and information to assist an airman—more of a situational or as-needed basis.

Airman Comprehensive Assessment

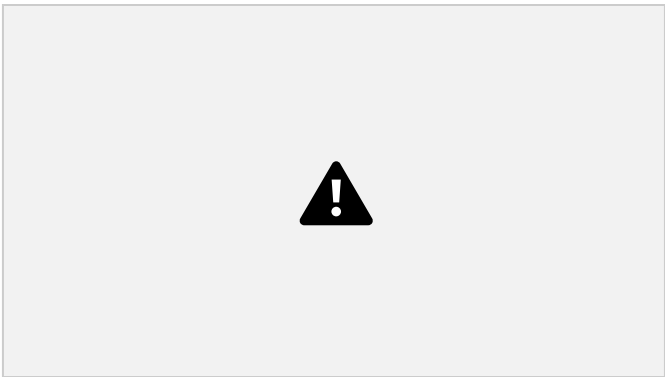
1. You should know when your ACA is due.
2. You should know when your ACA is due for your Airman.
3. If this the only time you have a sit down with your Airman or your direct supervisor, you are wrong. It can be something as simple as going out to lunch. You need to sit and talk with them one on one. If you are TDY, leave, deployed, or other reasons, you still need to speak one on one with your Airman. You can call and just talk with them.

The ACA is a form and nothing more and nothing less. You get what you put into it. You need to spend time getting to know your Airman. Let them know your wants and priorities for them as an Airman. They should know where they can improve and what they are doing well. Just like goals, your wants for them need to be SMARTER. See the SMARTER chapter on setting goals.

During your ACA, you should go over their PT history, surf, the last 5 EPRs, benefits fact sheet, and what their current and future job in the Airforce is and what they should try to reach for career-wise.

Airman 101 Checklist 1.5

- AIR FORCE HANDBOOK 1 (PDG)
- Air Force AFI 1-1
- Assignments AFI 36-2110
- Awards and Decorations AFI 36-2803
- Dress and Appearance AFI 36-2903
- Enlisted Handbook AFI 36-2618
- Leave AFI 36-3003
- Promotion/EPR's AFI 36-2406
- Promotions/Demotions AFI 36-2502
- Protocol 34-1201
- PT AFI 36-2905
- Reenlistments 36-2606
- Safety AFMAN 91-203
- Tongue and Quill AFH 33-337
- Training AFI 36-2201
- Your AFSC AFI _____
- PT Due Date _____
- EPR Due Date _____
- ACA Due Date _____
- Dec Due Date _____
- BTZ Due Date _____
- Todays Date _____
- Total Score _____/20 _____



This is great as a supporting document for the ACA or just to check yourself or another Airman. You can fill out a copy and your mentor can, or supervisor can fill out a copy and you can see blind spots. Expectations between each supervisor and Commander are different and this is just a general guide. On the left of the first page are the most important AFIs/regs. Also a lot of Airmen and supervisors don't know when their or their subordinates PT,BTZ, DEC, EPR,ACA are due, so fill it out. You can print this 4 page document out and leave it on your desk so you can see where you need to focus and what you need to improve on. Also have the important regs/AFI's is handy. The steps below are how to fill out the three pages, **Primary duties**, **Secondary duties**, and **Whole Airman**.

You fill out each row by either picking one, multiple and averaging out, picking the lowest or picking the highest. Each row should have a score or will be NA because they do not apply. Use your best judgment when picking if it applies or where you are at. For example in Whole Airman attitude you could have this. You can even pick half numbers if you are in the middle between two different ones.

Average out all of your scores that are applicable for "Primary Duties". Then average out "Secondary", and then "Whole Airman."

Then total up each category together (Primary (0-10) + Secondary (0-5) + Whole Airman out of (0-5).

Then you can see out of 0/20 through 20/20 where you are at and where you need to focus to improve.

You can also give it to your peers or supervisor to see where they think you need to improve. This is a great way to find blind spots.

No Airman should ever be a perfect 20 or complete failure 0. We all do something right and all can improve on something. Also, higher ranking Airman normally have higher total scores than lower ranks.

Primary Duties

Task	Needs improvement	Average	Excellent	Scores
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Primary Duties Pick 1	You can't do your job at all =0 You can't do most of your job =2 You can't do your job without help =4	You can do your job with minimum supervision = 6	You can do your job with no supervision =8 You are the one picked over others to lead work teams or work projects =10	
Training Pick 1 <i>If applicable</i>	Not finishing On-Time =4	Finishing on time or a little early=6	Finishing 50% early =8 Led trainer of Airman =10	
CDC's testing Pick Lowest <i>If applicable</i>	Failed CDC TEST=0 Not finishing on time over 3 months overdue but passed =4	Finishing on time and passing=6	Finishing 20-30% early=8 Getting 90 or above =12	
Leadership/ Responsibility 0-10, in your opinion, based on those questions. Most people rate themselves too high here.	This one is hard to quantify. However, compared to your peers, how much more responsibilities do you have? Are you the shift lead? How many Airmen do you supervise? Squadron or wing additional duties? What is the scope of the projects you lead? Does your duty title help you stand out i.e NCOIC, Training Manager, Section Chief. How do you mentor Airman are you are leading professional development classes? 0-10			
One Rank above you Pick 1	You cannot replace the person above you at all =2 You could replace and do about 30% as well as the person above you=4	You could replace and do about 60% as well as the person above you =6	You could replace and do as well as the person above you =8 You could replace and do better all of the work of the person above you =10	
Additional Job Training Pick Highest		Does no extra classes, courses to better ones skill set for their AFSC=6	Completes a class or CERT that better helps a little you in your primary Job = 8 Completes a class or CERT that better helps a lot in your primary Job = 10	
Total Performance In Primary Job	Put the average in that BOX ☐			/10

Secondary Duties

Task	Needs improvement	Average	Excellent	Scores
------	-------------------	---------	-----------	--------

PT Average out	Has a 99 or 100 and does not help others pass PT=0 Failing 2 or more PT tests within a year=0 Failing one PT test within a year =1	Passing PT test below a 90 =3	Above a 90 =4 Helping others pass and also has a 90 or better =5 Has a 99 or 100 and helps others pass=6	
Additional duties Pick one	Your program is a joke compared to others with the same program =1 Has many things wrong with no fix actions =2	Working to fix things and has a plan with timelines =3	Knows AFI, and program well and can pass any inspection=4 Does things better than the AFI or benchmarked, and knows finer details about the program=5	
Journal Documentation Pick one Do you keep a journal or something like that? Not counting emails	Never writes down what you do=1 Once a month or quarter, you write down what you did for that month or quarter =2	Once a week, you write down what you did for that week=3	Every other day you write down what you did =4 Daily you write down what you did =5	
Peers, where do you fall overall compared to them? Pick one	You are in the bottom 10%=1 Bottom 11-30%=2	31-70%=3	71-89%=4 90-100%=5	
Review/Feedback Pick highest Tip to get better at this one you need constant feedback from everyone, you must ask for it all the time.	You have never gotten an initial ACA, and you never asked for one =0 You asked for an initial ACA and never got one=1 You have never gotten a midterm ACA, and you never asked for one =0 You asked for a midterm ACA and never got one=1 You do just the ACA =2	You have asked only your peers or only your subordinates how you are doing in the last 3 months and how you can do better and did the ACA=3	You have only asked your military mentor or boss and peers how you are doing in the last 3 months and how can you do better and did the ACA=4 You have asked your boss, peers, mentor, and subordinates how you are doing and how you can do better in the last 3 months and did the ACA=5	
Total Performance In Secondary Job	Put the average in that BOX ☐ Average out all the scores that apply			/5

Whole Airman

Task	Needs improvement	Average	Excellent	Scores
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Attitude Average Out	Showing up late with calling more than once in three months =1 Show up late once in three months without calling =2 You talk back or are rude =2 You get into yelling matches with people =1 You make your team less motivated=1	Showing up on time =3	Showing up earlier than 15 mins three days out of the week every week =4 Being the last one to leave on your shift =5 You give presentations or briefings when leadership visits= 4 or 5 You make your team extremely motivated =4 or 5	
Education Pick Highest that you have earned in the last 12 months	Has never done anything in 24 months =1 Has done nothing in the last 12 months =2	One CLEP/DANTES =3.5 One or more PME class = 3	Two or more CLEP/DANTES =4 Some kind of certification =4 Getting your CCAF =5 Bachelors Classes =6 Masters Classes =7	
Cleaning Your house/Dorm Average out	Biohazard = 0 Food or garbage laying out = 1 Looks like a mess =2	Barely dirty or clean =3	Super clean place =4 You help people move, or work on projects at their house =5	
Volunteering Pick highest	Not doing anything =1 Set up tear down/MC/Proffer= 2	Doing a few minor things cookouts, bake sales, car washes, etc =3	Leading something =4 Creating something =5 Honor guard =5 Professional org depending on position = 4 or 5	
Appearance Average out	Hair out of regs =1 Hair looks like garbage but in regs =2 Uniform is too tight, or you look fat in it =1 Uniform looks like garbage/out of regs=1 Worn or very faded =2 Look chubby in uniform =2 Has to be told you smell more than once in the last three months=1	Normal hair cut most of the time =3 Looks like a healthy weight in uniform =3 Uniform looks slightly worn =3	Males get a hair cut every other week = 4 Female hairs always looks professional= 4 Looks very fit in uniform=4 New uniform less than 2 years old=4 New uniform less than 1-year-old =5 Owns a mess dress =5	
Mistakes Pick the lowest that is in your record	Article 15=0 LOR=1 More than 1 LOC =2	1 LOC or Less =3	No paperwork at all=4 Helps other airmen improve after getting paperwork =5	
Goals Pick Highest Short goals- 0-1 month Medium goals- 1-6 months Long goals- 6-12 months	No Goals=1 Has just one goal a short, a medium, or long =2	Has two of three a short, a medium, and a long term goals =3	Has all of three a short, a medium, and a long term goals =4 Has all of three short, medium, and long term goals and tells most people about them =5	
Total Performance In Secondary Job	Put the average in that BOX ☐ Average out all the scores that apply			/5

Put Any notes here:

Airman polish

Everything else in this book is the basics. It is your rough cut of the diamond. It gets most of the shape of a great Airman. However, even a gem can look dirty without a little polish. These are things that small but can make you shine a bit brighter.

The past and traditions heavily influence the military. Many young Airmen do not know of the heritage that they are stepping into. An excellent place to start with some polish is reading about history. To see where you are going, you have to know where you have been.

History and Current Events Sources

Morning Report (<https://cs.eis.af.mil/afpa/AFStory/default.aspx>). This link does chance so you might need to google it or find it on the portal. The Morning Report is produced by the Secretary of the Air Force Office of Public Affairs. Access requires a dot.mil connection and secure login. Once logged in, click on the “Links Version” banner for the current Morning Report. This is one of the best ones in the whole list.

Example, Airman Snuffy

YouTube. Crash Course World History #1

<http://besthistorysites.net/military-history/>

Air Force Historical Research Agency (AFHRA) (<http://www.afhra.af.mil/>). This agency’s holdings consist of over 70,000,000 pages devoted to the history of the United States Air Force. Contact information is listed on the AFHRA home page above.

Air University (AU) Press (<https://www.airuniversity.af.edu/AUPress/>) The AU Press publication program is designed primarily to help warfighters and policymakers understand and apply air, space, and cyber power in peacetime and conflict. AU Press publishes books, monographs, and research papers by military authors and civilian scholars.

Air War College (AWC) Gateway to Internet Resources

(<https://www.airuniversity.af.edu/AWC/>) This site includes documents and links organized for topics across the breadth of military and national security issues and resources.

<https://www.defense.gov/Engage/Quiz/Article/1929448/unleash-your-inner-airman-test-your-air-force-history-knowledge/>

Civilian News

Another polish that makes you shine better is current events. All good American citizens should be up to date on what is going on in the world. You should read the news at least weekly. This makes you a better Airman and a better citizen.

BBC news

Guardian news

Awards and Bullet Magic

Story: I did not win BTZ because I did not understand what the Air Force wanted. I thought the Air Force wanted the best radar tech in the world. So I spent much of my time learning and bettering my skillset. I did volunteer, but nothing crazy. However, even with exceptional technical skills, I did miss one of the critical parts of winning awards, standing out from everyone else. Volunteering or education is one of the easiest ways to stand out and make a name for yourself. I wish I knew how to volunteer as I do now. I think it is impossible to be perfect in everything work, volunteer, and education. You should strive for balance. For example, if you have 24 hours a day, how are you going to spend them? Simple math here, 10 at work, 8 sleeping 1 Pt, which leaves about 5 hours a day and 25 a week to do what you want. I try to spend 1-2 hours of that 25 hours, making myself stand out doing something. I now spend an extra hour every day Monday-Friday working extra hours. This way I put in 3-5 extra hours every week compared to my peers. So by the end of the year, I end up working 4hrs per week x 50 weeks = 200hrs/25 days more than my peers. I spend that time bettering my skill set with my Primary job. Then once I stand out and I become to the go-to with my main job, I then branch out and better myself with education and volunteering.

Being the Airman who could to win

It's not about winning but having the chance to win. Even if you don't win an award, just being put up for one means you are doing what you need to do. There are some simple concepts you need to think about while you are working.

- 1) *Am I working hard and producing something?* You should be working hard, smart, and at least as good as your peers. However, one of the most important parts of hard work is having the right attitude about what you are working towards. You can be the worst bullet writer in the world and be the best Airman in the Air Force if you work hard enough and produce. You can control your attitude, and that will get you further in life.
- 2) *Goals*, you need to be working toward something. Examples would be a work project, uptime rates, number of gate checks, something that has success or failure, and that can be measured or tracked. If it can not be quantified it does not matter as much.

- 3) *Building the Team*, even though most awards are individual awards, no one person can do it all. That means helping your peers win awards by motivating them to work hard and helping them set and reach goals as well. Even submitting them for packages can help build the team.
- 4) *Meeting the Standard*, if you are failing PT, showing up late to work, or have a bad attitude, etc. Those things are easily noticed and will put you out of the running. Even if you make a mistake, it's okay as long as it's not a trend. However, after a mistake, you have to work even harder to change people's minds about you and your error. For example, you got a LOC for being late. For the rest of the year, you should make it a point of pride to be the first one every day for 6 months.

Knowing When & What Awards are due

Every Airman should know when their BTZ board, quarterly awards, and annual awards are due for themselves and their coworkers. Having a calendar helps significantly with this. Using the calendar below, you should have two education, volunteering done the first two months of each quarter. It is easy to overlook the "whole airman" stuff and not be able to be submitted for an award because you didn't do something. Also, by the end of the year, you should have at least 8-10 whole airman bullets. I have attached a calendar that you can use to fill in the stuff you do. Also, you might win a quarterly package because you are the only one who did something.

*The whole airman concept can be difficult for a lot of airmen. **Assisting<leading<creating** is the order you want to think about things. For example, you were a big brother, or even better you managed the big brother program is even better. Finally, you created the big brother program for the base.*

on- and off-duty education- Go to the education center and ask around; they will help you with this one. AF COOL, certifications and other training that can tie into the mission are all big wins. Also, there is a chapter here about education.

Professional organizations- These clubs can have drama be warned; however, you can make new friends from other work centers, which can be helpful.

Volunteerism- Reach out to schools, become a big brother, help for events run by the city, help food banks, blood drives, and so many more. Find someone who likes to volunteer and help them to find out what you can do. See the Whole person chapter and volunteering chapter.

Print this or put one on a whiteboard. In the first two months, you should strive to get your two whole Airman bullets done. This way, you have time to work on them before the packages are due. Also, write in when your ACA and EPRs are due.

January	February	March- quarterly due _____
April	May	June - quarterly due _____
July	August	September- quarterly due ____
October	November	December – quarterly ____ Annual due _____

How the Air Force Sees You.

How the air force sees you. When applying for specific positions or even high-level awards, this is how the Air Force will see you. If you have problems with your records, you need to fix them as soon as possible. It can time to correct things, and the process of adjusting them

is prolonged. Also, if your records have a HUGE mistake or you were punished unfairly, you might need to look into the boards or corrections.

A) Bio

If you do not have a Bio you should make one. A Bio might not seem handy at first but will come into play later. It is a summary in your own words of the “Air Force you”. It covers four areas, and each has importance: the picture, narrative, education, and job description.

The official photo is the first thing everyone will see, it forms how they will read everything else about you. So make sure it is a good photo in which your ribbons are correct, and you have a good haircut. If your photo is not amazing, get it re-done. Also, don’t look fat in the face. If you look overweight, you need to lose weight.

The narrative is next, what you have done, and what you do currently in the Air Force. It should highlight why you matter to the Air Force using the best words possible, try to use words from the institutional competencies. For example, if you were a gate guard most of the time. You could just say you guard the gate. However, what you would want to say is that you "Ensures unit, Air Force, joint collation security to \$1.2 Billion installation. You can highlight other things like additional duties or unique roles you have. Examples you could mention that you are a PTL, facility manager, tool monitor, shift lead, and so many more. Just be sure to add why that matters and use big picture writing.

Add what education you have completed, and some Bios will want what significant awards you have won. Major Awards are wing level or higher.

B) SURF

This has some valuable information on it. It is good to check this once a year because it can take a very long time to correct something on it. Think of this as your permanent record.

C) Your EPR's

When sending them, just be sure to attach them in the correct order. Most recent to the oldest is how you should send them. Also, sometimes the computers will not want to attach them. You can correct this by converting them into an image or xps file then using adobe to combine them.

D) Your PT scores.

People will say that you only need to pass, but that is not entirely true. For specific jobs and awards, you have to have a 90 or better. The minimum you should set for yourself is a 90.

Also, if something does happen and you do get a failure, you need to make sure you get 90's from then out. This way, it shows it was a one-time thing and not a trend. Also, being on a waiver is not the same thing. Being hurt can be difficult, but people will look at your scores, and if you always have something waived, it will look bad on you. There is an exception to this. Suppose you have been in for a while, mostly SNCO or even an old tech. With a lot of much time in service, you may have a bad back or something else, and being on a waiver does not look so bad.

E) Your decorations

These can say a lot about you and sometimes more than your EPR. There are some questions that people will think when looking at your records.

1) Do you have decorations at the right times? For example, did you do a short tour and not receive a decoration. This makes you seem like you did something wrong or were terrible. Not having one can be seen as a red flag.

2) What type of decoration did you receive? For example, let's say you were a SNCO and only got an achievement medal. That could also be a red flag for a lot of people. You could have received a commendation medal as an airman. That could be seen as you did a lot of work. Everyone's decorations are different, and if unsure, you should ask your mentor. If you don't have an Air Force mentor, you need to have one.

3) Finally, what is in your decoration? A lot of people say it does not matter, but they are **WRONG**. Your decorations are the only thing that lasts. For example, let's say you were the airman of the year for the entire Air Force. That will go on your EPR and should go on decoration as well. Certain positions will only look at your last 3 EPRs, PT scores, surf, and your decorations. That means whatever is in your decoration stays with you forever. When you get boarded for SNCO ranks they will read what they say. Getting a good board score is a huge deal. That is why you need to make sure whoever is writing your decorations captures your significant achievements and leadership skills.

If you have lots of time, I recommend reading this

https://www.airuniversity.af.edu/Portals/10/AUPress/Books/B_0150_JAREN_BROWN_BAG_LESSONS.PDF. This link will improve your overall writing skills.

Also using

<https://www.wordhippo.com/>

USE THIS it's the best way to find new words

One of the essential parts of a bullet is the first word. That sets the tone for everything else in the bullet. NEVER LIE, but you need to bring it home with that first word.

T

he best writers of our time achieved that status through their ability to paint a picture in the reader's mind with the words they wrote on the page. Obviously you don't have the time to create the great American novel each time you write an EPR. The object, however, is still the same as the novel writer--you want to paint an accurate picture in the mind of the reader, in this case, of the individual considering the record of your ratee. This section is dedicated to helping you do so.

"Words are the most powerful drugs used by mankind." - Rudyard Kipling

ACTION WORDS

The following list of action verbs may be helpful to you when writing your reports. A good Thesaurus will provide additional variations of the words listed below:

Acclaimed Achieved Acquired
Acted Activated Adapted
Advanced Advised Advocated
Affected Affirmed Afforded
Amassed Analyzed Anchored
Applied Appraised Approved
Arranged Asserted Assessed

Assigned

Assisted

Assumed

Assured

Attained

Audited

Augmented

Authored

Averted

Avoided

Awarded

Battled

Bombarded

Bought

Budgeted

Built

Capitalized

Captivated

Captured

Centralized

Chaired

Changed

Clarified

Coached

Combined

Commanded

Compared

Competed

Compiled

Completed

Composed

Computed

Conceived

Conducted

Configured

Confirmed

Conquered

Controlled

Converted

Convinced

Corrected

Correlated

Created

Credited

Cut

Dazzled

Dealt

Debugged

Decided

Deciphered

Decoded

Decreased

Dedicated

Defined

Deflected

Delegated

Deleted

Delivered

Derived

Designed

Detailed

Developed

Devised

Devoted

Directed

Dispersed

Displayed

Distributed

Doubled

Drafted

Edited

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Effectuated	Gained	Leased
Eliminated	Generated	Led
Employed	Granted	Linked
Energized	Grappled	Liquidated
Enforced	Greased	Loaded
Engaged	Guided	Localized
Engineered	Headed	Located
Enhanced	Helped	Managed
Enlarged	Hired	Marketed
Enlisted	Identified	Mastered
Ensured	Illustrated	Maximized
Envisioned	Improved	Mediated
Established	Improvised	Merged
Estimated	Included	Met
Evaluated	Increased	Minimized
Exceeded	Informed	Modified
Excelled	Initiated	Molded
Executed	Inspected	Monitored
Exemplified	Inspired	Motivated
Exercised	Installed	Multiplied
Expanded	Instigated	Navigated
Expedited	Instituted	Networked
Explored	Instructed	Notified
Exported	Insured	Obtained
Extended	Integrated	Officiated
Extracted	Interfaced	Opened
Facilitated	Interpreted	Operated
Fixed	Intervened	Orchestrated
Forecasted	Invented	Ordered
Forestalled	Inverted	Organized
Forged	Involved	Originated
Formed	Issued	Overcame
Fostered	Joined	Oversaw
Founded	Judged	Paced
Furnished	Justified	Perceived
	Launched	

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Performed
Persuaded
Piloted
Pinpointed
Pioneered
Planned
Posted
Precluded
Predicted
Preempted
Prepared
Presented
Presided
Pressed
Prevented
Processed
Procured
Produced
Projected
Promoted Proposed
Protected
Proved
Provided
Published
Purchased
Pursued
Qualified
Quantified
Quickened
Raised
Ran
Recognized
Recreated
Recorded
Recouped

Recovered
Recreated
Recruited
Rectified
Redesigned
Reduced
Reflected
Regulated
Reinforced
Rejected
Related
Released
Relocated
Renewed
Reorganized
Repaired
Reported
Researched
Reshaped
Resolved
Restored
Retained
Retrieved
Revamped
Reviewed
Revised
Revitalized
Saved
Scanned
Scored
Secured
Seized
Selected
Served
Settled

Shaped
Simplified
Skyrocketed
Sold
Solved
Sorted
Sparked
Specified
Stabilized
Staffed
Starred
Stimulated
Streamlined
Strengthened
Strived
Structured
Styled
Submitted
Succeeded
Supervised
Supplied
Supported
Surged
Surpassed
Sustained
Surveyed
Tabulated
Tamed
Taught
Terminated
Tested
Tightened
Traced
Tracked
Traded

--	--	--

Trained
Translated
Underscored
Updated
Upgraded
Used
Utilized
Validated
Verified
Visualized
Voiced
Waived
Weighed
Won
Wrot

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The following is a list of ***“hard-hitting adjectives”*** that have *impact* and *punch*. Again, a good Thesaurus will provide additional word alternatives to further assist you in your writing:

Acclaimed	Dedicated	Immensely
Acute	Deft	Impeccable
Adept	Diligent	Impressive
Adroitly	Distinguished	Infectious
Aggressive	Dramatic	Ingenious
Ambitious	Driving force	Innovative
Asset	Dynamic	Insistent
Assured	Effectual	Instrumental
Astute	Efficient	Intuitive
Bedrock	Electrifying	Judiciously
Benchmark	Elite	Keen
Blistering	Energetic	Key
Bold	Engaging	Keystone
Bright	Enthusiastic	Landmark
Brilliant	Entirely	Linchpin
“Can do”	Exactness	Magnetic
Catalyst	Excellent	Mainstay
Ceaseless	Exemplary	Marked
Centralized	Exemplify	Milestone
Charismatic	Far-reaching	Monumental
Competent	Flawless	Noteworthy
Completely	Focal point	Oriented
Confident	Forceful	Outstanding
Cornerstone	Foremost	Overriding
Cost-effective	“Go getter”	Overwhelming
Creative	Hallmark	Pacesetter
Critical	Hand-picked	Perceptive
Cutting edge	Heart-felt	Pivoted
Decisive	Immeasurably	Poised

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Polished	Superior	Unprecedented
Precise	Systematic	Unrefuted
Premier	Tactful	Unrelenting
Prevailing	Take-charge	Unstinting
Prime	Tenacious	Unstoppable
Prominent	Thorough	Unsurpassed
Quick	Time-critical	Utmost
Recognized	Timely	Utterly
Reliable	Tireless	Valiant
Resourceful	Topmost	Valid
Rock-steady	Top-notch	Versatile
Self-starter	Totally	Viable
Sharp-focused	Turning point	Vigorous
Sound	Typify	Vital
Stellar	Unfailing	Well-timed
Sterling	Unique	Wholly
Stunning	Unmatched	Zeal
Superb	Unparalleled	

VIVID PHRASES

Now that you have a list of action verbs and impact adjectives, let's place some of them together to get some ***"hard-hitting phrases"*** to make your ratee ***"come-to-life"*** for the reader. If you use your imagination, you can expand on this list even more. The majority of these ***"attention getting"*** phrases have been successfully used by other raters throughout the Air Force. Use them to pique the reader's interest. Be careful not to get carried away; there is a fine line between a positive attention getter and statements that are so corny or trite that they alienate board members. The following have been gleaned from actual reports. If a line like one of these

will keep a board member reading your report, consider using it.

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"If you don't know the word---you can't think the thought."

- B. Meuse

Absolutely first-rate

Artfully blended

Barn burner

Best I've ever seen

Brought to life

Catalyst for the ...

Clearly superior

Constantly amazes

Continuously surpasses

Cradle to grave

Critical influence

Diligent efforts

Does it all

Dynamic--makes a
difference

Energized

Epitome of effort

Exemplary performance

Expertly crafted

Extraordinarily capable

Extremely able or capable

Firestarter

Flawlessly performed

Innovativeness

Inspirational leadership

Invaluable contributions

Jump started

Keenly adept

Masterfully orchestrated

Miraculously recovered

My number one

My very best

One of my stars

Outshines peers

Outstanding initiative

Performed brilliantly

Pivotal contributor

Premier leadership

Rapidly mastered

Razor sharp

Hallmark results

Shrewd leadership

Significantly
outperformed

Skillfully engineered

Sole architect

Spearheaded a ...

Steers the ship

Superb assessment

Takes command

The key that unlocked

The obvious choice

There is no better

There is no other

Top-notch performer

Totally dominated

Truly superb

Unbounded potential

Unique expertise

Unsurpassed excellence

Without peer

100 percent accurate

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In addition to the *“attention getters”* above, consider some of the following expanded phrases as lead-in bullets. Again, these have been successfully used on actual EPRs in the past.

- “Member of any all-star team I would ever choose.”
- “#1 pick in first round draft.”
- “If we could clone airmen, we could use this one to make copies for the entire Air Force.”
- “Responsible for cradle-to-grave support.”
- “Give me a few more like her and I could run the world.”

- “The backbone
an elite _____
team.”

- “Keep this
dynamic NCO
blue suit.”

- “Exert every
effort to retain
exceptional
airman.”



of

in a

this

- “Demonstrates unquestionable potential for a promising AF career.”

- “Most talented senior NCO I’ve ever seen come down the pike.”

- “Gangbuster airman by every measure.”

- “Dedicated, hardworking professional--keep his plate full.”

- “Give him the lead and watch his smoke.”

- “Always upfront leading the way.”

- “Must be retained at all costs.”

- “Stands head and shoulders above his peers.”

- “Tailor made for the AF.”

- “In this time of scarce resources, he’s the one I want to plan tomorrow.”

Just as some phrases are “*attention getters*,” other phrases have been used so frequently, or are so vague, they are no more than filler. The emphasis must be on performance and not generalities. As in the “*attention getters*” above, these examples are from actual reports on file.

“one of my best”

“continue to challenge”

“well rounded”

“give him all the hot projects”

“groom for command”

“consummate”

“multi-talented NCOIC”

“tremendously talented airman”

“a hard charger”

“a real go getter”

How to gain a space.



Below the Zone “BTZ”

- 1) You need to know when your package is due or when your Airman's package is due.
- 2) You need to work as you want it, and when asked, you should say you would like to if you are deserving. Do not say no or something like that. You should be humble, but if you say no, you might be worthy, but they don't even put you in. I will repeat this **You should be humble, but if you say no, you might be deserving, but they don't even put you in.**
- 3) Things the board likes to see on packages LEADERSHIP! Anything that involves leading people. Try leading a team or project, taking initiatives, creative solutions, and thinking outside the box. The board wants to see if the airmen are already performing at the level of the next rank, or two. The bullets should read like that of a seasoned SRA or dare I say... Junior SSgt! Being a rope in tech school, honor guard, dorm council, AFSA, CCAF, bachelor's degree, Airman's council, and 90 or better on CDC's are also excellent bullets because they show how you are leading or beating your peers. Again, uniqueness goes a long way, so do different things. Airman's attic and Airmen against drunk driving are bland and used all the time.
- 4) Finally, learn your job, so people you work with want to put you in.

BOARD 101

If you have time, you should practice. The best way to do this is to get people who have been on boards and do MOC boards. The more MOC boards you do, the better you will get at it. Let them give you feedback and improve. Also, some questions below that get asked a lot and you should have a memorized or close to memorized answer too. Also, if you can not answer a question, explain part of it but be upfront. Like if they asked you “what is the maximum length for mens hair?” and you do not know. You can say “I do not know and will look it up. However, dress and appearance is the foundation of military image, and using the AFI as a guide, I would ensure discipline with myself and my unit to ensure uniformity.” You are still displaying knowledge but and getting like partial credit.

What is the most important leadership quality? Honesty is the correct answer to that one.

If you could change anything in the Air Force, what would it be? Explain why that change would help Airmen.

If you were to receive the stripe right now and walk out with it, what would you do? Explain how you would help Airmen with it, and how you are already doing it without the stripe right now.

Name a current even and how it affects the Air force?

Name an air force medal of honor winner? What did they do, and why did you pick them?

Define Leadership? The correct answer is

Leadership is the ability or art of influencing and directing people to complete or accomplish the mission,

You also should be able to recite the Airman's Creed and or the Air Force song.

How to Meet a Board

As the saying goes, “First impressions are lasting impressions.” All boards allow points for dress, appearance, and military bearing. If you study and master the tips below, you will greatly increase your chances for success.

PREPARATION

1) Write down your goals, aspirations, and extracurricular activities. Example: “I have just finished my career development course and am awaiting my 5-skill level. I am enrolled in the Community College of the Air Force and currently possess 24 credit hours. My goal is to receive my Associate’s Degree within two years.” Board members are judging how you express yourself.

2) Write down your hobbies and a brief synopsis of your career, this is often an icebreaker question and gives you a chance to talk about yourself.

- 3) Study a copy of the narrative that accompanied your nomination. Board members often ask you to expound on the information they find in the write-up.
- 4) Obtain and memorize a current chain of command.
- 5) Females: Wear slacks and low quarters or low heeled pumps. It's easier to get the length right on slacks than skirts, and it's less likely to change when you sit and stand. Lower heels make it easier to make facing movements.
- 6) Practice facing movements in the same shoes you will be wearing when you meet the board. Determine the location of the board and practice on the same floor covering. Lastly, do a pre-visit to the area/room where the board will be held to familiarize yourself with your surroundings.
- 7) Invest in new shoes. If it is raining the day that your board meets, carry your shoes in a plastic bag and change when you get there. Ensure the welt seams of the shoes are free of dirt and dust. If you use edge dressing, ensure you have a fresh coat on. Take a small piece of cloth or old nylon hose to wipe the dust off your shoes.
- 8) If the weather is bad, carry your uniform in a garment bag and change when you get there.
- 9) Do not mix trouser and coat weights. Always get your service dress dry cleaned as a set—never do your trousers and coat separately. This will prevent uneven fading.
- 10) Buy new collar brass and ribbons. Ensure your buttons are straight. Ensure ribbons are in the proper order and that any you wear are listed in PC-III (see your orderly room folks).
- 11) Use masking tape to remove lint from service dress coat.
- 12) Males: Wear shirt garters. Droopy socks and a baggy shirt do not convey the image of a winner.
- 13) Do not have anything in your pockets except your ID card—no keys, change, etc.
- 14) If you meet the board in short sleeve shirt, clean your name tag with wax to remove scratches. Better yet, get a brand new name tag.
- 15) Males: Get a haircut one or two days before meeting the board.
- 16) Females: Ensure bangs are off your eyebrows and hair does not extend below the bottom of your collar. Don't even make it close—board members shouldn't have to look twice to see if you're in compliance.

Meeting The Board

- 1) Be early. Stand while you wait—do not sit down.
- 2) When you arrive, there will be an official greeter, probably standing outside the meeting room. They should inform you who is on the board, what the reporting instructions are, and any other special instructions—If not, ASK!
- 3) Do not take your hat or purse in the room.
- 4) If you are instructed to knock before entering, knock once, but firmly.
- 5) When you open the door, take a good look at the room. Look for the chair you will be sitting in. March by the most direct route to position yourself in the front of the chair facing the board president. Do not stop and perform a facing movement, stop in place. Save the facing movement for your departure. Look directly at the president, salute (if it's an officer) and say, "Sir/Ma'am, Airman/Sergeant _____ reports to the (Airman/NCO of the Quarter/Year,

Senior Airman Below-the-Zone) board.” The chairperson will return your salute (if officer) and instruct you to be seated.

6) Back up until you feel the calves of your legs touch the chair. Do not look back or down. Don’t turn your back to the board members until you are departing.

7) Sit in the middle of the chair—not on the edge, nor all the way back.

8) Sit at attention and place your hands on your thighs. The idea is to be erect and alert, but not rigid. NEVER slouch or recline, even though the chairperson may tell you to relax.

9) Do not cross your legs. Place one foot slightly in front of the other.

10) Smile and establish rapport with the board.

11) The first questions are usually relaxing icebreakers, such as, “Where you are from?” or “Where do you work?”

12) When answering questions, do not turn your body—turn your head toward the person asking the question and then pan the board members when giving your answer. Good eye contact is very important.

13) After being asked a question, repeat the question and preface your answer with “Sir/Ma’am.” Try to give more than the basic answer and use full name and rank in your answer. Example: “Who is the Air Force Chief of Staff?” “Sir, The Air Force Chief of Staff is General Michael D. Ryan, former Commander of United States Air Forces in Europe.”

14) If you do not understand a question, ask the board member to repeat it. If you do not know the answer at that point, ask to return to the question later. If you know part of the answer, give it—partial credit is better than none at all. Lastly, if you flat don’t know, simply tell the board you don’t know the answer to that question.

15) When answering opinion type questions, give a thoughtfully considered one. Tell the board members whether or not your opinion is in line with current policy. Most importantly, defend your position with logic, fact, and personal experience, not emotion. Be tactful, don’t crusade, don’t apologize.

16) If the board asks you if you have any comments, thank them for their time and add any other comments that may be appropriate.

17) When you are finished, the president will say “Airman/Sergeant _____ you are dismissed.”

a. Answer,” Thank you, Sir/Ma’am”

b. Push down on your thighs with your hands, stand up and look directly at the president.

c. Salute (if officer) and wait for the salute to be returned. If the president is enlisted, nod your head once.

d. Perform the appropriate facing movement to put you in direct line with the door. Exit the room smartly, marching with coordinated arm swing.

Military Care

In the last 2 year window. Rate yourself from a 0-5 scale.

Care with Yourself	Never 0-1	Sometimes 2-3	Always 4-5
1. You study a lot and try hard for promotion.			
2. You try to get a good promotion statement or board score and EPR by working hard at work. Also, spend time writing it.			
3. You write awards packages for yourself or submit bullets or what you did to your boss.			
4. You try to outperform your coworkers at your primary job, and additional duties.			
5. You complete education once every 6 months.			
6. You led or are the main POC volunteering once every 3 months.			
7. You get a 90 or better on PT tests.			
8. You work to be the most knowledgeable at your job in the career field for your rank.			
9. You write decorations for yourself.			
10. You look for ways to improve your character, by leading PME, giving your time to help others off duty.			
11. You invite everyone out to eat, your place, bowling, movies, and etc.			
12. You share openly where you are from, what family they have, kids, and relationship status to everyone.			
13. You share what your hobbies are and what you like to do in their off time with everyone.			
14. You seek what your CC, and supervisor's vision for the future is. Basically where do they want to take the unit? You also know your chain of command.			
15. You take time off to relax or spend time with family and friends.			

Total Score Self Score	/60
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Care about Others	Never 0-1	Sometimes 2-3	Always 4-5
1. Write awards packages for others or write bullets for people you do supervise.			
2. Write awards packages for others or write bullets for people you don't supervise.			
3. You try to motivate, guide, and push the Airman to do the work to get a good promotion statement or board score and EPR by helping them work hard. Also, spend time writing it. You submit average or better airmen for BTZ.			
4. You write Decorations for your people: Example, PCS, mid tour or amazing work.			
5. You explain how to do better than other coworkers. Let people know where they stand. Example they might be the third best in the shop and you should tell them why you think that.			
6. You help others do/find and complete education Examples CCAF/AF COOLs/PME. Take them to the education office if needed.			
7. You recommend and promote volunteering on and off duty by highlighting opportunities with dates and locations.			
8. You correct people professionally when they make mistakes even if you don't know them. The key is professionally because they might out rank you.			
9. You help others even if they are competing against you. One team one fight.			
10. You help others pass and work towards a 90 on their PT. You do Mock tests, pace them on the test, and explain why PT is important.			
11. You know what everyone is doing on the weekend, drinking, and leave, family is town, Netflix, sleeping. You have to ask them and not just assume.			

12. You know about where people are from, what family they have, kids, and relationship status.			
13. You know what everyone's hobbies are and what they like to do in their off time.			
14. Give people time off for good work, hard work or long hours. Give people time off for family issues, legal, medical.			
15. You explain what your CC, and supervisor's vision for the future is. You also share your vision for what you want to the Airmen. Basically where do they and you want to take the unit? You also explain your chain of command and mission and importance.			
Total Score Others	/60		

Cups of Care

There are the main types of people that you will work with. Showing how much they care about others and themselves. Also, the type of person you are changes over time and what is going on in your life. Also, this could be a blind spot. There is how you see yourself and how others see you. A lot of people think they are type 4, but they are not and are more like a type 5. We work hard for ourselves and our family. I go to work to support the ones I love. So it is hard to find someone who cares about other people's families more than their own. An excellent way to think about it is would you want to take dietary advice from an obese dietician. Would you want to take golf tips from a terrible golfer? It is not selfish to take care of your self first. I am saying is a type 3 or type 2 is better than a type 5 or even type 4. If you are not taking care of yourself, your life will fall apart, and you are now a burden on others. Get your career and family life in order and then help others. This is what I call Cups of Care. "no one will care more about your career and your family than yourself." This has a deeper meaning to it. Since you love your family and future more than anyone else, if you do not care about yourself more, you will not be able to care about others more.

CDC/SKT testing

You need to memorize **all self-test questions** and anything in **bold** or *italic*. It also helps if you try and teach someone what you learn. The more you study, the better you will be. Try to print study sheets or flashcards so you can study whenever you get a free minute at work. Put the time in and study, and the more people you ask to help you or teach you, the higher your score will be. Your CDC is one of the first metrics of how you will do in your current career field. You want to put a lot of time in here. Your score is something matters. People will tell you that passing is the only thing that matters, and they are wrong. Your CDC test is a score that will stay with you for a while, and people will ask about it years after you have taken the test. Also, getting a 90 or better helps with BTZ. It is better to take more time than to Fail. It is better to take the full amount of time then try to finish early and not get a 90. Also, if you have issues tell your leadership, they can give you more time. The sooner you tell them you are having a hard time, the more help and time they can provide you. It is better to take more time than to fail.

Dealing with Leadership

Correcting Issues

When you have to try and correct an issue with people, equipment mission, one of your Airman got in trouble, etc. The first thing is leadership tends to be the least technical people in the organization or very far from the issue. So when explaining problems, it is essential to do these three things,

- 1) **State the problem** and its **causes** in simple terms,
- 2) State the **immediate** and **long term risks**/impact of not correcting it
- 3) Offer ideas on **fix actions** or a plan to figure out the fix.
- 4) Then ask for **their thoughts** on the problem and fix actions you have proposed.

The better you get at those four parts, the more you will accomplish when dealing with leadership. Also, less can be more when pushing these changes. However, if you get a “no” or “maybe later”, you might want to add more. More information can help shape their decision and even change their mind. You can also wait to re-attack later. It might be something that you have to bring up again after a few days to months later.

Bad Leadership

What is bad leadership? Here are the five most common and how to deal with it.

Poor Integrity

One of my favorite leadership quotes is, "Integrity is the most valuable and respected quality of leadership. Always keep your word."

How to deal with leaders who lack integrity. Get everything in writing or emails to hold them to their word. If it is not written down, don't trust it. Also, have people present when they say things. The higher ranking, the better. Also, if they say something to you verbally, you can follow it up with an email. Saying hey, I know we talked about _____ and I just wanted to email you about it for my record. This way, you have something to fall back on.

Lack Of Accountability

Leaders who do not follow the rules for themselves or others. They apply favoritism or choose when or when not to follow the rules. This type of leader says things like "Do as I say not as I do."

How to deal with leaders who lack accountability. Everyone has a boss, and you might have to let their boss know. However, reaching out to someone's boss can lead to you being the target of punishments or other negatives things that your boss can do. You might get hit with reprisal. Before you ever reach out to someone's boss, you need to have the courage to tell that person to their face respectfully. For example, if I had an issue with my boss coming into work late all the time, I will politely tell him or her first to their face as an adult.

Weak Communication Skills

Leaders who have weak communication skills have trouble explain and giving orders. You might think they are joking when not. They can forget they said things or even not tell you critical information.

How to deal with leaders who cant communicate effectively. Ask them to explain things more than once. Ask for directions in different formats, email, verbal, and written. Follow up questions can help clear things that are vague or confusing. Communication is a two-way street. It is half your fault if the meaning is lost.

Little Vision For The Future

Leaders who lack a vision have no goals for the mission or work center.

How to fix leaders who lack vision is difficult. The best thing you can do is share your own. Work from the bottom up with your lower-ranked peers and push your vision up. You can also ask for guidance on what leadership wants for the future. Lack of vision is usually the most missed trait of leadership. It also can be is that they have a vision, but the chain of command is broken, and the vision is not getting passed down to the lower rankings. Also, as a lower-ranking individual, you need to reach out to your boss to seek out that vision out. Ask your supervisors what is the mission statement, vision statement, and plan for us as a work center, squadron, and Air Force to succeed?

Lack of Flexibility

Leaders who lack flexibility can not change or flex.

How to fix leaders who lack flexibility. Try to meet them halfway or slowly change the process. If you change things slowly, they might not notice. You might have to prove why a change is needed.

Decorations

Read the AF institutional Competencies as well to help focus your writing. Also, you need to follow up on them since people can forget about them or yourself. Submit a draft to your boss; this will help them capture what you think should be captured. Also, before it is signed, you should see a copy of it. For two reasons. 1) you need to make sure no one lied or stretched the truth too far. 2) They might underplay what you did, and this is not the time to be humble.

Mid tours, you need to know when you are eligible for a mid-tour. Typically at the 3-year mark. You should always write one for yourself if deserving in most cases. However, there are times where you would not want to receive a mid-tour medal and receive a PCS medal instead. If you have a line number for a higher rank, you might want to wait because there is a chance of receiving a higher medal. Also, if you get orders at the four-year mark, you may not get a PCS medal. If you are an SSgt or SrA you may want to push for the mid-tour because those medals count for points on testing for rank. The medals are 1 point for achievement, 3 for accommodation, and 9 for meritorious service.

When writing your decorations, you should try to set yourself apart from others. It should be written as to why you are better than others. Your decoration is not the time to be humble. Anyway, you can highlight how you are the go-to in _____ area. How you are the led in _____ over _____ Airman. That you were selected,/handpicked out of _____ for the position, task, or duty. Leadership stuff or why you should be in the next rank goes a long way here. What awards did you win? Your decoration is a great place to put what awards you won. EPR's go away after some time, but your decoration is forever.

When you are done with your decoration, you should give it to someone in a different career field and have them explain it back to you and get their feedback. People often write the decoration too career-specific, and the real impact/meaning is lost.

Your last sentences should always be your best, awards or anything that has a big impact.

Your decorations can say a lot about you and sometimes more than your EPR. There are some questions that people will think about when looking at your records.

1) Do you have decorations at the correct times? For example, did you do a short tour and not receive a decoration. Not getting one makes it seem like you did something wrong or were terrible. Not having a decoration can be seen as a red flag.

2) What type of decoration did you receive? For example, let's say you were a SNCO and only got an achievement medal. That decoration could also be a red flag for a lot of people. You could have received an accommodation medal as an airman. That accommodation medal could be seen as you did a lot of

work. Everyone's decorations are different, and if unsure, you should ask your mentor. If you don't have an Air Force mentor, you need to have one.

3) Finally, what is in your decoration? A lot of people say it does not matter, but they are **WRONG**. Your decorations are the only thing that lasts forever. For example, let's say you were the airman of the year for the entire Air Force. That will go on your EPR and should go on decoration as well. Certain positions will only look at your last 3 EPRs, PT scores, surf, and your decorations. That means whatever is in your decoration stays with you forever. When you get boarded for SNCO ranks, they will read what they say. Getting a good board score is a huge deal. That is why you need to make sure whoever is writing your decorations captures your significant achievements.

Dorm Room

If you live in the dorms, you might have to do more; you are on base and low ranking and have to deal with more. Examination of the whole or part of a unit organization installation vessel aircraft or vehicle m.r.e 313(B), UCMJ Safety, Gate Checks, Uniforms, Random Urinalysis, dorms, base housing are all kinds of checks that can be done. The primary purpose can not be to obtain evidence. Must be done in a reasonable manner, all the inspections done the same, May be announced or unannounced. You can have contraband two types are Prohibited (candles,pets) Illegal (Drugs, bombs, weapons even bows). Safes cannot be opened unless there is a probable cause unless it already defined that the airman must open it beforehand but normally that is not in the order, but it can be. This does not apply to things like wall lockers because that is military property.

Do

- 1) **keep your room clean.** When people come over, ask them if they think it is clean. You might not even know you are a slob. Also, if you don't have time to clean let your supervisor know that you are behind.
- 2) **Invite your supervisor** to do a check on your room. They will see things that you won't notice. You should ask them to inspect at least once a quarter.
- 3) **Tell your supervisor** if something is broken. For example, if your hot water does not work, you should tell your supervisor, even if you already opened a work order to get it fixed.
- 4) If it is dorm-style, **get the other people's phone numbers you share a common area with.** They can make a mess and or do other weird things, and being able to call/txt them helps.

Don'ts

- 1) **Do NOT Keep drugs in your room.** If you do not have active prescriptions, do not keep them in your dorm room. People get caught ALL the time for weed, pills, underage drinking, underage smoking, and so much more. If you keep it in your dorm, **you will always get caught.**
- 2) **Do NOT keep weapons in your room**—even bow and arrows. There are even rules on knife sizes.
- 3) **Do not leave food out.** Throw it out or put it in the fridge. Clean out the refrigerator at least once every week.

Base Housing & Off Base Housing

Off base housing- When

On base housing- When you are on base you will have to deal with more. Your supervisor or chain of command can examine your on base housing. Examination of the whole or part of a unit organization installation vessel aircraft or vehicle m.r.e 313(B), UCMJ Safety, Gate Checks, Uniforms, Random Urinalysis, dorms, base housing are all kinds of checks that can be done. The primary purpose can not be to obtain evidence. Must be done in a reasonable manner, all the inspections done the same, May be announced or unannounced. You can have contraband two types are Prohibited (candles,pets) Illegal (Drugs, bombs, weapons even bows). Safes cannot be opened unless there is a

probable cause unless it already defined that the airman must open it beforehand but normally that is not in the order, but it can be. This does not apply to things like wall lockers because that is military property.

E1-E4 Rank

E1-E4 Rank, All most all of us start at the Airman Rank. Airman tier is the lowest and will be one of the most fun tiers in your entire Airforce career. Of course, the little brown book spells out what the Air Force officially wants of you, but I will give simple terms on what the Air Force sees and wants. Not just rank, but time in the air force is a factor in how people see you. For example, many people will treat an A1C who has been in for three years differently than an A1C who has been in for 4 months.

It is not just your rank by time in service, time on station, and time in the position.

What should you know **time in service** – This will be what people think you should know. For example, someone brand new to the Air Force might not know to salute the base CC in PT gear or not see a staff car. The new Airman does not have practical experience as such. “You don’t know what you don’t know” MSgt Otto. Also, there are a lot of AFI's you can and cannot do a lot of things. I think they should know the basics about the rules, but to this day, I learn about 1-2 new things about an AFI or rules a week. There are a few things you should always ask. So the best way to learn is to ask questions, and as a young Airman, you need to ask a lot of questions. The three things you should always ask are

- 1) What can I do? Or do you need help with anything?
- 2) Could you teach me about _____?
- 3) Is there a better way we could do _____? Or I think maybe we could do this a better way; how about_____?

While still learning your job, it is crucial to ask, “could you teach me about_____?” Learning your primary job is super important! You should finish as soon as possible CDC's while trying to get a 90; you are given more time than you need so use it to reach for a 90 or better then all requirements for your 5 level. Training is something all Airmen at all ranks must do. However, the younger Airman should always be asking and seeking training out. The more you know about your job, the more you are an addition to the work center. With your CDC's it is very easy to put it off and not do them. However, I will say this for most people; they do not need to the full time. It is essential to finish them and make sure you study, but they give you way more time than is needed. Set goals and stick to them. Also, the people that finish slightly early tend to have higher scores. The longer you spend on it, the more you forget. Failing your CDC's can happen, but only if you did not treat them seriously. If you made that mistake and didn’t study as you should have, do not make up excuses for failing. It was your fault, and that is it. For example, let’s say you were having problems with your family, so you were not studying. You double failed because you can

ask for more time. Like many things in the Air Force, it is always better to ask for more time and break deadlines than to fail. Getting more time counts for PT as well. It looks bad but not as bad as failing! Once you are done with your CDC's you should try to complete your 5 level tasks! The same thing set a goal of X number of tasks per week.

Keeping busy Airman have a lot of downtime, which is nice, but too much of it, and you can seem lazy. If other people are working, you should also be. For example, let's say you are working in a work center of 8 Airman, but only one is working. You need to offer to help them with their work or find some work to do. Now, if everyone is just talking or relaxing, you can too. "One team one fight"-Unknown. Also, younger Airmen do not even know what they should or could be getting done. That is why they need to ask, "What can I do? Or do you need help with anything?" constantly. That phrase should happen all the time. Sometimes your leadership will task you with things you do not know how to do or things you will end up doing poorly. So if that is the case, follow up with I am not sure I have the skill set or could you help me get started? Sometimes, you will be tasked with things that are too hard for your skill level to see how you grow and adapt.

Second, the Air Force is the hunger games. Whatever someone else in your tier is doing, you should try to match and do better than them always. The Air Force can only give out so many A grades. In terms of grades, almost no one is an A's and a few B's, and everyone else is a D or F. You should always strive to be better than everyone else. Always striving to better sounds cocky, but it's true. Other people will have skills that are better than yours, and that is okay. No Airman can be perfect at everything. For example, maybe you are bad at sending emails or grammar. It is something you should work on but find a niche where you can outperform everyone.

Your Niche Finding your niche is like some animal planet thing. You should be known for something. That could be fixing the computers, ordering parts, knowing your job is always a good one. Standing out in the right way is vital to being better. If you do not have anything that makes you stand out in the right way, you will just be no one. You can always stand out by doing volunteering or education. That is an easy one to do. Doing that will allow you to stand out even if you are still learning your job.

New Base/Time on station Every base and work center has its own set of rules. You will hear this a lot, "this is how we do things here, or this is how it is here." Some of these things should be challenged. However, most people hate hearing "well at my last base_____". You should never start it out like that, even if it is true. As long as it's not against the AFI or safety risk, give a new way a try. Have an open mind. Then I would say something like, "there may be a better way, what do you think? The other thing that will be different and the most significant change is people. Everyone is different, and people work well or worse with each other, depending on how their personality is. There can be drama over the smallest dumbest things. It can be tough to avoid it sometimes. If you do get wrapped up in it, I would let it sit for 24 hours. I sometimes get

upset with people, but I try to let it sit for a day. If I am still feeling angry after a day, I then talk to my mentors, or other people who know about the situation. This allows me with a level head to think about what I should do next. Should I apologize or double down on my actions. Another change that will happen with a new base is leadership; leadership also changes every two years. See the leadership section for more info. With time on station comes creditably. You might be right and someone else very wrong, but just because they have been there longer meant, they are right to many other people. Also, that creditably builds over time. Like people can and do change, but usually, it's slowly over time. We can grow into worse or better people with the environment and the effort we put into ourselves.

Time in position, the longer you have been doing the job, the more creditably you have. Now, if you do not have the time in a position to show that you are right, reach out to others for guidance. However, it is essential to note that sometimes you have to let people fail. You cannot make more time in position just happen. However, you can shortcut it by working with people who have large amounts of experience. Getting subject matter experts on board can help you learn more even if you lack years of experience. Focusing on training is key to mastering your craft and gaining the respect of others. If you need to correct or help someone and that person does not trust your experience, you can reach out to someone who has more time in the position. However, if done poorly will just anger them and hurt the relationship.

Rank Always treat people who outrank you with respect. Everything from your tone or body language can upset someone higher ranking than yourself. They will be rude and wrong sometimes if you want to be treated better, rank up. It can be challenging but well worth it.

RHIP (Rank Hath Its Privileges).

RHIP refers specifically to those special courtesies which persons of junior rank or status extend to their "seniors." When you extend a verbal courtesy (such as "Sir") or physical courtesy (such as a salute) to a senior, you are not just acknowledging that senior's service longevity or age; rather you're acknowledging a privilege the senior has earned and therefore has a right to expect from you. It is an acknowledgment of authority; it is also an acknowledgment of respect which reflects positively on both you and that senior. Rank of course has its obligations - not the least of which is to see that one's subordinates' rights are respected; and that they get the privileges they deserve.

Airman Tier Goals All **Airman** should have these **goals**. If you want to step up and do better than your peers do the bonus goals as well.

- 1) Finish your CDC's and pass: Bonus: finish early, and or get a 90 or above.
- 2) Complete your 5 level tasks. Bonus: finish early, and show you know them well.
- 3) Take a Clep, Dante, or class towards your CCAF: Bonus: Earn your CCAF
- 4) Doing some volunteering: Bonus Lead a volunteer event or club like dorm council, booster club

5) Make some friends and mentors Bonus: have mentors that are SNCO

6) Have some fun and enjoy it as long it does not involve anything that could end up getting you arrested, getting paperwork, or losing rank.

Airman Tier Mindset is what an Airman should be thinking. As an Airman, it should be about yourself first. It would be best if you focused on growing as a whole Airman and taking care of yourself. Taking care of yourself is not o being selfish or anything like that. As the lowest tier, you have to learn and grow so you can help others. The better at your job and being an Airman you are, the more you can help others. This rank is all about you. Focus on your PT, your education, your personal growth. You should still care about other's well-being, but at this tier, you need to keep your circle of focus small. Learn your job, the Air Force, and grow. That is the airman mindset that all Airmen should have when they first start. As you Rank up, your circle should grow and you try to help and take care of more people.

Education

If you are not working towards your education, you need to be because it is important to the Air Force. It is an easy way to stand out in a good way. Here are some links **short term** can be done in about a day or less. **Medium** is about a few weeks to finish. **Long** will take months to finish. **Info** has a lot of useful information.

EDUCATIONAL RESOURCES

1. <https://www.mastersdegree.net/military-scholarships/> **Info** Veterans And Military Members' Guide To Getting Scholarships____
2. <https://www.getcollegedcredit.com/> **Short** term, college credits DSST
3. <https://clep.collegeboard.org/> **Short** term, college credits CLEP
4. <https://www.military.com/education/money-for-school/education-benefits-in-the-military.html> **Info** On education benefits
5. <https://modernstates.org/course/> **Info** How to pass any CLEP or AP exam !!!
6. <https://www.airuniversity.af.edu/Barnes/CCAF/> **Info** on CCAF/CCAF certs/AU-ABC/GEM/AF Cool
7. <https://afvec.us.af.mil/afvec/Public/COOL/> **Short/Medium** Term Cert AF Cool must have a cac card plugged in to access
8. <https://afas.org/how-we-help/education-support/> **Info** awarding competitive education grants to eligible Air Force dependents based on family financial need.
9. <https://www.fastweb.com/> **Info** We're the leading online resource in finding scholarships to help you pay for school
10. <http://www.toastmasters.org/> **Short/Medium/Long** info/self-improvement/certs
11. <https://icatalog.dau.edu/onlinecatalog/tabnavcl.aspx> **Short** Term DAU certs/some college credit
12. <https://training.fema.gov/is/crslist.aspx?all=true> **Short** Term DHS FEMA Cert/Some college credit
13. <https://ivmf.syracuse.edu/onward-to-opportunity/course-offerings/> **Short/Medium** Term no-cost industry-focused and validated career skills program that connects transitioning service members and active duty military spouses to high-demand careers in Customer Excellence, Information Technology, and Business Management
14. <https://jfsc.ndu.edu/Academics/JointContinuingandDistanceEducationSchool/SEJPME.aspx> **LONG** Term **ONLY FOR** JAWS educates selected O-5s and O-6s, rank equivalent interagency civilians.
15. <https://www.afit.edu/LS/courseList.cfm> **Long** Term No idea
16. <http://www.sole.org/dlp.asp> **Short** Logistic certs
17. <https://usafprod.skillport.com/skillportfe/main.action#whatshappening>
18. <https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf> **Medium** Joint PME
19. <https://myvector.us.af.mil/myvector/PublicHome/Resources> **Info** Mentoring/Career Planning/Knowledge sharing
20. <https://www.airman.af.mil/Contact/> **Short** PACE PME Character Development, Get to Know Your Airmen, 3 Slides, and Above and Beyond Cards.
21. <https://vimeopro.com/comexsystems/af-libraries> **Info** You can get the password on portal
22. <https://www.learningexpresshub.com/productengine/LELIndex.html#/learningexpresslibrary/libraryhome?AuthToken=9A50605D-A0FA-4C33-9633-83A7EBE1FF39> **Info**
23. <https://mangolanguages.com/> **Info** **Short/Medium/Long** Learn new languages

24. <https://airforcetx.rbdigital.com/> [Info](#) free comics/books
25. <https://aflis.universalclass.com/barcode-login.htm?enter+code&loginspecial=>
- [Info/Short/Medium](#) Access Over 500 Online Courses
26. <http://web.b.ebscohost.com/web/ehpl/home?preview=false&usrNo=-14263594> [Info](#)
27. <http://web.b.ebscohost.com/ehost/search/selectdb?vid=0&sid=0176bc13-d5a4-483d-b98a-4e70d4e6b5d8%40pdc-v-sessmgr01> [Info](#)
28. <https://digitaldefynd.com/best-free-certification-course-training-online/> [Info](#)
- [Short/Medium/Long](#) 20 Best Free Online Certifications & Courses
29. <https://www.airuniversity.af.edu/> [Info](#) All about official AF PME ALS,NCOA,Barnes center, commander school, etc
30. <https://studentaid.ed.gov> [Info](#) apply for financial aid (grants, work-study, and loans) to pay for college or career school
31. <https://jkodirect.jten.mil> [Short/Medium/Long](#) has SEJPME and other certs and courses

https://www.reddit.com/r/AirForce/comments/2pgd53/self_improvement_professional_development/ for review

Program	What is it?	Who is Eligible?	Benefit
Tuition Assistance	Tuition Assistance is a military benefit that pays the cost of tuition and some fees.	Virtually all military servicemembers are eligible. However criteria for eligibility is determined by each branch.	Tuition Assistance covers up to 100% Tuition and Fees Not to exceed: • \$250 @ Semester Credit Hour • \$166 @ Quarter Credit Hour \$4500 @ Fiscal Year *Navy has a 16 credit hour Annual Limit.

<u>Post-9/11 GI Bill</u>	The Post 9/11 GI Bill provides up to 36 months (4 regular school years) of education benefits to eligible servicemembers and veterans for: • College • Business Technical or Vocational Courses • Correspondence Courses • Apprenticeship/ Job Training • Flight Training • Licensing & Testing Programs	Servicemembers (Active Duty, Guard and Reserve) and Veterans who have served at least 90 days on active duty since 9/10/2001. Survivors of military member who died on active duty after 9/10/2011 may be eligible for <u>Fry Scholarship program</u> which pays the same as Post-9/11 GI Bill	Paid Tuition and Fees, Living (Housing) Stipend and Book Stipend. Benefits are tiered based on number of days on active duty. Some limitations apply to those currently on active duty. Benefits can be transferred to Spouse or Family member.
<u>Montgomery GI Bill - Active Duty & Veteran</u>	MGIB provides up to 36 months (4 regular school years) of education benefits to eligible veterans for: • College, Business • Technical or Vocational Courses • Correspondence Courses • Apprenticeship/ Job Training • Flight Training	Active Duty members who have served at least two years on active duty. Veterans - there are four categories of Veteran eligibility depending on when you enlisted and how long you served on active duty.	Up to \$2.050 per month for full-time institutional education.

<u>Montgomery GI Bill - Selected Reserves</u>	Same as MGIB-AD at reduced rates.	• Six-year obligation to serve in the Selected Reserve. • Officers must agree to serve six years in addition to their original obligation. • High school diploma/GED. • Maintain Selected Reserve Status.	Up to \$392 per month for full-time institutional education.
Loan Repayment (LRP)	Your service may partially or fully repay college loans.	Generally for enlisted members only. Several factors determine your eligibility, including your branch, your MOS, and terms of your contract. Your loans must be in good standing, i.e. not in default.	About repayment programs: • <u>Army Student LRP</u> • <u>Navy Ed Programs</u> • <u>Marines Ed Programs</u> • <u>Air Force Programs</u> There are also specialized loan repayment programs for <u>health professional officers</u>.
<u>Tuition Assistance "Top-Up" Program</u>	An additional benefit intended to supplement tuition assistance from the military with GI Bill benefits.	To be eligible for the Top-up benefit, the person must be approved for federal Tuition Assistance by a military department and be eligible for GI Bill benefits.	Normally Tuition Assistance will pay up to 75% of the cost of classes, the top-up program will pay the remainder of the cost.
<u>Survivors' and Dependents' Educational</u>	Education and training opportunities to eligible	You must be the son, daughter, or spouse of a servicemember who	Up to \$1,248 per month for full-time

<u>Assistance Program (DEA)</u>	dependents of certain veterans. May be used for degree and certificate programs, apprenticeship, and on-the-job training.	died, is missing, or was permanently disabled while on duty or as a result of a service-related condition.	institutional education.
<u>Work-Study Program</u>	If you're a full-time or 3/4-time student in a college degree program, or a vocational or professional program, you can "earn while you learn" with a VA work-study allowance.	The VA work-study allowance is available to persons training under one of the VA benefit programs: • GI Bill • Vocational Rehabilitation (for Veterans) • DEA • Dependents may also be eligible	You'll earn an hourly wage equal to the Federal minimum wage or your State minimum wage, whichever is greater.
<u>Tutorial Assistance Program</u>	Tutorial assistance for programs you are having difficulty with. If you have questions on this program please contact the VA's toll-free number 888-442-4551.	If you are receiving VA benefits at a half-time or more rate, you are eligible.	VA may provide you with a tutor or with information for finding one.

Email

The Tongue and Quill AFH 33-337,

A good chunk of the air force runs on email. Knowing how to "email" is a skill and almost an art form.

The basics are some simple things you should know.

- 1) People can forward emails to other people. So, talking bad about someone or anything else can be forwarded to other people. People can forward messenger apps as well. Do not say something that can bite you in the ass if there is a record of it. This rule applies in your personal life as well. I will not send an email or text trashing someone ever if you need to vent, call or say it in person.
- 2) Send things in an email if you need a record. For example, I had an Airman that was 30 minutes late to work and forgot to call for the first time. So, I verbally explained why it is essential to be on time to work and said if she/he were late again without calling in the next 30 days, she/he would get a LOC. Afterward, I sent her/him a small email stating that as well. This way, there is an accessible record I use to support a LOC if he or she was late again. Sending an email can also be used if you have a phone conversation or met with legal, etc. If you want a record of something that was talked about, an email is a good way to do it.
- 3) **Do not** send an email if it should be a phone call. A lot of people these days do not like talking on the phone. The lack of verbal skills is most evident when someone has to do public speaking. So, a lot of emails should be a phone call or both. You might want a phone call when trying to explain something very complicated or have something explained to you. A 10-20 min phone call can pass more information than emailing someone 10-20 times sometimes.
- 4) **Do not** send an email when face to face is more a better choice. You want to defend your people or correct an issue that should always be done face to face if it is crucial to get out from behind your desk and go in person.
- 5) **Do not** send mass emails without asking first. Do not email everyone in a SQ or larger group without asking your boss first unless you are in charge. Also, having someone check its grammar and spelling before sending it if you have poor grammar.
- 6) **Do not** delete emails you will need later. Make a PST that you can burn to disk if needed.
- 7) Backup up your emails once every year to a disk. If you don't know how to ask around.

- 8) Read through your email once before you send it. Read it out loud if you want to be extra sure.
- 9) **Do not** send classified information on the wrong network. The Air Force will take your computer, and you could/will get in trouble even if you just forwarded it. If you are unsure, ask.
- 10) If you must send a mass email. Ensure it is concise, easy to understand, and has an excellent reason to send it to everyone. If you can't tell what the email is by the subject, most people won't read it; if there is a time or date, be sure to put that in the subject.
- 11) If you go on leave, set up an out-of-office reply unless you plan to check your email daily on leave.
- 12) Do not encrypt emails if they don't need to be. Encrypting them slows down outlook. As seen in Figure 1.1
- 13) If your email does contain PII or is For Official Use Only, be sure to click the box as seen in Figure 1.2 to encrypt it.
- 14) Only use high importance if it is essential or time-sensitive.
- 15) **Do not** use ASCII art or smiley's because they can come off as unprofessional. ☺ <3
- 16) Be careful when using reply all. Knowing when and when not to replay all comes with time. Use reply-all whenever everyone needs to know. For example, when I was stationed at Minot a SrA used reply all on a base wide email, then of course, an A1C used reply all back, and everyone got a good laugh.

Parts of an email:

The "From: block" as seen in Figure 1.5 and Figure 2.6, you can send emails as an org box or even as another person if given the correct rights. This ability is very handy if used correctly. Many people do not know how to use this. This ability is one of the most underrated features of outlook.

The "To: block" This should be the most important person, the highest-ranking, or who is most involved with the contents of the email. The "TO: block" is also who should work the issue. Finally, make sure you are emailing the right person. There might be more than one SSgt Smith on your base or even in your unit.

The "CC: block" Pretty much everyone else. These are people that need a copy. Also, you can CC someone if you need action on something. For example, let's say the Airmen are not taking out the garbage. Something small, but you can CC their supervisors when you email them about it to make sure there is more pressure. Not used very often, but you can blind CC people. When you

BCC someone, it is kind of shady because no one in the TO block or CC can see the people you BCC.

The "subject" is the one area of the email that is most misused. When reading the subject, it should allow a lot of information to be passed on right away. Some people will not even open emails if they think they do not apply to them individually.

Example here are two Subjects about the same email

"MX issue" or "Aprils 4/10/19 Jet engine failure".

The first example uses an acronym that most know but not all and is very vague. The second has a lot more info that can allow the reader to see the subject and hopefully has an idea of what is going on. Email add-ons are things you can add that to an email to make things easier:

Subject Addons

ESSS: Is for an electronic staff summary sheet, as seen below. They are used for routing things.

HOT: This is an email that needs people to look at it as soon as possible.

COB: This is Due by the Close of business or the end of the day.

Suspense: When it is due example, "Suspense 20 May" Also do not set unrealistic suspenses. If something is HOT and it needs to get done quickly, call them after you send the email.

The Body of the email:

The "Body" of the email should use simple language. You should read through it at least once. Just like the subject you can have addons for more information.

BLUFF or Subject: Tells all about what the email is about. Very useful for longer emails or emails that have been forward many times and have lots to read to understand hat it is about.

Tabs: If you add attachments, you can add tabs see example "Tab 1.PT scores, Tab 2. Memo" This way, people do not have to open each attachment to see what it is.

POLL or Voting: This is useful for getting a count or verifying that people read something. As seen in figure 2.7

Finally, the **signature block**, should have your Name, rank, duty title, organization, DSN phone number, and commercial phone number. Also, if you would like you can add some sort of quote at the bottom, if it is military friendly. As seen in figure 1.4

Figure 2

Email problems will happen and happen more than we would like.

- Restart outlook
- Restart your computer
- Try logging into webmail using the portal

Ask around, and someone else can help you. Also, if you do not own a way to check your email from home, you need to get a method. There will be times when it makes more sense to check your email from home than going back to work. Tip you can even use a keyboard that has a CAC reader to log in from home. Also, when going TDY be sure to set an out of office replay unless you plan on checking your email daily.

Phone use

- 1) Be friendly, respectful, and helpful. Doing those three things will make you sound much better on the phone.
- 2) Answer the call as soon as possible. If you are busy, pick up and let them know you will call them back. Give the person on the phone a time that you will call back. Be sure to write it down in case you forget.
- 3) Immediately introduce yourself with your rank.
- 4) Speak clearly and slowly.
- 5) Only use speakerphone when necessary. Also, if you put someone on speakerphone, you should tell the person on the phone they are on speakerphone.
- 6) Actively listen and take notes as needed.
- 7) Use appropriate language and people's rank if known.
- 8) Remain cheerful, and do not get angry.

- 9) Ask before putting someone on hold or transferring a call. If someone has been on hold, pick back up and let them know you have not forgotten about them every so often, about every 5 mins. Also, if it will be longer, see rule 2.
- 10) Be honest if you don't know the answer, and if you need to ask around or let the caller know, you will call them back or email them. Even if you get a call and it's the wrong section, try to offer what help you can.
- 11) Be mindful of your volume since other people in the office can also be on a call.
- 12) Check for and respond to voicemails. Most work centers have a voicemail and never check it. If you are not going to check your voicemails, it needs to say on the voicemail that "this voicemail is not checked, and please call back during normal duty hour." Also, list your duty hours.
- 13) If the call is not for you and you are getting information for someone else. Be sure to get who called, why they called, and a callback number and write it down on a sheet of paper neatly and putting in on the keyboard of who the call was for.
- 14) If you are having a hard time getting ahold of an office like finance. You can look up someone who works in the office on global. Many times offices have one central number, and each Airman has their own number. I have always had better luck with calling an Airman at their desk over the main number.

How to Run a Work Center

1. Do you know where everyone is from? If they have kids? Married? What are their goals?	
2. What is the goal of your job? How does it impact the big Air Force? Is it being done in the best and most effective way?	
3. Is everyone trained? Have they read the AFI and TO's that apply to their job? What would make training better?	
4. How are we organized? How do we keep records? Can we pass on information to each other well? What would make it better?	
5. Do you know when everyone has their PT test? What is everyone's score? Are they getting monthly Mock or bi-monthly PT tests?	
6. What is everyone doing for education and volunteering? Why don't we do more? What education does everyone have already?	
7. Are you proud to work there? What heritage do we have? Traditions, if any, like taking out new guys to _____ restaurant?	

Shifts\Teams

Shifts\Teams- Friendly competition is good, but if it becomes us vs. them, everyone loses. People can be on different shifts or work on different teams or tasks. You can also offer rewards between teams for success. Teams must get mixed and changed out. Even if you have two best friends, they should not always work together. There will be times you

assemble teams that share a skill or with a goal in mind. Also, do not limit yourself to thinking that your team building stops at your work center. You can form "Tiger teams" subject matter experts from different work centers across the base. For example, maybe we are building a new shed near the flight line; you might need to get with people who work the flight line, CE, and the OSS for a project like that. Even within projects, you can split the primary team into smaller units that each have their own goal. Having these teams allows you to see who is succeeding and who is not. *If everyone is responsible for everything, no one is responsible.* It would help if you assigned someone responsible for a task or a goal of the team. Finally, the ideal team size is around five people.

Note: Also, it is crucial to balance out the strong with the weak. For example, if you put your best people together on one project and your weak people on another, it can lead to failures. However, it is essential to put the weak together to give them a chance to grow, even if whatever task they were working on has a higher chance of failing.

Nightshifts/weekend crews non standard hours- the work center leadership team should visit the shift on a regular basis. If possible even work a shift on the non standard hours. This should happen so they understand the differences between the two. It can be harder to make appointments, or miss emails and other opportunities when working non-standard hours. Also, they can be forgotten with when it comes to awards and recognition.

Goals

Goals- Just like people, a work center needs goals or things to strive for. Here are some examples everyone will have 90+ on PT tests, or everyone will get their CCAF, or increase or decrease X and improving _____. Just like goals for people, they must be "SMART"ER. Also, you should let your leadership and peers know about these goals. They help us move forward as a team. If you asked people in the work center what the work centers short, medium, and long term goals and don't get an answer or different answers, everyone is not on the same page. Which means you are not working as a team.

Record-Keeping

Record-Keeping- This is one of the most important things you can do. Records can be used to show trends, highlight success, and defend your people. We live in the digital age, and it is straightforward to make digital copies and store them.

Being organized is a crucial aspect of record keeping. Everything should have its place and be easy to navigate and find. We all tried to find something and had to check people's desks, binders, and the share drive. A common-sense layout will help make sure people store and can find the records they need. Every work center is different, and the documents

that are important to them might be various. A master binder digital or paper with a table of contents can help with that.

Nonstandard records, when we speak of record-keeping, I am not just talking about the write-ups or inspections. They can be local and small. For example, if you were a gate guard and checked 300-400 people every day. That is something you want to track. You could be in finance and track how long your wait times are, for example, they might be 5-10 mins on average. This way, you can highlight your success or trends or correct failures. When it comes to bullet writing, this will help the Airman and the shop.

Shop Emails

Emails- Everyone in the Shop should be using the Org box, **period**. If an email affects the shop, it needs to be sent by the Org box, or the org box needs to be CC'd. If you do not have an Org box email, you need to have one made. The org box email is one of the best features of Air force outlook, and it is the most underused. If someone is on leave, out of the office, or for record-keeping purposes, everyone in the work center can access it. Plus, it provides information to the whole shop. Let us say you send an important email using the org box then go out in the field, but since you sent it using the Org box, your work center will respond in a timely fashion.

Taskers- More outlook secrets; this allows you to track things that need to get done. Taskers in outlook using the org box are clean, provide information, and can easily be updated. Even if someone goes on leave or is not in the shop, you can check on the task's status. It allows for the addition of attachments.

Share Drive- This goes hand in hand with record-keeping, ensuring everything has its place and can be organized by numbers or letters. Be sure also to scan paper copies of documents that need to be kept. Also, instead of having paper copies of additional duties or programs, you can save many, if not all, your additional duties on the share drive. This will make it easier to update and reference.

Awards/PME/Volunteering

Awards/PME/Vol- This is not a personal thing, and the shop needs to track them as well. Having a board of some kind that shows what everyone is doing and has done helps keeps



ple to tag along and work as a team. Also, who is going above and beyond. Also, /squadron writing guides can help. If you can that can help as well.

Murder Boarding

The work center should always murder board any packages that are going to be submitted. Also, you should do it as a shop. The shop murder board has a few benefits.

First, it will show the work center what the best package looks like. With transparency, it sets the bar visibly for everyone to see.

Next, it generates buy-in from the team. It makes it feel like a team effort instead of an individual.

Third, when everyone works on a package, it's a better package.

Finally, by working on it together, even the younger Airmen learn how to write better bullets. The in-shop murder board becomes like a writing class for the team.

Conflict & Disputes

Disputes/Conflict- Everyone gets mad and upset at each other. It is best to wait 24 hours and let level heads take over. It can also help to have a middle man that is friends or is at least liked by both to help calm people down. Most fights stem from making something big out of something small. For example, I once experienced a massive shop fight over, leaving an empty coffee cup in the GOV. It killed morale for many weeks. People took sides, and it sucked. Was it worth it? In the end, for the person who got so upset, did they get what they wanted? Spoiler, they didn't get what they wanted. It is imperative to pick battles carefully. You should get emotional for one battle only if your Airman is being missed, treated or taken advantage of.

In the military there are three main staples of conflict resolution. There is no right and wrong approach. You need to know your people, so you can know what tactic to choose.

Try not to blame anyone. Everyone wants to be heard, sometimes just venting you can feel better. Is it fair? In the military it will not always be fair but we should do the best we can.

Competing- This is a top down. You don't care how people feel and will just tell the people how it will be. You will become unapproachable if you use this style too much. This is quick but when time allows you should follow up if possible.

Avoiding- You do nothing and hope it just goes away. This can be useful if the issue is small. However this can snowball into bigger issues.

Compromise- Not everyone gets what they want, meeting people in the middle. It does not have to be personally balanced.

Collaboration- This is the ideal but it is time consuming and not always possible. Let the people with the issues figure out the solution to the problem. This is a team effort.

If people feel respected, it makes it easier to get over things that have happened in the past. You need to try to treat everyone with respect. Even if you do not like the person, treat them with respect.

Additional Duties

Additional Duties- These should be randomly checked by the NCOIC every four months at a minimum. If other people have the same or similar additional duty on the base, look at how they run their program. There is no shame in stealing ideas or processes to improve your own. For example, I once just went to another shop with a great climbing program; I photocopied their binder, made slight changes to it, and made it my own. Also, when checking additional duties, always check these three things,

- 1) **appointment letter**- make sure the date is current and has been signed by the right people,
- 2) **Certifications**, if there is a cert needed, be sure it is in the front of the binder.
- 3) The **tabs match** and the table of contents match; if they don't, it gives a reason to dig
- 4) if you use a **cross-reference sheet**, check it to make sure it is current and put the date it was checked. Links in the Air force go bad all the time.
- 5) If it is out of date, just **remove it** from the binder. Out-of-date documents are an easy red flag. It is better to be missing a document than to have one very out of date sometimes.

6) Read the **AFI** or reference it in the binder somewhere.

Moral events

Moral events- These are things like going to the movies, cookouts, playing a sport, going out to eat, or bonfires, to name a few. Doing these things even during the duty day will increase performance. The events need to be open to everyone at all ranks of the work center. It also should be something that a majority of the work center would enjoy doing. People have families, and if you hold the event before or after regular duty hours, it will not be as effective. It would help if you also had events that families can come to as well. Allowing families help build a stronger team. These events will enable the shop to form bonds, and if people become closer, they will work better together and harder together. We all get busy, but it's vital to take the time to get close and get to know each other. If you don't know each other, you will not know if someone needs help with mental or other personal issues. As a work center, you should strive for at least once a month, even if it's something small like a small cookout for lunch. Some shops have missions, but the mission can't get done without people. Also, part of a leader's job is to plan and work with the mission. If a work center can not arrange a few hours for its people, how can they prepare for anything more serious?

Going Always and Retirements

Going always- Make sure to show up to these, and make sure the going away gift is ready for them at the dinner or lunch. Also, hold it during the duty day so everyone can show up. Also, you should show up unless you are on leave, even if you hate the person leaving. If you can not make it, you should let the entire shop know why you can't attend. Also, it is very typical to have some food at these events. You can even pick a restaurant if no one wants to cook.

When people visit

When people visit- You will have mostly have two types of visits, and I will cover some norms for each. If you have time, the higher ranking the person visiting, the more time you should spend cleaning. Have a clean haircut, decent uniform, and for very high-ranking visitors you should read their Air Force Bio. Also, if it is in the morning and you can make coffee or have some pastries.

The first type of visit is from leadership and these ordinarily last 10-50mins. They are sometimes called dog and pony shows or immersion briefs. It is best if you have one of your

lower ranking Airmen speak. Also, practice with them to make sure it sounds good. If the briefer is an NCO, they should be able to do it without much practice. You want to hit on a few key points.

- 1) What you do but why it matters. Like what would happen if all the Airmen in your section stopped working. What does your job bring big picture? The best way to think about this is if your section disappeared.
- 2) What has your shop done recently that you should be proud of? If you can, add some history and how it ties in as well. You want to explain why you matter and what big things you have done recently.
- 3) Finally, always close the brief by thanking your coworkers, supervisor, and leadership for giving their time, tools and allowing the mission to succeed so well in your section.

The second is someone from your career field. For example, they could be from higher up MAJCOM, install something, do an inspection, or visit a friend. As a work center, you should always invite them out to eat. It could be as simple as going to get pizza on base. Off base is preferred, but something is better than nothing. You will run into some of these people again, and forming bonds makes the Air Force stronger. The whole shop does not even need to go, but the more, the better. It also builds the unit cohesion as a shop.

Shop Funds

Shop funds- Moral funds or snack funds, or both. It is handy to have some money the shop can spend on hotdogs, hamburgers, or pizza for moral events. The funds can be raised by having a snack fund or just making people pay dues. The funds can also be used to help cover the cost of going away gifts as well. An excellent way to tell how well an Airman will do in the air force will be how well they manage the snack fund. Managing a snack fund, you must plan, meet the needs of people they work with, manage money, and forecast. All skills future leaders need to have.

Facility Improvements

Facility Improvements- Improving where you work is key to making life better for all the Airmen who work there. You will spend 8-12 hours a day at your work center, and making it better is key to improving morale. A fresh coat of paint or something like a new coffee maker can brighten peoples' day. Be proud of the place you work because it is a reflection of yourself. What has been done in your office or work center to make it better in the last 3 months? If nothing, you should try to do something, even if small.

Meetings

Meetings-It is good to have a once a week shop meeting; it usually should be on the last working day of the week. However, there are some reasons to have it at other times. The last working day is best because people do dumb things over the weekend. Talking to them about their plans might save their life or career. If it is a long 3-4 day weekend, you **MUST** have one of these meetings. People on long weekends lose their minds. Also, everyone should be part of the meeting, and they should say at least a few words even if it is just "I had a good week." The meeting should have a few things in it,

- 1) a current event related to the Air Force or some Air Force history given by someone different each week. History and current events are good knowledge for all Airmen and allow Airmen to practice their public speaking skills.
- 2) There should be some safety brief, and it can be concise. Also, if it is a long weekend, talk about current safety risks. For example, maybe there have been many DUIs, or 4 July is coming up, events that cause people to get in trouble or get hurt.
- 3) Everyone in the shop should be given a few mins to discuss what they are doing on their time off for the weekend and anything they did that week work-wise the work center should know about. If it is a long weekend, you need to have people share more of their plans.
- 4) The section's leadership should close with notes from leadership and their thoughts about the week. Also, it helps if they thank people or individuals for working hard.

Desk set up in a shop

Desk set up-Unless you have your own office, desks can get messy during the week, and that is okay. You should clean the desk by the end of the week, and the desk should face so the monitor can be seen unless you work with PII or secret information. Finally, make the desk your own, but you want to avoid putting awards or coins on your desk. It can make you come off as cocky to some people. Also, if you have many awards, people will not want to put you up for more. However, going away, gifts are acceptable.

ACA's/EPRs

ACA's/EPRs-Make sure they get done early because they take a lot of time to get signed and routed up. It helps to set a due date on the shop calendar ahead of time for each rank/person that is due.

The ACA may not seem like it does not matter, but you should request one if you have not gotten one. The NCOIC should know when everyone's EPR, and ACA is due and if it has been completed.

PT Tests

PT tests- About 1/20 PT tests are a failure, and the number does change, but it is about that on average. That means if you have a shop of 10 Airman you might think you are safe. Nevertheless, you might still have about 1 failure a year because not everyone gets a 90, and people must test twice per year or more depending on failures. It is straightforward to avoid this or at least see it coming as a shop. Mock PT test as a shop or shift. Every month everyone should get tested on all components, even the wait tape. The MOC test gives people in the shop the chance to help and correct someone before they fail. It also can protect them if they fail because of an injury. For example, you have an Airman who has passed every mock test with over a 90. Then, during his or her test, they pulled something. The shop would have a record of the last 11 mock test scores and could defend the Airman. It goes hand in hand with good record keeping. If an Airman struggles during the mock test, you now have the opportunity to help them. People make mistakes, and failures will happen, and there are four people at fault in this order.

1)The Airman that failed- Passing your PT test is 70% the Airman's responsibility. A lot of people will say 100%, but I disagree. The other three below bear 30% of the responsibility of giving the tools to the Airman to help them succeed. The lower the Ranking the Airman, the less responsibility they have. For example, as an Airman vs NCO vs SNCO, the Airman rank needs more involvement than an NCO. For instance, I would make it mandatory that the Airman does PT with me as their supervisor. For an NCO I would just offer. Finally, as an SNCO, you should not need to be told you need help, but needing help is not bad.

2)Their supervisor –Working out with the Airman and helping with whatever area they are weak in. Ask these four questions, 1) Did the supervisor mock test the Airman at least 1-2 months before their test? 2) Did the supervisor try to PT with the Airman at least once a week? 3) Does the supervisor pass their PT test with a 90 or better to set a good example? 4) Was the supervisor tracking the Airmans PT test date?

3)The NCOIC/Section Chief- The mission is critical, but we must make time to PT as a shop. As the boss, you can set the schedule. You must set up a time to do the monthly mock test and give your Airmen time to work out. Also, you must identify who needs help and make sure they pair off with someone who can help them.

4) The commander – Everyone hates SQ PT, and I am one of those people. The CC should appoint PTL, who will help the SQ pass. However, the CC should make sure everyone knows the policies for failures and success when it comes to PT. For example, it could be a day off for 90 or better. Also, the CC should always have a 90 or better period. Also, people should know what happens when they fail, LOC, LOR, and etc.

[Leave/Calendar](#)

Leave/Calendar- knowing when people want or are planning to take leave makes things easier to plan out. When dealing with the holidays, new Airmen in the force should go first to take leave to go home if the mission allows it. Secondly, after that would be people with families. The military is a hard transition, and people will miss home often at their first base during the holidays, and going home for a bit after just joining the force can be helpful. People who have families and kids have priority too. Families can be complicated, and if you are married with kids, you know how hard it can be to balance your family's wants and the in-laws. The leave board you keep should have projected even if it is not official yet. An example might be its October, but I might want to go home in May. So, on the board, I put "May leave home to NY". Even though I'm not 100% sure that I am going, I am letting my coworkers and boss know my intentions so they can better plan the mission and TDY's around it. Plus, it also comes as a first come, first serve. If I have been planning this leave for months, it is important. It also allows the work center to get to know people's plan better as a whole. If you have a larger shop you can make the board digital as well.

[Shop Facebook](#)

A lot of shops/career fields use Facebook to pass different information on to each other or share information. Some simple rules here will make your life easier when dealing with these things.

- 1) Make the page, or chat group private, and do not let anyone see what is posted that is not part of the group. That does not mean post things that you should not be posting like OPSEC or things that bring discredit to the force.
- 2) Make sure whatever the highest-ranking person in the group is a moderator. The page should have some oversight by someone with some years of experience.
- 3) Do not like a post on the Airman/NCO pages that post memes. They instill poor values and bring discredit to the force. Example: An Airman I supervise likes a post about how "supervisors are lazy and dumb." What Should I think? The same goes if I liked a post about how dumb Airmen are.

Bonus Tip: Remind your people these four things.

The military is built on a foundation of a few things. 1) Tradition 2) Sacrifice 3) Training 4) War

The Culture of the work center

All shops/sections/career fields have a culture, even if you don't know what it is. The culture could be like once a month; the shop grills out and loves cookouts. The culture could center around playing ping pong when there is downtime. The shop could love PT and go for long runs, even with high PT scores. The shop could have a culture where everyone treats it like a 9-5 job and goes home and does nothing like a team. It could be a hostile workplace with different cliques. It could be a place where people dread talking to the boss or always stay late or always go home early. So here are some questions to reflect on what culture your section has.

Culture Q & A

You should ask yourself these questions and the people you work with. You might be excluding a group and have a blind spot. Some people might think it's great, and others think it sucks. These questions are to get at what your shop is or is not doing to from a good culture. You can change the word *section* with work center, squadron, team, or any size, even base. However, this is more focused on work center size. Also, if the entire section was not invited for these questions below, it does not count. Everyone has to be invited for it to matter, or it's not the culture but just friends hanging out, and when certain people are excluded, and you risk forming cliques.

- 1) What does everyone feel about the section? You can ask them point-blank "what do you feel about working at section and why?"
- 2) What is the culture of section in your own words?
- 3) What things does the section do together?
- 4) What things does the section do together outside of work?
- 5) How does the section relax during the duty day when things are slow?
- 6) What heritage does the section have?
- 7) What traditions does the section have?
- 8) What does the section pride itself on?
- 9) What mascots, outfits like a green shirt with a shark, symbols, or colors does the section have?
- 10) What mottos or slogans does the section have?
- 11) What customs does the section have? Like you get your birthday off work, comp days, going aways, or everyone exchanges Christmas gifts.

- 12) Does the section play sports or things together, bowling, wallyball, board games, cards, cornhole?
- 13) Does the section grill or cookout together, and how often? Everyone has to be invited
- 14) What kind of jokes and stories do people tell? Could you tell those jokes or stories to the commander?
- 15) What does the section do for when people who just PCS into the section?
- 16) What does the section do for when people PCS out of the section?
- 17) What does the section do for when people retire?
- 18) What does the section do for when people separate?
- 19) What events does the section do that people's families are invited too? This last one may seem small but bringing families in helps form stronger bonds.
- 20) Does the section bring families in and show what work gets done at the section?

Overall, at the end of these questions, how do you feel about the section? What could things as a group be better or fixed?

Work Center/Policy Binder

This binder is something to help streamline a work center. Below are the sections/chapters you might want in your book. You can adjust what is or is not needed. You can add more or have fewer chapters. The cover of the book should be relevant to the section. The picture can even be a mascot, funny, serious, or something from history. The policy binder you should be proud of and be willing to show leadership or people when they visit, so keep that in mind when making the book. This book can be digital as well. Also, name your books something cool so people will want to read it. It is a tool that Airmen can use to reference or when they first get to the base or section. The reason you want this in one place is that most of these things are not in writing or are in too many places, and Airmen do not know where to find the info. Having it in one place is a great resource. Most people have been verbally told these things but have never seen them written down, and that is a mistake that most sections make. For example, just because someone told you the local area is 8 hours does not mean it is, it could be more, or it could be less.

1. **Mission Statement-** This is your fundamental purpose. It answers the question, "Why does our section exist?" It is short and is about a few sentences or less. There are three things you should think about when drafting the mission statement. First is your mission, second, what is your vision, and third is what your values. Those three things are what make up your mission statement. When drafting this, get your section involved so they can provide feedback and generate buy-in. The mission statement provides a path forward into the future. Here is Amazon's statement as an example *"serve consumers through online and physical stores and focus on selection, price, and convenience."* A mission statement might seem not important. However, it provides a path forward. For example, if your mission statement was to *"provide the quickest and most accurate finances services in the Air Force"*. That mission statement allows people a quick guide if what they are doing is right or wrong. Does it support the mission statement? If an Airman did something that was not in the rules but helped the section be more accurate they are in keeping with the mission.
2. **Capabilities /Equipment/Personnel-** This shows in more detail what your shop brings to the fight. This part is a read-in for new Airmen or leadership on what you have. Pictures and stats are great here. Think about all the things you put on EPR's. This part also can be a great reference when writing award packages or EPR's. How many, how much, and what does it do? What experience and training do people have? What equipment do you have? What capabilities do you provide?
3. **Normal Working Hours/Sick call/Injuries-** It is crucial to put "normally" here because we all know hours can change. Also, putting in here what do if you are going to be late. For example, once you are going to be late, you need to call your direct supervisor and the shift lead. It is better to later to work than speed to work. Information on sick call should go here as well or what to do if ill. Also, you should put a basic what to do if hurt of the base guide. Do you go to the hospital on or off base? What number do you call? Who do you need to call the supervisor or the NCOIC? These will also change if stateside or overseas, or on leave. Do you need to fill out a safety report? Did you get hurt on or off duty? What numbers do you need to call when you go to the hospital? What about Tricare? What to do if you have dependents that get hurt.
4. **Recall/ Standby rules** - This is a great place to put a recall roster and let everyone know what is expected of them in the different types of recalls. Also, some sections have standby Airmen, and those standby Airmen can not travel or drink even when they are off duty. This chapter is a great place to put what is expected of them during a recall or if they are on standby. Also, what are the ways of being contacted for recalls? For example, Facebook could be a contact method for some recalls.

5. **PT policy** – When can Airmen “normally” PT during the duty day. When you will be mocked tested. The gym hours and other services the base offers to help get in shape. Some bases have running or eating well classes. What is the squadron's PT policy?
6. **Leave Policy/Local Area/Rotator information** – What is the local area? When should an Airman take leave? Also, if near one, what is the Rotator information or contact number. Also, you can put some recommended places or even outdoor rec for people who just moved to this base. If there are any helpful travel tips for the area. A good travel tip overseas is where to exchange money for the best rate. How far you can drive in one day without being on leave.
7. **Banned off base establishments** – You can get this list from OSI, I would add pictures in the binder so people can see what it looks like so they don't walk in it by mistake. No one will ever remember a list of names they get once. They might remember the red bar with the dead tree in front is a no-go. Also, put a copy of OSI's number in here just in case. You also can put info on the drinking age if overseas or how all brothels are banned.
8. **Local bases services**- Outdoor rec, base chapel, Clubs, places to eat and hours, BX and etc. A good place to get this is from an Airman who just finished ALS.
9. **Routing template**- This is just a useful reference for routing paperwork or digital ESSS because they change from location to location. Also, a Letterhead since every section is different.
10. **Pictures of work**- This is just for morale-boosting, and great to add a few. Plus, it can be a piece of heritage. Maybe take a shop photo every year and put it in the book.
11. **Acknowledgment** – At the end, you should have everyone sign and date that they read the contents of the policy binder.

Legal 101

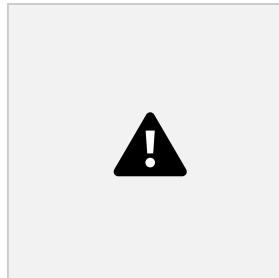
If someone reads you your rights or arrests you, you need to Remain Silent! Even if you are innocent and did nothing wrong. Do not SAY ANYTHING!!

- 1) You don't know what evidence they have;
- 2) There is a chance that the government will not believe you no matter what you say. In other words, no matter what you say, they could charge you with false official statement;
- 3) If there is a way to mischaracterize your words, they will find it;
- 4) They don't always ask for written statements. If you make an oral statement, your statement is whatever they say it is.

Wait until you talk to your lawyer and area defense counselor before you say anything. Call the Area Defense Counsel. They can advise you on what to say and not say. Do not say anything or make any statement without them present.

Below is a funny video but a good one min watch.

<https://www.youtube.com/watch?v=JTurSiOLhJs>



So what exactly does Article 31 require? Well, law enforcement must tell a suspect three things:

- What criminal act they are suspected or accused of doing
- That the member has the right to remain silent
- That any statements they make, verbal or written, could be used against them

You can read someone their rights even if you are not a cop. However, I would recommend just calling security forces. You can also stop someone from committing a crime. However, since you are not trained you could just make it worse for them and yourself.

The military justice system has issues with gender and race. If you would like to know more, read the article below.

<https://www.gao.gov/assets/700/699380.pdf>

Also, when dealing with anything legal, you need records of it. For example, if you talked to the Shirt or the Commander about an issue in person, you need to send them an email, so you have a record of it. Like if I talked to the Commander about how he was going to suspended punishment on my Airman for _____ I would ask for that in writing in an email. Just because someone tells you something in person does not mean it holds any weight. You need records of things. If it is weird to ask for an email, you can shoot them an email. For example, you could say "Hey I just wanted to shoot you an email so we are on the same page about the suspended punishment on my Airman." Then go into the details of the conversation.

Finally, there is a reason your defense is a captain, but the prosecution is a Major or higher. The odds are not stacked in your favor. That is why you should hire a civilian lawyer. The enlisted say how unfair the justice system is. That is partly because whenever an officer gets in trouble, they pay for an excellent private lawyer, and you should do the same.

Do not make official statements that are known lies. Written statements have the most weight, and if it involves yourself you should contact your lawyer before hand.

OSI will deal with felony type crimes, and security forces will deal with lesser crimes. For example security forces will deal with things like assaults, failed drug tests, AWOL cases.

You have the right to refuse to consent to searches of your home, car, computer, etc. Further, you have the right to refuse to consent to a search of your bodily fluids, such as urine or blood. However, refusing will always lead to some punishment.

Military Apprehensions = Civilian Arrests

If you are not trained do not apprehend someone, however all NCO,s and higher can apprehend someone but I would not recommend doing it unless you are Security Forces or OSI.

- 1)Clearly notify
- 2)Reasonable force
- 3)Maintain custody
- 4)Inform members commander

Pretrial Restraint- If you are high risk before your trial the military can take away your rights until your trial is over. They can order you not to drink, condiment to base, ankle monitor, or waiting in jail confinement on base or off base.

Conditions on livery

Restriction in lieu of arrest

Arrest

Pretrial confinement

Power of Attorney

There are two types of power of Attorney. Limited and full

UCMJ Uniform Code of Military Justice

Article Elements - For every Article there are elements for each one. If every single element does not match the article you are charged with you can not charge someone with a article 15 or any other Article. That is why there are a lot of times where you should fight your Article 15 because you can win. Work with your legal time and every situation is different. You do not need to match every element for LOC/LOA/LOR. That is why it is very hard to fight LOC/LOA/LOR paperwork. When you receive Article 15 is very similar to taking a plea deal in the civilian world. If you lose a court martial you will be a felon and that is why most Airmen take NJP Non-Judicial Punishment over going to court martial. Story: There was an Airman who fought NJP for missing dental appointment and choose to go to court martial and lost. That made that Airman a Felon over missing dental appointments.

Example

§908. Art. 108. Military property of United States—Loss, damage, destruction, or wrongful disposition Any person subject to this chapter who, without proper authority—

(1) sells or otherwise disposes of;

(2) willfully or through neglect damages, destroys, or loses; or

(3) willfully or through neglect suffers to be lost, damaged, destroyed, sold, or wrongfully disposed of; any military property of the United States, shall be punished as a court-martial may direct.

For the above Article to stick you need “(1)” to be true. You also need “(2) or (3)” to be true as well. Without the all the needed elements you can fight it.

Double Punishment- you can’t not be double punishment for the same crime. For example, you got a NJP and then a new commander comes in and he/she wants to give you a article 15. Once it is signed it is done, however if it has not been signed they can increase.

Multiple Punishments- you can not pick or choose which things. For example, if they broke a window, got into a fight, and late for work is all rolled into one punishment.

Statute of Limitations- The Uniform Code of Military Justice (UCMJ) provides that a military offense, “punishable by death, may be tried and punished at any time without limitation.” In 2020 the supreme court also added that Rape charges as well have no statute of limitations. Other military offenses are subject to a 5-year statute of limitations.

Civilian Courts- you can not charge someone in both military and civilian court for the same crime. If you are being charged by one, you can not be charged for the same crime. However, it is very easy for the military to charge you for something else that is similar. For example, if the civilian court charges a member with a DUI, the military court could charge you with failure to obey a lawful order because you are ordered not to drink and drive. The normal is to at least put a LOR so it stays in the members record, and also a lot of first shirts recommend UIF Unfavorable Information File.

Common Punishments

Reduction in Grade-

Restrictions-

Extra Duties-

Forfeiture of Pay-

Reprimand-

Correctional Custody- This is the base jail. However, with most bases having low manning they can no longer support a base jail. This means you will have to be held in a civilian jail.

Commanders Options

Suspension- Postpone part of the punishment. This is the most common.

Mitigation- lessen the possible punishment you might receive because of your personal situation, service record, acts of bravery, reputation, etc. This is uncommon.

Remission- Cancellation of unexecuted punishment. This can happen rarely with strong improvements from the member.

Setting Aside- Punishment was a mistake, almost never happens

Articles

Articles 77-89

Article 77—Principals by association. The article does not define an offense. Its purpose is to clarify that a person needs not personally perform the acts necessary to constitute an offense to be guilty of it.

Article 78—Accessory after the fact

Article 79—Conviction of lesser included offenses

Article 80—Attempts

Article 81—Conspiracy

Article 82—Solicitation

Article 83—Fraudulent enlistment, appointment, or separation

Article 84—Effecting unlawful enlistment, appointment, or separation

Article 85—Desertion

Article 86—Absence without leave (AWOL)

Article 87—Missing movement

Article 88—Contempt toward officials

Article 89—Disrespect toward a superior commissioned officer

Articles 90-109

Article 90—Assaulting or willfully disobeying a superior commissioned officer

Article 91—Insubordinate conduct toward warrant officer, non-commissioned officer, or petty officer

Article 92—Failure to obey order or regulation

Article 93—Cruelty and maltreatment

Article 94—Mutiny and sedition

Article 95—Resistance, flight, breach of arrest, and escape

Article 96—Releasing a prisoner without proper authority

Article 97—Unlawful detention

Article 98—Noncompliance with procedural rules

Article 99—Misbehavior before the enemy
Article 100—Subordinate compelling surrender
Article 101—Improper use of countersign
Article 102—Forcing a safeguard
Article 103—Captured or abandoned property
Article 104—Aiding the enemy
Article 105—Misconduct as a prisoner
Article 106/a—Spies / Espionage
Article 107—False official statements
Article 108—Military property of the United States—sale, loss, damage, destruction, or wrongful disposition
Article 109—Property other than military property of the United States—waste, spoilage, or destruction

Article 110-129

Article 110—Improper hazarding of a vessel
Article 111—Drunken or reckless operation of vehicle, aircraft, or vessel
Article 112—Drunk on duty
Article 112a—Wrongful use, possession, etc., of controlled substances
Article 113—Misbehavior of sentinel or lookout
Article 114—Endangerment Offenses
Article 115—Malingering
Article 116—Riot or breach of peace
Article 117—Provoking speeches or gestures
Article 118—Murder
Article 119—Manslaughter
Article 120—Rape and carnal knowledge
Article 120—Rape, sexual assault, and other sexual misconduct.
Article 120a—Stalking

Article 121—Larceny and wrongful appropriation

Article 122—Robbery
Article 123—Forgery
Article 123a—Making, drawing, or uttering check, draft, or order without sufficient funds
Article 124—Maiming
Article 125—Sodomy
Article 126—Arson
Article 127—Extortion
Article 128—Assault
Article 129—Burglary

Articles 130-133

Article 130—Housebreaking
Article 131—Perjury
Article 132—Frauds against the United States

Article 133—Conduct unbecoming an officer and gentleman

Article 134

Article 134 gives the military the ability to punish conduct that is not explicitly listed in the UCMJ, as long as it is not a capital offense—

The general article also lists 55 other specific actions that are punishable by a court-martial. Here are a few of the more common offenses:

- Adultery
- Assault with intent to commit murder, voluntary manslaughter, rape, robbery, sodomy, arson, burglary, or housebreaking
- Check, worthless, making, and uttering by dishonorably failing to maintain funds.
- Disorderly conduct and drunkenness
- Drunkenness and other incapacitating offenses
- False pretenses, obtaining services under
- Discharging a firearm through negligence
- Fraternization

- Homicide, negligent
- Jumping from a vessel into the water
- Restriction, breaking
- Stolen property: knowingly receiving, buying, concealing

Administration's Actions

Discipline at all levels is a rehabilitative tool, and that is it. It may be a punishment or seem like a bad thing to get paperwork which it is, but its sole purpose is to make the Airman better. Even if you get an article 15, it is to make you better. If you must give someone paperwork, it is to make them better. Always keep that in mind when giving or receiving discipline. It is for the Airman's benefit. Not just the Airman you are giving the paperwork to, but all Airmen benefit from proper discipline.

Things you need to consider before writing paperwork.

- 1) **Ask the Airman what happened?** You should hear the Airman's story first. Always ask about their life and what's going on at home. How is their mental health?
- 2) **Should paperwork even be given?** Sometimes verbal counseling should be given instead. If you are going to use verbal counseling you still need to document. What was the level of the offense? What is the Airman's history? Do they have paperwork in their PIF already? What are standards and norms for your base, section, career field, and Air Force? For example, falling asleep in security forces is different than medical. It is a good idea to ask your mentors and peers to make sure you are correct.
- 3) **Progressive Discipline** - How to determine the level of paper needed to be given and who should be giving the paperwork. Just because it is the first offense does not mean it needs to be a LOC. Also, if it is the third or fourth you may need to write something like a LOR for something that should be a LOC.
- 4) **Who should issue the paperwork?** The person that issues the paperwork gives it weight. For example, a LOC from a CC is far worse than a LOC from a direct supervisor. Whenever paperwork is being issued the supervisor should always be present if they are available even if they are not the one issuing the paperwork.
- 5) **Should the paperwork go on the EPR?** If you put it on the EPR it becomes a referral EPR. Which has a lot more negative impact on an Airman's career for years.
- 6) Working with **Base legal or first shirt**. With any administrative actions if the paperwork is not filled out correctly it can be tossed out. If you are going to spend the time to write the paperwork make

sure it is correct. The Area Defense Council is very good at tossing out incorrect forms or paperwork or timelines that were not hit.

How to respond to Paperwork/Verbal Feedback/UJMC

Discipline at all levels is a rehabilitative tool, and that is it. It may feel like a punishment or seem like a bad thing to get paperwork which it is, but its sole purpose is to make the Airman better. Even if you get an article 15, it is to make you better. If you must give someone paperwork, it is to make them better. Always keep that in mind when receiving discipline. It is for the Airman's benefit. Not just the Airman receiving the actions, but all Airman benefit from proper discipline.

Things you need to consider about responding to paperwork.

- 1) **Telling what happened?** If you broke a law or might have broken a law DO NOT SAY ANYTHING until you talk to a lawyer or ADC Area Defense Council. If someone is reading you your rights you should stay quite until you talk to a lawyer or ADC! If you didn't do anything article worthy you should explain. You should try to keep your emotions in check.
 - 1.1) Remorse- you should explain why you feel remorseful for _____ happening. Even if you feel like you were in the right, a situation happened where people think you are in the wrong, and you might be in the wrong.
 - 1.2) Your side- Explain your side of the story, what happened, and most important why it happened.
 - 1.3) How you will fix the issue- Even if you think you didn't do anything wrong. You need to come up with fix actions.
 - 1.4) Follow up- When you will follow up. You need to have a date that will be the follow up. For example, "After 6 months can we follow up and remove this file from my records." This will help remove the paperwork from your PIF if you got paperwork. The follow up could be a week, month, or even a year.
 - 1.5) At the end, even if you get paperwork, article, or it's just a verbal counseling, you should thank the person doing it. Majority of the time they want was best for you.
- 2) **Asking your peers/mentors.** Sometimes you are not in the wrong or need advice. Always ask people and be open and honest with your mentors. They will help you recover and move forward. Also, you might need to go to IG Inspector General or EO Equal Opportunity and your mentor will help guide you on the proper course of actions.
- 3) **Always write a rebuttal** – Everything covered in 1.1-1.5 above should go into writing and have the ADC Area Defense Council review your rebuttal and the paperwork you were issued. You get 3 duty days to write your rebuttal and you should always write it. If you need more time you can ask for it.

Also the ADC might throw out the paperwork because it was done incorrectly. Finally, you can have coworkers or other people write and sign your rebuttal as witness, or reoffences. This can be helpful when coworkers agree with you or you are a hard worker. For example, your coworkers can write that you are the hardest working airman in the shop or maybe they write that they completely disagree with you being issued paperwork and support you. If people are willing to put their name on paperwork legally that means something.

3.1 Appeal – You should appeal if you are receiving any NJP Non-Judicial Punishment. This is a difficult process and need to work with your mentors and your ADC team heavily. Appeals almost never work to remove everything. However, it can lead to mitigation of the punishment.

- 4) **Keeping emotions in check.** It can be hard to stay calm. However, if you are losing your temper, you can be open about it. You can even ask if you can have a few minutes to compose yourself or try again later. Your mental well being matters and sometimes you need a few minutes.
- 5) If you have to be in **Blues**. If you have to report to leadership in blues. Be sure to have someone look you over before you meet with the leadership team. Leadership teams will be very upset if you are out of regulation in your blues. If time allows get a fresh haircut and be clean shaven.
- 6) Being the **Black Sheep**. While under investigation or receiving administrative actions you can be treated different by your friends and coworkers. The best thing you can do is be open about what happened and that you will work hard to move forward. Handwork is valued by everyone.
- 7) **Follow up and remove.** After you have corrected your issues/actions and the agreed amount of time has passed you can follow up with the person who has issues with the paperwork and ask for it to be removed.

Verbal Counseling LOC's LOA LOR's UIF's MFR

Discipline at all levels is a rehabilitative tool, and that is it. It may feel like a punishment or seem like a bad thing to get paperwork which it is, but its sole purpose is to make the Airman better. Even if you get an article 15, it is to make you better. If you must give someone paperwork, it is to make them better. Always keep that in mind when giving or receiving discipline. It is for the Airman's benefit. Not just the Airman you are giving the paperwork to, but all Airman benefit from proper discipline.

Counseling may be either positive or negative. It is designed to help people use good judgment, assume responsibility, and face and solve problems. Besides, counseling may be initiated for shortcomings and

used as a corrective tool. Counseling can be done at any level. Counseling should be specific and completed as soon as possible, following the deficiency of behavior. Documentation of counseling can serve as evidence of an individual's behavior. There are two forms of counseling that are preferred.

Verbal Counseling: The most common in the Air Force is Verbal Counseling. It is routine but leaves no documentation about what was said or about a response. If you are going to verbally counsel a troop, you should explain how the member's conduct fits with your expectations and what they need to change or do differently. If possible, have the Airman explain the steps they will take to fix it. **If you write a Memorandum for Record (MFR) after you verbally counsel someone, it will not serve any official purpose**, but it does memorialize that a verbal counseling occurred. Please see MFRs below. Basically, if you think you might need to give them paperwork in the future for such actions, use an MFR or even send an email about how you verbal counseled them about _____ issue. So, in the future, you can state that you counseled them on ____ Date as seen in MFR or email and the Airman has not corrected their _____ so you must give the Airman a LOC, LOR, or etc.

2.3.1. Verbal Counseling. A verbal counseling is the lowest level corrective tool. It is not required to formally record this type of counseling unless the issuer finds the Airman failed to follow his or her direction.

AF Form 174, Record of Individual Counseling, is one way to document positive or negative counseling in writing. If used to document negative counseling, supervisors and first sergeants may recommend the commander file it in the UIF. When using the AF Form 174, supervisors must ensure the document contains the requisite items and terms since the AFI has been updated since the creation of the form. (See page 4 of this guide for further information.)

2.3.2. Record of Individual Counseling (RIC). The AF Form 174, Record of Individual Counseling, is used either to record a verbal counseling session or as written counseling. It is used to document a record of positive or negative counseling and is useful when completing performance evaluations. It is the least severe form of written administrative actions.

Letters of Counseling (LOCs/LOA/LORs): This method of counseling takes on the same format as a LOA and LOR.

- A Privacy Act Statement is required.
- Always ensure the member has acknowledged the LOC, LOA or LOR
- Be sure to indicate whether the member responded within the 3-day time period and attached a statement.
- A LOC can be administered at any supervisory level.
- It's always a good idea to let the First Sergeant know what action you are taking and why. This helps ensure the command is aware of individual situations and general trends in unit discipline.
- For officer personnel, if the LOC is not filed in the UIF, it must be filed in the individual's personnel information file (PIF).

2.3.3 Letter of Counseling (LOC). Administrative censure for violation of standards. The intended outcome of an LOC is to help Airmen use good judgment, assume responsibility, understand and maintain standards, and face and solve problems. Generally, this is a form of corrective action appropriate for correcting habits or shortcomings not necessarily criminal or illegal, but which can ultimately affect job performance, work center morale, and discipline.

2.3.4. Letter of Admonishment (LOA). Administrative censure for violation of standards which is more severe than a RIC and LOC. It could be used to document a first offense or address behaviors not corrected through counseling. Do not use it when a reprimand is more appropriate. For officers, if not filed in the UIF, an LOA must be filed in the individual's PIF.

2.3.5. Letter of Reprimand (LOR). Administrative censure for violation of standards which is more severe than a RIC, LOC, and LOA and indicates a stronger degree of official censure. It may also be issued when other, less severe methods have failed to correct behavior.

Memorandums for Record (MFRs):

-MFRs may be used to document evidence but should *not* be used to document a formal counseling session in lieu of an appropriate LOC, LOA or LOR.

- MFRs are useful to a supervisor to refresh memories of prior incidents.

- MFRs can also serve as documentation of evidence for an administrative or UCMJ action. However, MFRs cannot be used during a future administrative action (like an administrative discharge) against a member.

-As a rule of thumb, if a member has been verbally counseled on multiple occasions, it is time to document the administrative action with an LOC. You can assist your commander by properly documenting substandard conduct. Remember, your commander cannot use MFRs, but can use properly written LOCs, LOAs and LORs.

The following information *must* be stated in any written RIC (AF Form 174), LOC, LOA, or LOR (AFI 36-2907, Chapter 3, para. 3.5):

1. What the member did or failed to do, citing specific incidents and their dates. Some people will say use a violation of UCMJ Article if applicable to offense. I disagree because the Area defense consul can help counter it with a strong defense if you use the wrong one. With LOC's, LOA's and LOR's however since it is a not a court martial it stays unless a higher up disagrees.
2. What improvement is expected.
3. That further deviation may result in more severe action.
4. The individual has three duty days to submit rebuttal documents for consideration. If the member refuses to acknowledge receipt of the letter within three duty days, annotate the letter "member refused to acknowledge," sign, and date. In most cases, it is best that a witness (e.g. first sergeant) is present when this occurs. If the member refuses to sign the document, the witness should sign the document in addition to whoever serves the RIC/LOC/LOA/LOR. TIP# Always write a rebuttal even if it just an apology and a plan on how you will be better.
5. That all supporting documentation received from the member will become part of the record.
6. The member's written acknowledgement of receipt of the document with the member's signature and date received.
7. The person who initiates the RIC, LOC, LOA, or LOR has three duty days to advise the individual of their final decision regarding any comments submitted by the individual.

8. A Privacy Act Statement is also required. (See Appendix D, page 26 for sample Privacy Act Statement.)
9. When writing RICs, LOCs, LOAs, and LORs, be objective and professional. Do not use personally insulting language in these documents.

UIF

DEFINITION: The UIF is an official record of unfavorable information about an individual. The file contains mandatory documents as well as optional documents, which are those submitted at the discretion of the commander. Commanders at all levels have the authority to establish, remove, or destroy UIFs (with a few exceptions) for members assigned to their units.

Note: Once on a UIF you can not use TA but still can take Cleps and Dantes.

FORMS USED: AF Form 1058, *Unfavorable Information File Actions*, establishes a UIF on the basis of optional documents. (Do not use AF Form 1058 if you file an optional Article 15, Uniform Code of Military Justice (UCMJ)). The member has three duty days to acknowledge the intended action and provide a response/matters to the commander making the final decision. If the commander decides to file the information in a UIF, the member's acknowledgement, response, and supporting documentation is filed along with the offending information. Create a UIF folder and complete AF Form 1137, *Unfavorable Information File Summary*.

ESTABLISHMENT OF UIF:

1. What establishes a mandatory UIF for enlisted members?

- Non-judicial punishment (NJP)/Article 15 actions with a punishment in excess of one month (forfeiture, restriction, etc) or any suspended punishment
- Control Roster action
- Record of court-martial conviction
- Record of conviction by civilian court for an offense with possible sentence of confinement for more than one year (felony)

Optional Documents are:

- RICs, LOCs, LOAs, and LORs (entered via AF Form 1058)
- NJP/Article 15 actions with an unsuspended punishment that does not extend past one month
- Financial irresponsibility
- Earlier administrative action if it occurred within 6 months and the member has not since reenlisted
- Confirmed evidence of unlawful discrimination or sexual harassment or civilian convictions

carrying a sentence of confinement less than one year

2. What establishes a mandatory UIF for officers?

- Court-Martial conviction
- Article 15
- LOR (file with AF Form 1058, but does not require member's signature)
- Record of conviction by court for an offense with possible sentence of confinement for more than one year (felony)
- Control Roster action

Optional Documents are:

- LOAs and LOCs, but both are required to be put in the member's PIF if not in UIF
- Confirmed evidence of unlawful discrimination or sexual harassment or civilian convictions carrying a sentence of confinement less than one year

REVIEW OF UIF:

A commander should review all unit UIFs within 90 days of his/her permanent assumption of, or appointment to, command. A UIF should be reviewed when an individual is considered for:

- Promotion
- Conditional Reserve Status (CRS)
- Selective continuation
- Regular AF appointment
- Specified Period of Time Contract (SPTC)
- Reenlistment or selective reenlistment
- PCS or PCA
- Personnel Reliability Program (PRP)
- Voluntary or mandatory reclassification or retraining
- Evaluations

ACCESS TO UIF:

The following people have access to UIFs (AFI 36-2907, para. 1.6):

- Member

- Individuals reviewing UIFs on personnel assigned or attached to their command
- Individuals who have authority to establish, remove, or destroy UIFs (AFI 36-2907, para. 1.2)
- First Sergeants reviewing UIFs on enlisted members assigned to their units.
- OPR and EPR rating officials, when preparing to write or endorse an OPR, EPR, or Promotion Recommendation Form (PRF)
- The senior AF officer or commander of an AF element in a joint command reviewing UIFs on individuals in the element
- MPF personnel, judge advocates, paralegals, OSI personnel, security police, and others reviewing UIFs in the course of their official AF duties

Control Roster

PURPOSE: A control roster is a rehabilitative tool for the commander to use. It is established to create a 6-month observation period for individuals whose duty performance is substandard or who fail to meet or maintain Air Force standards of conduct, bearing, and integrity, on or off duty. Control rosters are used if the member has prior incidents, acts, failures, or counseling issues. The commander will inform the member on the control roster that his/her performance and behavior must improve or he/she will face more severe administrative action or punishment.

While on a Control Roster will impact your EPR/Promotion/Reenlistment/PCS/PCA/Formal Training/Voluntary Retraining/No education. A Control Roster basically STOPS your career and puts it on pause.

TIME: A member cannot remain on the control roster for more than six consecutive months. It does not stop for leave, TDY, and etc.

AUTHORITY: Commanders at all levels have the authority to add or remove any assigned or attached enlisted member to or from the control roster and add officers to it.

INITIATION VIA AF FORM 1058: Control Roster is initiated on an AF Form 1058. The member will acknowledge the action and has three duty days to submit a statement on his/her behalf before the AF Form 1058 is finalized. Placement on a control roster is a mandatory UIF entry.

INITIATION AND REMOVAL: The following individuals have authority to add or remove assigned or attached enlisted members or officers from the control roster. The early removal option applies regardless of how long the action was on file/in system.

#TIP if you get a new Commander and you honestly believe you should be removed from the control roster you should ask your supervision if they are willing to talk with the commander on your behalf. Also, if it is the same commander but you have been a stellar Airman for 3 months or longer you also can ask your supervision about it.

- Commanders at all levels for members assigned or attached to their units. Commanders must be senior to the member.
- The commander, vice commander, staff director and directors at Major Commands (MAJCOM), Field Operating Agencies (FOA), and Direct Reporting Units (DRU).
- Chief of staff, deputy chiefs of staff, assistant chiefs of staff, other heads of staff agencies, and directors assigned to Headquarters, US Air Force.
- Comparable officers within the Office of the Secretary of the Air Force, Office of the Joint Chiefs of Staff, and Office of the Secretary of Defense.
- The Senior Air Force officer assigned to a joint command.
- The Program Manager for Civil Air Patrol Reserve Assistance Program and the Admissions Liaison Officer Program.

Part 1. Sample LOC/LOA/LOR Language Paragraph 1

-The following verbiage is recommended to open the FIRST paragraph of a LOC, LOA, or LOR.

-You may cite a UCMJ article, but it is not required. If you are unsure whether the member violated an article of the UCMJ, don't guess. Contact Legal for help when picking which UCMJ article it is.

-This paragraph should be used to describe the misconduct--go through what, when, where, and how. Be as specific as possible. Details are important! Use names, dates, places, etc.

Use subsequent paragraphs for each additional offense, if necessary.

1. **DRESS & APPREARANCE**: On (date), you violated a lawful general order at (Any AFB, Worldwide) (other location as applicable) by (wearing a dirty uniform in violation of AFI 36-2903) (not having your hair cut within the standards prescribed by AFI 36-2903) (etc., as applicable).
2. **ASSAULT**: On (date), you assaulted (name), (a fellow Airman) (a security policeman) (your superior commissioned officer (your superior NCO) (your spouse) (your supervisor) (etc., as applicable).
3. **BAD CHECKS**: On (date), at (location) you wrote a check to (name) in the amount of \$ XXX.XX, and you (failed to maintain sufficient funds in your account to pay the check) (did so with the intent to defraud the payee) (did so with the intent to deceive (name)).
4. **CIVILIAN CONVICTION**: On (date), you were convicted by the (Circuit, Municipal) Court in (state jurisdiction), of (Shoplifting, Assault, etc.), a violation of the (state applicable section of the criminal code).
5. **CONDUCT PREJUDICIAL TO GOOD ORDER AND DISCIPLINE OR SERVICE DISCREDITING**: On (date), at (location) you (describe conduct). This misconduct is [*prejudicial to good order and discipline*] and/or [*of a nature to bring discredit upon the armed forces*].

6. **CONDUCT UNBECOMING AN OFFICER:** On or about (date) at (location) you (describe conduct). This conduct compromises your standing as an officer of the United States Air Force.
7. **CONSPIRACY:** On (date), at (Any AFB, Worldwide) (other location as applicable), you conspired with others to commit (type of offense).
8. **CRIMINAL ACTIVITY BY OTHERS:** On (date), at (location) you voluntarily remained in the company of persons who were engaged in criminal activity, that is: (e.g., three persons in your presence were smoking marijuana, and you did not report them to authorities).
9. **DEBTS, DISHONORABLE FAILURE TO PAY:** On (date), at (location) you dishonorably failed to pay your debts, that is: (describe debts in detail).
10. **DEPENDENTS, FAILURE TO SUPPORT:** From (date) to (date), you failed to support your (wife) (husband) (children) (family) (dependents).
11. **DERELICTION OF DUTY:** On (date), at (Any AFB, Worldwide) (other location as applicable), you were derelict in your duty, that is: (describe dereliction).
12. **DISORDERLY CONDUCT:** On or about (date), you were (disorderly, drunk and disorderly) (in a public place, on station) at (location).
13. **DISOBEDIENCE OF LAWFUL ORDER:** On (date), at (Any AFB, Worldwide) (other location as applicable), you failed to obey a lawful order given to you by (name), your (supervisor) (superior officer) (superior NCO) (NCOIC) (commander) (etc., as applicable), to (police your work area) (go to the Dental Clinic for your annual dental checkup) (relieve Airman Doe for a meal break) (etc., as applicable).
14. **DISRESPECT:** On (date), you were disrespectful to (name), (your superior commissioned officer) (your superior noncommissioned officer), by (saying _____, or using words to that effect) (turning and walking away while [he] [she] was talking to you) (etc., as applicable) at (Any AFB, Worldwide) (other location as applicable).
15. **DRIVING RECKLESSLY:** On (date), you were driving recklessly at (Any AFB, Worldwide) (other location as applicable).
16. **DRIVING WHILE INTOXICATED:** On (date), you were driving while intoxicated at (Any AFB, Worldwide) (other location as applicable).
17. **DRUNKENNESS:** On (date), you were driving while intoxicated at (Any AFB, Worldwide) (other location as applicable).

18. **ETHNIC OR SEXIST REMARKS/MAKING/PERMITTING**: On (date), at (location) you (permitted racial, sexist, and/or ethnic comments to be made in your work area) (took part in making or made racial, sexist, and/or ethnic comments).
19. **FALSE OFFICIAL STATEMENT**: On (date), at (location) you made a false official statement, that is: (accomplished a statement-of witness at security police desk and knowingly included false information) (etc., as applicable).
20. **FAILURE TO GO**: On (date), you failed to go to your appointed place of duty, building (number), (location), at the appointed time.
21. **FITNESS STANDARDS**: On or about (date), at (location), you failed to make satisfactory progress in the Fitness Program.
22. **FRATERNIZATION & UNPROFESSIONAL RELATIONSHIPS**: Since (date), you have developed an unprofessional relationship with (name), (an officer) (an enlisted person).
23. **INTOXICATION ON DUTY**: On (date), you were drunk on duty at (Any AFB, Worldwide) (other location as applicable).
24. **LEAVING PLACE OF DUTY WITHOUT AUTHORITY**: On (date), you left your place of duty, building (number), (Any AFB, Worldwide) (other location as applicable), without authority.
25. **MISUSE OF GOVERNMENT CREDIT CARD**: On or about (date), you violated a lawful general regulation by wrongfully using your Government Credit Card for personal use.
26. **OFF-DUTY MISCONDUCT**: On (date), you were (involved in) (convicted of) (DUI) (theft) off base in (location).
27. **DAMAGE TO MILITARY PROPERTY**: On (date), at (location) you damaged military property, that is: (describe property damage).
28. **DAMAGE TO PERSONAL PROPERTY**: On (date), at (location) you damaged personal property, that is: (describe property damage).
29. **STOLEN, KNOWINGLY RECEIVED, BOUGHT OR CONCEALED PROPERTY**: On (date), at (location) you knowingly (received) (bought) (concealed) stolen property.
30. **THREAT, COMMUNICATION OF**: On (date), at (location) you threatened (name), (a fellow Airman) (a civilian) (etc., as applicable), by (saying or words to that effect) (communicating to [him] [her] your intention to injure [his] [her] property) (etc., as applicable).

31. **UNSATISFACTORY PERFORMANCE (FAILURE TO PASS CDC)**: On (date), at (location), you took your career development course examination in which you received a score below satisfactory.
32. **UNSATISFACTORY PERFORMANCE (FAILURE TO PROGRESS IN OJT)**: On (date), at (location), you were given a task to perform during on-the-job-training which was (not completed) (completed in an unsatisfactory manner.)
33. **UNDERAGE DRINKING**: On or about (date) at (location), wrongfully consumed alcoholic beverages while you were under [*insert legal drinking age*] years of age.
34. **WRONGFUL APPROPRIATION**: On (date), at (location) you wrongfully took (military) (personal) property for (your own use) (the unauthorized use of another person) (etc., as applicable).

Part 2. Sample LOC/LOA/LOR Language Paragraph 1

The following verbiage should be used in the SECOND paragraph (or paragraph following the violation statement) in a RIC, LOC, LOA, or LOR. Normally, the paragraph will start, "You are hereby reprimanded!" etc., followed by the sentence below.

This paragraph usually explains to the member the reasoning behind the RIC/LOC/LOA/LOR. In other words, it states WHY you, your commander, and/or the Air Force cannot allow more of the behavior in question. Again, these are just examples. Feel free to tailor them as necessary.

The language contained in the paragraphs below has not been tailored to specifically fit any particular rank or grade of the wrongdoer. In Appendix C, you'll find general language peculiarly applicable to officers and noncommissioned officers. By using this general language, any attachment and paragraph can be easily modified to fit an individual of any rank.

1. **DRESS AND APPEARANCE**: In the Air Force, not having your hair properly cut violates standards. You may not consider haircut regulations important, but I assure you I do. If I cannot depend upon you to obey AFI 36-2903, I cannot depend on you to follow other orders. From now on, I expect you to be a model for AFI 36-2903 standards. A repetition of this or any other violation will be dealt with more severely. (Modify for all other violations of AFI 36-2903).
2. **ASSAULT**: I want you to know your conduct was criminal. Many people have received Article 15's and were court-martialed for the crime of assault. Every person has the right to be free from fear of bodily harm at the hands of another. Regardless of how you feel, I will not tolerate your resorting to assault to solve your problems. The Air Force and this unit cannot tolerate the adverse consequences of your behavior, and you cannot afford the penalties a repeat performance will cause. From now on, I expect you to be an exemplary model for your subordinates and your peers.
3. **BAD CHECKS**: I want you to realize that issuing a worthless check is a crime under the Uniform Code of Military Justice. Your misconduct could have resulted in Article 15 or court-martial action. You have adversely affected your fellow Airmen by blemishing the fine image, which they project. I fully expect you never to resort to such behavior again; if you do, expect stronger action to be taken against you.

4. **CIVILIAN CONVICTION**: You are hereby reprimanded for the incident outlined above. Military custom and tradition require a high standard of conduct of all Airmen. This standard of conduct relates not only to military duties, but the discharge of your civic responsibilities and your relations with the civilian community. You are well aware that as an Airman you are duty-bound to uphold the honor and prestige of the United States Air Force in your duty and in your community. I expect you to conduct yourself accordingly in the future. Based on the seriousness of this matter and the lack of responsibility, judgment and good sense you displayed on this occasion, any future misconduct of this nature will jeopardize your career. By your actions, you have caused discredit to fall upon this organization and the Air Force.
5. **CONDUCT PREJUDICIAL TO GOOD ORDER AND DISCIPLINE OR SERVICE DISCREDITING**: Military law, custom, and tradition place demands on individuals beyond expectations placed on individuals in the rest of society. These demands include not acting in a way that negatively impacts good order and discipline or that causes discredit on the armed forces. I will not tolerate such actions by anyone in this organization. By your conduct, you created animosity within this unit and damaged its mission capabilities. Additionally, your misconduct has brought discredit upon yourself and the armed forces. I never expect you to repeat such unpardonable behavior. Should you decide to not heed this warning, you will suffer the consequences.
6. **CONDUCT UNBECOMING AN OFFICER**: Military law, custom and tradition require a high standard of conduct of all officers. These standards of conduct relate not only to performance of military duties, but to the discharge of your responsibilities and your relations with other members of the military community as well. Your behavior is incompatible with that expected of an officer. I find no justification for the irresponsible behavior exhibited on this occasion. Based on the seriousness of the matter and the lack of responsibility, judgment and good sense you displayed, any future conduct of this nature will jeopardize further aspects of your career. I expect that you will heed these remarks and act accordingly in the future.
7. **CONSPIRACY**: I want you to realize conspiring with others to commit a crime is, itself, a crime. As a member of the military, you are expected to always abstain from criminal conduct. Your action has brought discredit upon this unit and yourself. Consider yourself fortunate, because Article 15 and even court-martial action is warranted by your conduct. I expect you to regain my trust through hard work and a clean record, and I admonish you never again to conduct yourself in such an unacceptable manner.
8. **CRIMINAL ACTIVITY BY OTHERS**: Your presence at the scene while these crimes were being committed identifies you as a person who condones criminal activity. You should be aware your mere presence might, in certain situations, may result in you being prosecuted for offenses committed by others. You have a duty to yourself to avoid criminals, and you have a duty to the Air Force to report any crime that you observe to responsible officials. I trust this warning will point out to you the serious implications of your conduct and that you will avoid anyone involved in criminal activity.
9. **DEBTS, DISHONORABLE FAILURE TO PAY**: By failing to pay your debts, you have brought discredit upon yourself and the United States Air Force. As a member of the Air Force, you are expected and

required to manage your financial affairs in a way that ensures your creditors receive what is rightly owed them. Your conduct has tarnished the high regard most businesses have for Air Force personnel. I hope you have seen the error of your ways. From now on, I expect you to be a model Airman. I will not be as lenient with you in the future.

10. **DEPENDENTS, FAILURE TO SUPPORT**: By failing to support your family, you have failed to meet your legal and moral responsibilities. The Air Force expects you to provide regular and adequate support to your dependents. Not only have your dependents suffered from your actions but also so has the Air Force. From now on I expect you to provide adequate support to your family on a regular basis. If you choose not to, I will take all necessary action to convince you otherwise.
11. **DERELICTION OF DUTY**: If a task is worth doing, it is worth doing well, exceeding standards when possible. By definition, your dereliction fell below minimum standards and was the result of conscious behavior. In addition to being despicable, it is a crime. From now on, I expect you to take more pride in your job and in helping this unit accomplish its mission. Rest assured that I will be watching you closely and in the event you jeopardize this unit's mission again by your dereliction, I will take swift and sure action against you.
12. **DISORDERLY CONDUCT**: Military custom and tradition require a high standard of conduct of all Airmen, *(particularly noncommissioned officers / officers)*. These standards of conduct related not only to performance of military duties, but the discharge of your civic responsibilities and your relations with the civilian community. *(Your actions have caused me to question your ability to perform as an NCO / officer.)* I expect you to consider these remarks and act accordingly in the future. Any future misconduct will result in more severe action and could further jeopardize your career.
13. **DISOBEDIENCE OF LAWFUL ORDER**: I want you to know I consider disobeying a lawful order to be one of the most serious offenses an Air Force member can commit. Strict adherence to orders is the only way a military force anywhere in the world can execute its mission, whether that mission be offensive or defensive. Your unit is no different; you have damaged its mission capability by identifying yourself as one who cannot be depended upon to perform as ordered. You are going to have to strive diligently if you ever hope to reestablish your dependability and credibility. A repetition of this totally unacceptable behavior will result in much stronger action against you.
14. **DISRESPECT**: I will not tolerate disrespect from anyone in this organization toward any of his or her superiors. Your disrespect has been detrimental to unit morale and the discipline of this organization. I fully expect you never to repeat such conduct. If you do, expect more serious consequences.
15. **RECKLESSLY DRIVING**: Reckless driving is a dangerous, criminal act. By issuing you a driver's license, the state has permitted you to operate a useful, yet potentially dangerous machine--an automobile. You have abused the trust placed in you by your reckless driving. You have also jeopardized the safety of Air Force people and property. I will not tolerate any further misbehavior of any type from you. If you wish to continue driving on this base, you had better become a model driver.

16. **DRIVING WHILE INTOXICATED**: Driving while intoxicated is a crime. It is also a dangerously reckless act. The USAF cannot afford to lose people, its most valuable resource, because you choose to drink and drive. Although you caused no injuries, your behavior had the potential to injure or kill someone. I absolutely will not tolerate this behavior. If you ever drink and drive again, I will take the harshest action allowable against you.

17. **DRUNKENNESS**: Drunkenness is a crime in the military when that drunkenness negatively impacts good order and discipline or causes those outside the military to think less of the military because of a servicemember's drunkenness. It also opens the door to many dangerously reckless acts. The USAF cannot afford to lose people, its most valuable resource, because you choose to drink excessively and engage in misconduct. I absolutely will not tolerate this behavior. If you ever engage in this type of behavior while intoxicated, I will take the harshest action allowable against you.

18. ETHNIC OR SEXIST REMARKS

a. **MAKING ETHNIC OR SEXIST REMARKS**: Making racial, sexist, or ethnic remarks, including telling racial, sexist, or ethnic jokes, is absolutely unacceptable. Your conduct has created tension and hostility within this unit and has had a detrimental effect upon morale. I will not tolerate this type of conduct. I fully expect you to heed this warning to refrain from this and all other misbehavior. If you do not, expect the harshest of consequences.

b. **PERMITTING ETHNIC OR SEXIST REMARKS**: Permitting racial, sexist, or ethnic jokes or comments to be made in your work area is totally unacceptable. As a supervisor in the Air Force, you have the responsibility to always remain impartial and support equal opportunity for all persons. If you cannot remain impartial, you are not fit to supervise. Your action has been detrimental to this unit's mission. This too causes me to question your supervisory capabilities. I caution you to never again resort to this or any other type of misconduct, and I expect you to prove that you are fully capable of shouldering and bearing the supervisory responsibilities I have entrusted to you

19. **FALSE OFFICIAL STATEMENT**: In the Air Force, making a false official statement is a criminal act. You can consider yourself fortunate because many Airmen have been court-martialed for such deplorable conduct. I cannot and will not tolerate this type of behavior in this unit. Untruths, half-truths, and the deliberate omission of the truth degrade the mission of the Air Force--a mission which can only be accomplished by trustworthy and truthful people. Having identified yourself as one requiring close supervision, you can expect to have your future actions closely watched. Be assured that I will react strongly to any future misbehavior on your part.

20. **FAILURE TO GO**: In the Air Force, failure to go is a crime. I assure you that many Airmen have been given Article 15s and court-martialed for similar misconduct. This unit, this wing, and indeed, the entire Air Force cannot function when members become undependable. You have proven that you cannot always be depended on and consequently you have damaged this unit's mission capabilities. I fully expect you to work diligently at redeeming yourself and proving that you are dependable.

21. **FITNESS PROGRAM**: You failed to make satisfactory progress in the Fitness Program. I recommend you adhere to an exercise program and diet that helps you meet or exceed the Air Force fitness standards. All members of the Air Force must be physically fit to support the Air Force mission. Health benefits from an active lifestyle will increase productivity, optimize health, and decrease absenteeism while maintaining a higher level of readiness. Further failures in the program will warrant more severe action, which could include administrative demotion and or separation from the Air Force.
22. **FRATERNIZATION & UNPROFESSIONAL RELATIONSHIPS**: An unprofessional relationship between (officers) (enlisted and officer members) (enlisted members) can lead to inappropriate familiarity. Such a situation can result in or create the appearance of favoritism, preferential treatment or impropriety. Such relationships degrade unit morale and discipline and must be avoided. (the following may be added as applicable) Personal relationships between officers and enlisted members, which violate the customary bounds of acceptable behavior in the Air Force, constitute fraternization and must be avoided. The policy and custom against fraternization have been a part of American military heritage for over 200 years. When fraternization has prejudiced good order and discipline or discredited the armed services, criminal charges may be brought. I fully expect you to conform your behavior to these precepts. If you do not, I will take more serious action against you.
23. **INTOXICATION ON DUTY**: I absolutely will not tolerate on-duty intoxication from any person in this organization. You are paid and fully expected to perform your job every day. Because of your intoxication, you failed to do your job, jeopardizing unit safety, and seriously damaging the morale of this unit. I expect you never to repeat such deplorable conduct. If you do, I will take stronger action against you.
24. **LEAVING PLACE OF DUTY WITHOUT AUTHORITY**: By leaving your place of duty without authority, you committed a crime. By your conduct, you proved you are not trustworthy. Furthermore, you injured this unit's mission readiness capabilities. I will not tolerate conduct such as this...ever! Your actions have resulted in your future behavior being closely scrutinized. You will have to work very hard in order to restore your credibility with me. Be aware that I will take much more serious action against you if you should repeat this conduct.
25. **MISUSE OF GOVERNMENT TRAVEL CARD**: By using your Government Travel Card to make personal charges, you committed a crime. You were issued this card to use for expenses when you are TDY. The rules associated with this card specifically state that it is to be used for official U.S. Government purposes only. From this point forward, I expect you to use your Government Travel Card only for official business. Any future misconduct will result in more severe action.
26. **OFF-DUTY MISCONDUCT**: As a member of the Air Force, you are expected to exhibit exemplary behavior both on and off base. Misbehavior in the local community reflects poorly not only on you but also on the entire Air Force. Violation of civilian laws is totally unacceptable. I absolutely will not tolerate this behavior. If you exhibit such behavior again, I will be forced to take much stronger action against you.
27. **DAMAGE TO MILITARY PROPERTY**: I want you to understand that damaging military property is a crime. The damage you caused has resulted in needless repair expense, waste of manpower, and

degradation of mission capabilities. Remember that you are in the Air Force to enhance mission capabilities, not to detract from them. Consider this statement a warning that your future conduct will be closely scrutinized and know that any other misconduct will result in my taking stronger action against you.

28. **DAMAGE TO PERSONAL PROPERTY**: By damaging the personal property of another, you committed a crime. Consider yourself fortunate you are only being reprimanded but note any recurrence will result in harsher sanctions. Each person has the right to believe other people will respect their property. You have shown that any such belief in you is ill-founded. You, and only you, have the opportunity to restore the faith of others in you. I believe this should be your goal, but even if this is not important to you, you had better heed this admonishment and refrain from any future misconduct.
29. **PROPERTY STOLEN, KNOWINGLY RECEIVED, BOUGHT OR CONCEALED**: Knowingly (receiving) (buying) (concealing) stolen property is a crime. By engaging in such conduct, you aided a thief in covering his or her steps and profiting from his or her criminal conduct. You also brought discredit upon both yourself and the USAF. I will not tolerate further misconduct of any type from you.
30. **THREAT, COMMUNICATION OF**: By threatening (name), you committed a crime. No one should ever be subjected to improper threats. I expect you to handle any differences you may have with an individual in a more matured and legal fashion. Don't perceive the lenient manner in which I have treated this incident as a license to continue such conduct. Let there be no doubt in your mind I will take any and all action necessary to prevent all future misconduct.
31. **UNDERAGE DRINKING**: Since you are under twenty-one, by consuming alcoholic beverages you committed a crime. Underage drinking is prohibited by AFI 34-119 and local law. In the future, I expect you to conform to all Air Force regulations and civilian laws. Understand that any future misconduct will result in stronger action against you.
32. **UNSATISFACTORY PERFORMANCE (FAILURE TO PASS CDC)**: In the Air Force, failure to satisfactorily complete your Career Development Course is grounds for discharge. You are given allotted time everyday to study your CDCs, it is your responsibility to utilize this time wisely. This unit, this base, and the Air Force cannot function when members are unable to pass their Career Development Course. You alone have the responsibility to study in order to pass. This should be your goal.
33. **UNSATISFACTORY PERFORMANCE (FAILURE TO PROGRESS IN OJT)**: In the Air Force, failure to progress in on the job training is grounds for discharge. Everyday is a learning experience with your job and if you don't understand a tasking that is given to you, you need to let your trainer or your supervisor know. You need to help us to help you. This unit, this base, and the Air Force cannot function when members cannot progress in their particular job. You will continue to receive tasks and I will be monitoring you during these taskings to ensure you are utilizing your sources.

34. **WRONGFUL APPROPRIATION**: Wrongfully appropriating (military) (your fellow Airman's) (name's) property is a crime. I will not tolerate such actions by anyone in this organization. By your conduct, you created animosity within this unit and damaged its mission capabilities. Additionally, your misconduct has brought discredit upon yourself. I never expect you to repeat such unpardonable behavior. Should you decide to not heed this warning, you will suffer the consequences.

Part 3– Sample General NCO/Officer Verbiage

General language can be used in second paragraph to further censure the violator. It simply reemphasizes the type of conduct expected from that grade.

NCOs

"All NCOs must possess a thorough understanding of Air Force standards, customs, and courtesies while maintaining exemplary standards of behavior, including personal conduct, loyalty, and personal appearance, both on and off duty."

"All NCOs must accept and execute duties, instructions, responsibilities, and orders in a timely manner, with minimal supervision."

"NCOs, by virtue of their grade and the authority vested in that grade, carry out the orders of the superiors. This is done by effectively employing the people, materials, equipment, and other resources under their control."

"As a noncommissioned officer, I expect you to lead by example. Your conduct in this matter has been a disgrace to the unit and the NCO Corps you represent."

"NCOs represent the Air Force NCO Corps to all with whom they come in contact. Personal integrity, loyalty, dedication and devotion to duty must remain above reproach at all times."

"Because you are a noncommissioned officer, I hold you to a higher standard. You are not a young Airman who was involved in this act because you didn't know better. I expect more from you and will take much more severe action if there are future incidents."

SENIOR NCOs

"You are a senior noncommissioned officer, responsible for upholding the highest ideals in personal conduct and behavior. To be involved in this situation has brought reproach on the unit and the stripes you wear. I will not tolerate such an example from my senior enlisted leadership."

“As a senior NCO in this unit I expect you to prevent and correct problems of this nature, not to engage in such behavior yourself. Your conduct was intolerable. I cannot believe that a person with your experience could have such a disregard for Air Force policy.”

OFFICERS

“An individual does not have an inherent right to continued service as an officer. It is a privilege which may be terminated when such action is determined to be in the best interest of the Air Force.”

“By virtue of an appointment, an officer enjoys a position of trust and assumes a continuing responsibility for leadership and for conducting himself or herself in an exemplary manner at all times.”

“The Air Force has no place for officers who show themselves unworthy of officer status by failing to meet and maintain our high standards of professional and personal conduct.”

“An officer can be discharged if, by his or her conduct, the officer raises serious doubts regarding their fitness for retention.”

“The responsibilities of the officer include the effective performance of...”

Advising Suspects of Rights

The moment a military member suspects another military member of an offense and starts asking questions or taking any action which may produce an incriminating response or is a reasonable consequence of such questioning, the military member must advise the suspect of his or her Article 31 rights. The consequence of not reading a member his rights may result in the admission being excluded from use in a future action under the UCMJ.

Who must give the Article 31 rights advisement?

Any person subject to the UCMJ must advise another individual if he suspects that person of a criminal offense, and he is questioning the person as part of an official law enforcement investigation or disciplinary inquiry.

Note: Military supervisors and commanders are presumed to be acting in a disciplinary capacity when questioning a subordinate.

When must Article 31 rights be given?

Article 31 rights must be read whenever there is a formal or informal questioning (“interrogation”) in which an incriminating response is sought or is reasonably expected. An interrogation does not have to involve actual questions – sometimes actions intended to elicit responses are deemed to be interrogation.

Note: If you are not sure whether to advise a suspect of his rights, **call the SJA!**

What must Article 31 rights include?

- The general nature of the suspected offense. The allegation must be specific enough so that the suspect understands what topic he is being questioned about. (Ex: “I suspect that you were late to work yesterday.”)
- The right to remain silent.
- The consequences of making a statement. (Any statement the suspect makes may be used against him in a court-martial or other administrative action.)

Note: It is best to read the Advisement of Rights card (page 30) when advising an individual of his rights.

- Right to counsel. (While Article 31 does not require notice of a right to counsel, it’s good practice to include the notice because it may be required under the US Constitution.)
- The suspect must affirmatively acknowledge understanding of the rights and affirmatively waive his rights and consent to make a statement without counsel present. No coercion is allowed.

When should I *stop* questioning a suspect?

You should stop questioning a suspect when he or she indicates a desire to remain silent. If the suspect wishes to remain silent, stop all questioning. Do not ask any further questions until you’ve consulted with the SJA.

Note: Be cautious when questioning an intoxicated person. If significantly impaired by drugs or alcohol, the suspect may be legally incapable of knowingly and voluntarily waiving his rights.

What should I do if the suspect *waives* his rights?

If a suspect waives his rights and consents to the questioning, you should, if possible, obtain the waiver in writing using the AF Form 1168, *Statement of Suspect*. You should have a witness present for the questioning. You should try to get the suspect to put the statement in writing, preferably on the AF Form 1168. Finally, you may prepare a Memorandum for Record detailing all aspects of the questioning once the

session is completed. Remember – if the suspect wishes to stop the questioning at any point throughout the questioning, you must stop asking any further questions.

Networking

Networking is not a bad term. It's merely the development of relationships, trust, and communication amongst likewise professionals. Networking is essential for exceptional leadership, management, and skill enhancement. One example: I'm a maintainer and rely on Logistics/supply to get the mission done. I have frequent interactions with a supply troop that is very reliable and professional; we end up developing respect for one another. Now we solve related issues faster because we know who to contact to get the job done and work things out. Some time-consuming "red tape" gets eliminated due to trust.

I would recommend making business cards with your work phone number and email. This way when you meet people you can quickly give them your card and they have your information on how to contact you. Whenever you attend military events, how do you network? How do you give people your info? How do they get yours?

People use it to help themselves instead of helping others. Networking should be something that allows groups of diverse Airmen from different sections to work together or help each other and provide skills. What does happen a lot is Airmen just try to get face time with leadership. I would be doing a disservice if I didn't tell you that getting face time with the Commander helps greatly. If you Commander does not at least know your name you need to fix that. I am not saying brown nose or just do things to get facetime but has no real impact. Find something you care about and use that to get facetime or at least known. Also, if you can include your peers and people you work with, that helps. Below are some simple ways to get out of your office and network the correct way.

Trainer- you can be some sort of trainer for the group, squadron or base. Some examples would be like a SAPR trainer, resiliency trainer etc. Something that everyone must go to once a year.

FTAC- You can brief all the new airman at FTAC and help with that,

join a club & professional org- 5/6 club, dorm council, honor guard, Airman's council,

play squadron sports- softball, volleyball, bowling

Events- Host an event like a BBQ or fun day of something, picnics, Easter egg hunts for kids

Build something for the unit- like a BBQ pit, picnic tables or a break room

*booster club -I put a * on this one because most booster clubs only do a Christmas party and maybe few other lackluster events for the year. Plus, people drink at the party, and it's important that it's a success, but no one really cares that you are on the booster club.

Another way to network is making friends with people in your career field. It is helpful because they know the AFI's and reg's. Make friends with people in your career field that you don't work with are great. You can do this by keeping in touch with people from tech school, meeting them on TDY's or even just calling up other bases and asking questions.

3 rings of connections example cats, cats/dog people know, cat people that you meet

SKT/CDC testing

SKT testing is your job knowledge. Being good at your job makes this one easier to study for. However, even if you are good at your job, you need to know terms and, that is why your CDC's are beneficial to study with.

The best thing you can do is teach someone. Helping others study for their CDC's is the best way to learn what will be on the SKT test. That does not mean work together to study! That is not allowed. However, when I had Airman studying for the CDCs, I would help them study, which is permitted. They also try to help you by putting essential things in **BOLD** or *Italic* to tell you it is crucial. At a minimum, you need to be able to answer all self-test and multiple test questions you find in your CDC's. Even better if you can explain why that is the correct answer and not just memorizing that question. When studying, Test Compromise is a big deal, and don't do it! If you get caught, you will not test and lose rank. Even if the person you are studying with is your wife or husband. This also applies to PDG testing. It is not Test Compromise to ask questions with people you work with if you do not understand something. If you are reading the CDC's and you, do not understand something or know why just ask someone. Just like regular studying, make flashcards. Most CDC's are easy to study with flashcards. You can keep them in your pocket, pull them out, and quiz yourself even if you only have 10 mins. The ones you struggle with more you can even put them in different piles to learn the information quicker. The more you study, the better you will do. If you got an 80 or better on your CDC's when you first took them, I would study the SKT a month out 1-2 hours a day. If you got less than an 80, I would study two months out 1-2 hours a day.

How to Study the PDG

I do not have any claim in this company; however, PDG advisor “AFH 1 Advisor” is the best way to study for the PFE. This is how you should study to do well on the test. I am not giving any examples or clues of what is on the test. This is a guide on “*how to study*” not what you need to study. All examples were pulled at random to prevent any test compromise. First, figure out how much you need to study. I recommend studying 30 mins - 1 hour every single day about three months before your test. Keep studying that much every single night. There is a range of test dates, so assume that you will be the first one testing. Then one month before your test study, 1-3 hours every single day. If you cheat a day, be sure to do twice as much the following day as well. Everyone who has used this method has made rank. Currently, this guide has led to 18/18, and 14 of those Airmen only had a promote.

What is it worth? If you think I am asking too much. How much of a pay increase are you getting? How much is that worth to you? 7 days a week x 30 mins a day x 90 days = 315 hours. A small bit over a long time makes the difference. If you think 30 mins of your day is a lot, look at the pay increase between your current and next rank.

PDG advisor- <https://mcmguides.com/AirForce/products>

Buy Advisor not gold! Is twice the product of gold.

The first time you open PDG advisor, you will first take a practice test to see how much you know. It does not matter what you score but what percentage you outscored. For the example below, the Airman outscored 75% of TSgts, which is pretty good. By the time you take the real test, you want to be able to consistently outscore 80-90% of people on the final 100 question practice tests to make sure you make the next rank. **Do not leave it up to chance!**



Next, you want to start learning each section. You do this by reading the review notes then taking the multiple-choice on that section. If you know it, you will get a star. You want to get stars on almost all extremely important and very important. You should skip the single-answer, games and AFH 1 Library. **ONLY DO review notes, multiple choice, custom study and Final Exams.** Depending on your rank and the test, it might change from year to year slightly. However, overall the PDG is the same PDG. Examples of review notes and multiple-choice are below of each section: The program might change from year to year but its basically the same.

Once you master the top two sections “extremely important & very important” start taking only 100 question final exams not 25 or 50, the real test is 100 questions, and that is what you should practice. While you are taking final exams, flag any question you cannot answer within 5-10 seconds even if you get it right. Also, any questions that you get wrong as well you should flag.



Then you can use the custom study to just review only the flagged questions. This way, questions you get wrong often or struggle with you will see more often.



alternate between doing all your flagged questions and taking final exams. A good ratio is taking three 100 question final exams, then do all your flagged questions as a test. Unflag questions once you learn them well enough and reflag questions when you forget them or get them wrong. Doing this will take time, but overall each exam you take will make you a little bit better. Then over time, you will only score in the 85-95% range every single time.



Without PDG advisor

-If you do not want to spend the money on this program. First, figure out how much you need to study. I recommend studying 30 mins - 1 hour every night for about three months before your test. Keep studying that much every single night. There is a range of test dates, so assume that you will be the first one testing. Then one month before your test study 1-3 hours every single day. If you cheat a day, be sure to do twice as much the following day as well. You can use free things by reading the PDG or free apps. The most important thing when it comes to studying is consistency and sticking to it. Even if you spend your lunch break, just read the PDG for 30 mins every day 2-3 months. If you cheat a day, be sure to do twice as much the following day as well.

What is it worth? If you think I am asking too much. How much of a pay increase are you getting? How much is that worth to you? 7 days a week x 30 mins a day x 90 days = 315 hours. A small bit over a long time makes the difference. If you think 30 mins of your day is a lot, look at the pay increase between your current and next rank.

The MKTS chart can help you save time preparing for promotion testing by using the numbers identified within each paragraph or section. You do not need the MKTS if you are using PDG advisor. These numbers let you know what information is the most important to know for your particular grade. A good study strategy would involve spending more time understanding the information labeled as a "1" or "2", but that as an Air Force Professional, you should take some time to look through all information pertaining to the rank you are seeking. The team of Chief Master Sergeants who write the promotion tests use the MKTS Chart as a guide to develop test questions applicable to each 'testing to' grade

What is the MKTS <https://www.studyguides.af.mil/>

The MKTS chart (located in the study guides as attachment 1) consists of letters (A, B, C, & D) and numbers (1, 2, 3, & 4).

The letters indicate the desired level of understanding applicable to each particular rank as Air Force Professionals.

The numbers indicate the importance of the information to each particular rank as Air Force Professionals.

Note: Sections identified with "4" indicate that the information in that section is valuable to a particular rank as Air Force Professionals, but the section is NOT testable.

Note: Sections identified with "N/A" indicate that the information is NOT required of a particular rank as Air Force Professionals, and is NOT testable.

The MKTS chart can help you save time preparing for promotion testing by using the numbers identified within each paragraph or section. These numbers let you know what information is the most important to know for your particular grade. A good study strategy would involve spending more time understanding the information labeled as a "1" or "2", but that as an Air Force Professional, you should take some time to look through all information pertaining to the rank you are seeking. The team of Chief Master Sergeants who write the promotion tests use the MKTS Chart as a guide to develop test questions applicable to each 'testing to' grade.

Attachment 1
Military Knowledge and Testing System (MKTS) Chart

Scale	Level of Understanding	Indicates the level of Understanding necessary for each rank
A	Knowledge	Remembering learned material; may involve the recall of a wide range of material from specific facts to complete theories, but merely requires bringing to mind the appropriate information
B	Comprehension	The ability to grasp the meaning of material; may be shown by translating material from one form to another; by interpreting material (explaining or summarizing).
C	Application	The ability to use learned materials in new and concrete situations; may include the application of such things as rules, methods, concepts, principles, laws, and theories.
D	Analysis	The ability to break down material into its component parts so that its organizational structure may be understood; may include the identification of the parts, analysis of the relationship between parts, and recognition of the organizational principles involved.

Indicates the importance need to level of understanding within each topic is necessary to fulfill your professional responsibilities	
1	Extremely Important
2	Very Important
3	Important
4	General Knowledge (Nontestable this promotion cycle)
N/A	Not Applicable

REQUIRED LEVEL OF IMPORTANCE FOR PROMOTION TO:	SSgt	TSgt
Chapter 1—AIR FORCE HERITAGE		
Section 1B—Dawn of Flight, Early Days of Aviation, First Air War and 1920s and 1930s Airpower	A4	A4
Section 1C—General Headquarters, Air Corps Prepares for War, and Airpower in World War II	A4	A4
Section 1D—Tuskegee Airmen, Air War in the Pacific, Air Force Independence, Cold War, and Cuban Missile Crisis	A3	A3

Section 1E—Vietnam, Desert Storm and Operations (1992-2014)	A2	A2
Section 1F—Airman Exemplars	A2	A2
Section 1G—Medal of Honor	A4	A4
Chapter 2—ENLISTED HISTORY		
Section 2B—Milestones of World War I and World War II	A3	A3
Section 2C—Cold War, Berlin Airlift, Korean War, and War in Southeast Asia	A3	A3
Section 2D—The Air War Expands, Vietnamization, Humanitarian Airlift, and Post-Vietnam Conflicts	A3	A3
Section 2E—Gulf War, Military Operations (1991-2003), and Iraq and Afghanistan	A3	A3
Chapter 3—ORGANIZATION		
Section 3B—Command Authority and Department of Defense	A3	A3
Section 3C—Department of the Air Force	A3	A3
Section 3D—Functions of Other Services	A3	A3
Chapter 4—AIR FORCE DOCTRINE, AIR AND SPACE EXPEDITIONARY FORCE (AEF), AND JOINT FORCE		
Section 4B—Air Force Doctrine	A3	A3
Section 4C—Air and Space Expeditionary Force	A3	A3
Section 4D—The Joint Force	A3	A3
Section 4E—Joint and Coalition Capabilities	A3	A3
Section 4F— Adaptive Planning and Execution	N/A	N/A
Chapter 5—EMERGENCY MANAGEMENT PROGRAM		

Section 5B—Emergency Management Program and Air Force Incident Management System	A4	A3
REQUIRED LEVEL OF IMPORTANCE FOR PROMOTION TO:	SSgt	TSgt
Section 5C—Protective Measures and Response Procedures	A1	C1
Section 5D – Natural Disaster, Man-Made Physical and Technological Hazards	A1	C1
Section 5E— Enemy Attack and Terrorist Use of Chemical, Biological, Radiological, and Nuclear Weapons	A1	C1
Chapter 6—STANDARDS OF CONDUCT		
Section 6B—Law of Armed Conflict	A1	B1
Section 6C—Code of Conduct	C2	C2
Section 6D—Everyday Conduct	C1	C1
Section 6E—Ethics and Conflict of Interest Prohibitions	A3	B3
Section 6F—Political Activities	A3	B3
Chapter 7—ENFORCING STANDARDS AND LEGAL ISSUES		
Section 7B—Air Force Inspection System	A3	A3
Section 7C—Inspector General Complaints Program	C2	C2
Section 7D—Individual Standards	B1	C1
Section 7E—Punitive Actions	B1	C1
Section 7F—Legal Issues	A4	A4
Chapter 8—MILITARY CUSTOMS, COURTESIES, AND PROTOCOL FOR SPECIAL EVENTS		
Section 8B—Symbols	A3	A3
Section 8C—Professional Behavior	B1	B1

Section 8D—Drill and Ceremony	A2	A2
Section 8E—Honor Guard, Protocol, Distinguished Visitors, and Military Ceremonies	A3	A3
Chapter 9—THE NONCOMMISSIONED OFFICER		
Section 9B—The Enlisted Force Structure	B1	B1
Section 9C—Enlisted Professional Military Education (PME)	A2	A2
Section 9D—Military Ethics	B1	B1
Section 9E—Enlisted Force Development	A4	A4
Section 9F—The Profession of Arms: An Airman’s Perspective	A4	A4
Section 9G—Personal Professionalism	A4	A4
Chapter 10—LEADERSHIP		
Section 10B—Leadership	B3	B2
Section 10C—Followership and Mentoring	B3	B2
Section 10D—Developmental Counseling	A3	B3
Section 10E—Full Range Leadership Development (FRLD)	A3	B3
Section 10F—Mentorship	A4	A4
Section 10G—Strategic Leadership	A4	A4
Chapter 11—OFFICER AND ENLISTED EVALUATION SYSTEMS AND CIVILIAN PERFORMANCE PROGRAM		
Section 11B—General Considerations (Officer and Enlisted Evaluation Systems)	A1	B1
Section 11C—Performance Feedback	A1	B1
Section 11D—Civilian Performance Evaluation	N/A	N/A

Chapter 12—TRAINING AND EDUCATION		
Section 12B—Training Management	B3	B2
Section 12C—Community College of the Air Force	B3	B2
Section 12D—Education	A3	B3
Chapter 13—RESOURCE MANAGEMENT		
Section 13B—Traits of a Healthy Team	A2	A3
Section 13C—Managing Resources Other Than Personnel	B3	B2
Section 13D— Planning, Programming, Budgeting, and Execution	N/A	N/A
Section 13E—Manpower Management and Competitive Sourcing	N/A	N/A
Section 13F— Government Property and Equipment	A4	A4
Section 13G— Facility Management	A4	A4
Section 13H— Energy Conservation Program	A4	A4
REQUIRED LEVEL OF IMPORTANCE FOR PROMOTION TO:	SSgt	TSgt
Chapter 14—COMMUNICATING IN TODAY’S AIR FORCE		
Section 14B—The Principles and Seven Steps for Effective Communication	A2	B1
Section 14C—Writing	A3	B3
Section 14D—Face-to-Face: Speaking and Listening	A3	B2
Section 14E—Electronic Communications and the Internet	A3	B3
Section 14F—Conducting an Effective Interview	A4	A3

Section 14G—Staff-Level Communication	A4	A4
Section 14H—Instruments of Written Communication	A4	A4
Chapter 15—PERSONNEL PROGRAMS		
Section 15B—Enlisted Assignments	A4	A4
Section 15C—Family Care Plans	A4	A4
Section 15D—Reenlistment and Retraining Opportunities	A4	A3
Section 15E—Benefits and Services	A4	A4
Section 15F—Personnel Records and Individual Rights	A3	A3
Section 15G—Awards and Decorations	A4	A3
Section 15H—Airman Promotion System	B3	B3
Section 15I—SNCO Promotion Program	N/A	N/A
Section 15J—Civilian Personnel Management and Programs	A4	A4
Chapter 16—WING SUPPORT		
Section 16B—Air Force Portal	A4	A4
Section 16C—Military Pay, Allowances, and Entitlements	B3	B3
Section 16D—Leave Management	A3	A3
Section 16E—Equal Opportunity	A3	A3
Section 16F—Legal Services	A4	A3
Section 16G—Ground Safety	B3	B3
Section 16H—Risk Management	B3	B3
Section 16I—Sexual Assault	B3	B3
Chapter 17—DRESS AND APPEARANCE		
Section 17B—Individual Responsibilities	B3	B2

Section 17C—Uniform and Accessory Standards	B3	B2
Chapter 18—FIT FORCE		
Section 18B—Physical Fitness and Fitness Components	A3	B3
Section 18C—Nutrition	A3	B3
Section 18D—Substance Use/Misuse	A3	B3
Section 18E—Tobacco Use	A3	A3
Section 18F—Medical Care	A3	B3
Section 18G—Suicide Prevention	B3	B3
Section 18H—Posttraumatic Stress Disorder (PTSD)	A4	B3
Section 18I—Stress Management	A4	B3
Section 18J—Redeployment Support Process	A4	A3
Chapter 19—SECURITY		
Section 19B—Information Assurance	A3	A3
Section 19C—Installation Security	B2	B2
Section 19D—Antiterrorism Program	B3	B3
Chapter 20—AIR FORCE KNOWLEDGE		
Section 20B—Mission Design Series	A4	A4
Section 20D—Air Force Information	A4	A4
Section 20D—Career Fields	A4	A4
Chapter 21—ORGANIZATIONAL MANAGEMENT		
Section 21B—Organizational Design	N/A	N/A
Section 21C—Managing Organizational Change	N/A	N/A
Section 21D—Conflict Management	N/A	N/A
Section 21E—Problem Solving	N/A	N/A
Section 21F—Project Management	N/A	N/A

REQUIRED LEVEL OF IMPORTANCE FOR PROMOTION TO:	SSgt	TSgt
Chapter 22—HUMAN RESOURCE DEVELOPMENT		
Section 22A—Power	N/A	N/A
Section 22B—Unit Morale	N/A	N/A
Section 22C—Transactional Analysis (TA)	N/A	N/A
Section 22D—Performance Counseling	N/A	N/A
Chapter 23—CRITICAL THINKING AND DECISION MAKING		
Section 23B—Critical Thinking and Human Nature	N/A	N/A
Section 23C—Critical Thinking in Groups	N/A	N/A
Section 23D—Critical Thinking and Organizational Culture	N/A	N/A
Chapter 24—STUDYING EFFECTIVELY		
Section 24B—Effective Study Habits in Eight Easy Steps	A4	A4
Section 24C—Study Strategies	A4	A4
Section 24D—Military Knowledge and Testing System (MKTS)	A4	A4
Section 24E—Know Your Learning Style	A4	A4
Chapter 25—PROFESSIONALISM		
Section 25B—Professionalism	A4	A4
Section 25C—America’s Air Force: A Profession of Arms	A4	A4
Cover, Forward, and Attachment Information		
Forward	A4	A4
Airman’s Creed	A1	B1

CSAF and CMSAF View Letter	A4	A4
Acronyms and Terms	A4	A4
Rank Insignia	A1	A1
Air Force Awards and Decorations	A1	A1

Personality Tests

<https://www.americandancetrainingcamp.com/blog/parent-info/true-colors-personality-test/>

Personality tests are a terrific way to see your coworkers in a new light.

<https://www.123test.com/personality-test/>

Conflict Arises between two different types of people.

Power Point

<https://business.tutsplus.com/tutorials/powerpoint-presentation-tips--cms-29886>

Speaking vs Informational Powerpoints

There are two types of power points in the Air Force. The type you will be speaking on the slides and the kind that the slides will be the only thing shown. If you are making a PowerPoint that you will be talking about, the less on your slide, the better. The simpler it looks, the better. This way, you are the focus of the talk and information, not the slide. That is what leads to an excellent presentation. However, if you just need to email someone slides, and just the slides will fill them in about a topic. Then you want your slides easy to understand without being able to ask questions. They can be longer and have more pages, but you don't want to put too much on one slide. Also, when using numbers or facts, you should always cite sources that you used.

PowerPoint Vs Prezi

Prezi.com

Prezi allows you to create a better slide than PowerPoint, and its free as long as you have internet access. It sometimes is blocked or slow, depending on your base you are at.

Pregnancy

This chapter is for men and not just women. Below are some universal things for All Airman, and these things can change pretty frequently, so be sure to do your research. The ones that apply to all career fields are below. However, there are some that unique to specific career fields. Also, it is essential to talk to other women in the Air Force who recently have had a baby, even better if they are in your same career field. They can tell you about things you might have missed.

All Airmen

The military has a policy that states that it will not directly force a service member to undergo a DNA test to determine paternity. You may, however, still find a way to have authorities from the branch of the military in which he serves insist that he agree to testing. The DOD does normally agree to enforce civilian court orders in most cases. Thus, if you obtain a court order, then his superiors will likely compel him or her to do the test.

Proving paternity through such a route is a hassle to both you and the serviceman with whom you were involved. A better resolution may be to convince him that providing benefits to your child without the need for a court order is the easiest solution for both of you. According to the Office of the Judge Advocate General, this can be done by completing the following three tasks:

- Him acknowledging paternity in a written statement.
- Him applying for dependency status and a military dependent ID card for your child.
- Registering your child in the Defense Eligibility Enrollment Reporting System.

While the information given above should not serve as a substitute for legal advice, it could potentially help avoid a difficult legal battle in court.

Duty resections – There will be some general lifting and do and don'ts that your doctor will give you. If this is your first baby, I would recommend reading it. Some of these things will affect what you can do in your career field.

(I would put the physical profile form number here and the proper title and state that it is started with going to the public health section of the MTF).

PT – You should not injury your baby to prove that you are just as good as the men. You are just as good as the men. However, early in your pregnancy, you should try to PT within what your doctor tells you that you can do. This will help after you have the baby by not having to start over. The rule of thumb for physical fitness while pregnant is different every pregnancy. During some pregnancies, some women can lift weights, run, and be able everything they were able to do before they became pregnant. While so women, increased blood production during pregnancy and exercise can cause some women to become light-headed. Some women can not participate in physical activity or stand for long hours as their pregnancy is considered "High Risk" do not push themselves or others without knowing the limitations of pregnancy. ALWAYS, talk to your doctor before trying a new work out routine. Maintaining a healthy weight and staying active during pregnancy will help with recovery postpartum. Also, some women put on a

lot of weight and that is fine. I am a male that is writing this, and I understand that I do not know what it is like to have a baby. However, you will need to lose weight after the baby, and that can be hard.

PCS/TDY/Deployment resections- Getting pregnant can affect where you can go. Resections can be a good thing or a bad thing. It is essential to look into and what travel is limited and when. Depending on how far along a member is in their pregnancy. PCS can be delayed until 3 months after the baby has been born or until the code restrictions have been lifted. PCS while pregnant occur all the time. As long as the mother and baby are deemed safe for travel, then a PCS can occur. Pregnant women can also attend TDYs to advise if the mother and baby are safe and healthy, a TDY can occur. Also, talks should occur with the pregnant member before signing her up for a TDY.

Clothing allowance- Go to finance and see what you are offered. For each pregnancy, a member, is entitled to \$139.94 for maternity uniforms. This number can change every year so go find out what is offered.

Foot wear- As you get bigger, you can wear sneakers, and this should help. Ask your doctor.

Breast pumps room- You need to have a space that is not the bathroom. If someone ever says do it in the bathroom, tell that person to eat their lunch in the bathroom because it's the same thing. Also, it is required per AFI.

Leave policy- See how much leave you can get for free. If you have medical issues, make sure your supervisors are talking with the commander since he or she can give you more free leave to recover if needed. The extra leave applies to men as well. If your wife had complications, do not hide that and let your supervisor know so they can work with the commander to get you more time off.

Money- Having a baby is never cheap. Try to save before the baby gets there (AFRC Family planning). Also, use the Airman's Attic to help reduce the cost. Then give things back to the Airmans Attic as your baby grows to help future parents. Also, you should be able to get reduced formula, vitamins, breast pumps, and other things for free or discount (WIC). Medical Airmen should know more about that or get with your First Shirt.

Doctor/Medical- You need to go, and as soon as you have dates, be sure to let your supervisor know. The more time they have to prep, the easier it is on your work center. However, that does not mean you need to schedule your appointments after the duty day. You should pick a time that works best for you and your health.

Separate - You can separate from the military if being in the military and a parent is too difficult.

Career Field unique

Radiation, Radio waves, Chemicals, Physical requirements, Climbing towers, High Voltage, - Verify everything in writing with an AFI, safety monitor, and JST. Just because someone says, _____chemical is safe, ask to see the paperwork on it (SDS/MSDS) Material Safety Data Sheets. There should be a written somewhere what is safe and is not. Even better is to build a binder for that job, so future women and men know what is safe or unsafe. If you are unsure, you can get with Safety or even read the OSHA regs.

Being seen as Lazy- Some men and even women will see you as lazy due to you having to go to the doctor more often or not doing some part of the job. Women are still "new" to the military and have to work even harder than men. Hopefully, this perception will change in the future. However, I need to put this in here so females know that it can happen. While pregnant, you will have to work harder sometimes, which is not fair, but it will help change men's minds on how much of a good thing women in the military are.

. I would include support organizations such as breastfeeding in combat boots and la leche league and include information for paternity leave.

If this is a self help or how to guide I would include information about the CDC and FCC, getting medical care for newborns, hospital orientation, DEERS enrollment, how to get a breast pump from Tricare, and maybe include some

information for males whose partners are civilians or same-sex. I think the content is a tad generic but you covered just about everything.

PT Program

All PT programs are different depending on many factors such as work hours, mission requirements, weather, etc. However, here are some basics that you should try to reach.

Knowing when PT tests are due.

You should know when your pt test and the people you work with pt test. By knowing when they test, you can make sure you or they have time to train and prepare before their test. Knowing the dates can also help when planning TDY's and such. You might not want to send an Airman who has always barely passed on a long TDY right before their test.

Giving Full practice tests at least 2 months out.

Two months is preferred, but 1.5 months is the minimum. Two months allow you or the Airman time to fix or strengthen any weak area. Also, it needs to be a full test, including waist tape. Some Airmen might not look overweight in uniform, but they are failing or barely passing. Treat this test as a real test. Treating it as a real test will help with nerves on the actual test day. Practice makes perfect. Record how the Airman did and offer ways to improve. Many locations have running classes, help from PT monitors, eat well classes, or even people from other sections willing to help. Being proactive is better than trying to fix something after a failure. It looks better that you identified you had a waist problem two months out and went to a eat well class and tried to fix it before your test. Also, the practice test can help your Airman as well. For example, the Airman got a 95.6% on his full practice test that you did with him or her. Then during their test, they got hurt or a cramp. I would gladly stick my neck out for them because we did that practice test.

Train like the points are given out.

The run is 60% of the points, and therefore you should be running at least 60% - 80% of the time of the workout you or your organization is doing. The run training you are doing needs to be timed. Sprinting and then walking is not adequate training. You should keep a decent pace going the whole run. You can track your progress by keeping time and hold yourself and others accountable if they are not going fast enough because everything you do is timed. With your run being timed you can see your pace and set goals. Also, you can give Airman paperwork for walking/not trying hard enough during PT, but a verbal warning is preferred. Only give them paperwork if they are offering 0 effort at multiple PT sessions. You also should run 1-2 miles when you are training. Running longer than 2 miles is long-distance running and uses different techniques, skills, and pacing. Running less than 1 mile is sprinting and uses different techniques and skills. Also, per lap you should know your time.

An example would be if you are running 6 laps 1.5 miles. You need to time each lap so you can track your progress. So if you run, you could have times, for each lap like this.

Lap 1 1 Min 50 seconds,

Lap 2 1 Min 53 seconds,

Lap 3 1 Min 55 seconds,

Lap 4 2 Mins,

Lap 5 3 Mins ,

Lap 6 2 Mins

Total 12 Mins 38 Seconds

This way, you know at lap 5 you died and need to give extra on lap 5 next time you run. You could try running a little slower on lap 4, so you do not die on lap 5. Knowing your times give you choices. Once you read below, you will see how your switch from anaerobic glycolysis to aerobic metabolism needs improvement. The only way to improve that is to run like mentioned above without stopping.

You can run every single day 1 to 1.5 miles. As long as you are not running over 4 hours per week, you are fine. However, know your body and not push too hard, but you can run every day.

Running Energy Distance

Gear 1 “The primary energy source for sprinting distances up to 0.4 Miles, is **Phosphocreatine**.

Gear 2 From 0.4 Miles to 0.9 Miles, it's **anaerobic glycolysis**.

Gear 3 For distances longer than 0.9320568 Miles, athletes rely primarily on **aerobic metabolism**.

Understanding what happens to the body at different exercise intensities and distances can help you recognize and avoid the limitations of each energy system for the best effects on your training and racing.”

<https://www.active.com/running/articles/an-overview-of-energy-sources>

I added this section about science because you need to run at least 1 mile without stopping. There are three changes, on average, how your body gets its energy. Think of them as shifting gears from first, second, and third gear. That is why people slow down after lap 1 because they burned through their Phosphocreatine. Then they use their anaerobic glycolysis, and people slow down around lap 4 when they run out. Finally, after lap 4 they are primarily on aerobic metabolism, which can hurt the most. By training the switch between energy sources, it gets easier. If you are always taking breaks in your run by doing pushups, sit-ups, or walking, you will not be training anaerobic glycolysis and aerobic metabolism, the first two gears. With the breaks, your body can restore energy in gear 1 and gear 2. The only way to train gear 3 is to run at least 1 mile. Some Airmen prepare the first two gears and not the third gear when their running is broken up. The Airmen do sprints then walking or something like that. They are not training the systems they need to run the 1.5 mile. That is why people may be trying at PT every day but still not get 90 or better on their tests. They only trained the first two energy systems.

Finally, some Airmen only train gear 3 by running long distances, 5k or 3 miles. When running those distances, you will ignore gear 1, gear 2, and just focus on gear 3. With that, you are not improving speed but endurance. It also affects your form, pacing, and stride. The pacing, form, and stride you need for a 1.5 mile run are different than a 5k run.

Sit-ups should be about 15% of the workout. Sit-ups are a high failure item. Sit-ups, just like the run, need to be timed for the same reasons as the run. So about 1 - 3 mins of sit-ups.

Almost no one fails **Push-ups**, and if they did, they are injured or failed other parts of the PT test as well. Push-ups should be done 5% of the workout. So about 30 seconds- 2 mins of push-ups.

Waist measurement- Finally, the most challenging part, if someone is overweight, you need to tell them that they are overweight. Overweight Airmen need to adjust their diet and make better food choices. Offer help, and don't just call them fat. See the chapter on 5 pillars for more information.

Normal PT for me is alternating between running 1.5 miles run with the entire run timed. The next day would be 1 minute of push-ups and 1 minute of sit-ups, and 1.0 mile run timed. You can do this 7 days a week, but I just do it 3-4 times a week, and if you do it two months out, you will have above a 90. Also, the four days prior, you only do a light 0.5 jog at most. With all of your PT being timed, you will be ready for your test.

AFI

2.25.4. PT program requirements: unit PT programs will encourage Airmen to participate in physical fitness training for up to 90 minutes, 3-5 times per week. (T-1). Consistent with mission requirements, commanders are encouraged to schedule or authorize Airmen time to participate in physical fitness training during the duty day.

You need to fight for the time during the duty day. Also, if you want to motivate your Airman, you need to offer or order them to PT with you. If your Airman or shop does not see you running, you are not motivating them to run. Even if you have a 90 and are in shape, getting out from your desk during the duty day will help push them to run more.

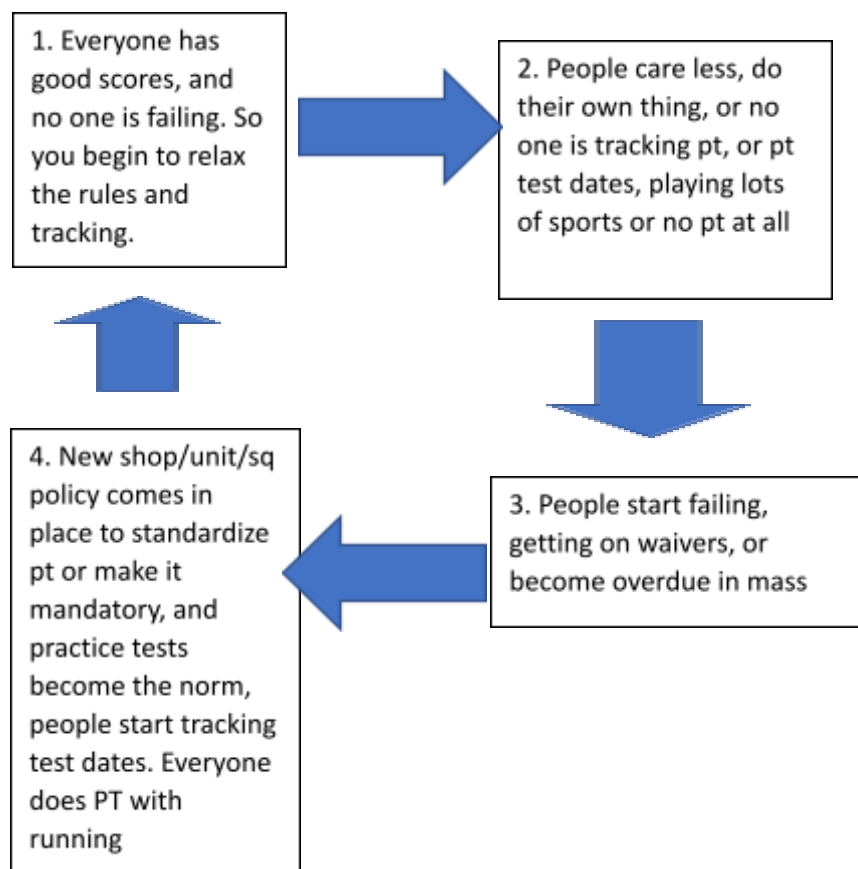
Gear/Form

You should have the right gear. Having the right shoes can help reduce injury and increase our speed. Your shoes are one of the few things that you have great control over, and it is an investment, so buy some good shoes.

To fix your form, you should work with someone who ran track, and some bases even have a run gait analysis to see how you are running. Some running stores will also do it for free.

The flow of unit PT

Please break this cycle and follow the guidance above, or this will be your shop, unit, or squadron.



High Risk of Failure

You should try not to take a test you are **going to fail**. You can do these things if you are 90-100% sure you are going to fail.

A) Take time to Self reflect on why you are struggling with PT. Train harder and not been a lazy dirtbag Airman in the first place. You need to look in the mirror and never let it happen again. The best way not to be such a lazy dirtbag is to help others in the future. Read the chapter on Physical Resiliency and PT program.

B) Go to medical and get checked out; you could be hurt and do not know it. Going to medical can also by you some time. You need to go sooner than later. The farther out from your test, the more likely you are to get on profile. Also, if it does hurt, go more than once. Sometimes you are told nothing is wrong, but something is. If it hurts and you are not getting the care, you need to work with your first shirt and supervisor.

C) Take your test at the end of the month to give yourself more time. You can even let people know that without the full time, you might fail but might pass with the extra time. Be honest with your leadership about your lack of discipline in training and that it won't happen again.

D) Go overdue, it is better to go overdue a few days or even weeks than to fail a PT test. You should pass with the extra time, or it might look worse that you took extra time and still failed. Also, make sure you know when your EPR is due, it can affect that as well.

E) The moment you know you are struggling, start going to official PT programs like run fit programs, eat well, and others. See your HAWK or PTL and document it. The sooner you can show that you are trying to fix it, the better.

PT test-takers

1) You should have someone from your work center be there when you test or someone from your organization who is not testing. They will motivate you. People will push themselves harder when being watched by people they care about. Also, with them not testing, they can focus on keeping time or cheering you on. Also, they can be there for you if you fail, get hurt or something weird happens.

2) Get a good night's sleep and eat well, **not just the day off, but at least a few days leading up to your test.**

3) If you want a higher score, have someone pace you so you can focus on the test only.

4) Ask what the Maximums are before you do push up or sit-ups. People forget and stop 1 short all the time because they forgot the number or thought it was a different number.

Knowing Airmen

You should do these things if you are someone's mentor, peer, subordinate, supervisor, basically their wingman. You have to get to know them, spend time with them, and help them. Add up the points and see how well you know your Wingman.

Category	Question 1	Question 2	Question 3	Total
Do you know about their family life ?	Knows if they are or not married, GF or BF or single. +1 points	If they have kids and if so how many? +1 points	Where are they from/grew up? +1 points	
OFF duty time , how well do you know them?	Knows what they do for fun when they are not at work? +1 points	Has visited their house or where they live at least once in the past year? +1 points	Has gone out to eat with them? +1 points	
Knows what their goals are and helps them achieve them?	Knows Short term goal +1 points	Knows Medium-term goal +1 points	Knows Long term goal +1 points	
Contact information Phones, address Knows who they live with,	Phone number +1 points	Address +1 points	Who the member lives with +1 points	
Do you ask them about their mental health ?	you can tell if you're having a bad day +1 points	you ask them about their mental health +1 points	you are open about your mental health +1 points	
Spends time with them?	spend time an hour a week +1 points	you eat a meal with them once a week +1 points	You do an activity with them once a month +1 points	
Knows about their leave and when family visits	you know about their leave +1 points	you know when their family visits +1 points		
You are there when they need you	help them move or project around the house +1 points	they call you to talk about issues or vent +1 points	willing to cover for them if they make a small mistake +1 points	

Social Media use

Anything that gets posted of you stays on the internet forever. Remember that when anyone is filming you. This rule applies to any social media, YouTube, Twitter, Facebook, Instagram, and ect.

We are going to break down some do's and don't's.

DO

- 1) Use it as a tool to stay in touch with friends and family.
- 2) Use it to share your appropriate pictures. Appropriate means no one in your entire leadership chain will get upset for what you post. Also, be careful with some political posts. You are entitled to your opinion, but it should never be endorsed as an Airman, and some far right/left wing posts will hurt how people see you. Also, very right-wing things are racist even if they don't mean to be, and you should be extra careful of what you post.

Example: I had an Airman post a picture of all black adults waiting to vote and a joke about welfare lines. If he was my supervisor and I got a markdown, I would have to wonder if it was because I was black. Another left-leaning post would be something like if a female Airman posted "all white men are rapist." That post as well would erode trust because if you were a white man, you would think that this woman does not trust you or worse.

- 3) Settings: keep your settings so only friends can see what you post. Keeping those settings might save you if you post something you should not have posted.
- 4) If in a leadership role, make sure to state it's your opinion, not official information, when posting things. Also, be careful when posting "opinions." Below is an example of a good post vs a bad post about the same issue.

Good post: It's just my opinion, but I hope they look at improving the promotion system. I think we have made some functional changes, but I would like if they looked into

Bad post: My leadership chain has no idea what they are doing. The system is just who gets more facetime and fuck the people who do all the hard work.

- 5) Try to use language that you would use in front of your commander.
- 6) Tell your story, the public loves to hear about what we do, and we all have a story to tell. Do not post OPSEC, if un-sure, ask your supervisor or Public Affairs.
- 7) Honor other people, social media can be used to remember people or highlight success, or remember what we have lost and why we do what we do.
- 8) Great place to organize meetings for booster clubs, volunteer events, or clubs.
- 9) If someone in the military posts something, they should not have to let them know. Also, be polite about it. There is no reason to be a jerk. One day it might be you who posts something in bad taste.
- 10) Join different groups that build teamwork. An example, most career fields have their own private page.

DON'T

- 1) Do not shit-talk your leadership publicly. It erodes good order and discipline. Also, they can give you paperwork for what you put on your Facebook, or any other social media.

For example you could say something like "The base CC has no idea what he/she is doing" or "even post a meme making fun of LT's in general," and someone in your leadership chain becomes offended, you can get paperwork.

- 2) Do not post pictures of secure locations, you doing illegal things, large amounts of drinking, in any uniform doing something that can be seen as inappropriate by your leadership, OSEC, your or other people's PII. Also, this counts things like Snapchat. Many

young Airmen take videos or pictures of them doing illegal things. Then those videos are use as evidence against them.

3) Settings: Do not keep your settings so everyone can see what you post.

4) Do not be a dick, asshole, bitch, or racist, bigot.

For example, let's say you post "Mexicans need to go back to Mexico." You are a supervisor, and you supervise an Airman of Mexican descent; when you give them a bad EPR or write them up, they can say it was not me but the fact you have a bias or are racist. Even if the Airman needed to be written up for what they did, you left the door open for those kinds of claims. This also applies to memes or things you post by other people.

5) Do not repost or like memes that are critical of the Air Force, rules, or culture. Some of them are very funny. However, a lot of them are in bad taste. Your nonmilitary friends might take them seriously, or they could offend, or even imply you break the rules.

6) Do not join groups that focus on hate, or post things that most people would think are wrong. You can leave groups if they become inappropriate.

An example would be groups that post pictures of women without their consent to get revenge.

7) Do not violate copyright, by claiming something is yours when it is not.

8) Do not endorse things by using the Air Force name. If you are unsure, ask a Supervisor or Public Affairs. For example, appearing in an ad for a business in uniform.

Bonus rule: 90% of what you see on the Airman/NCO Facebook group erodes morale and good discipline. If you are still serving and like some of the posts or repost them, you are part of the problem.

Assignments 36-2110

That AFI is the foundation that can provide more updated information than this chapter can.

You might want a new assignment if you don't like where you are at, have been treated poorly, or want something new.

How to get an assignment? No one way works, but you can increase your chances. May the odds ever be in your favor. Below are a few things that you can do. The biggest thing you can do is be an Airman that people want to work with. People want to work with hardworking, smart, and friendly people. If you do those things, it will make getting cool assignments and orders easier. I would highly recommend talking with the career assistance advisor on your base. They usually can be found in the education building or just ask around.

1. **Dream sheet** Short tour vs long tour open positions. You should keep your dream sheet filled out with places that have open spots for your rank and AFSC that you are 100% okay with going to. Do not put a base on your dream sheet if they do not have an opening for your AFSC and rank unless the listing says one up or one down, which applies to you. For example, it's a SSgt spot, and you are a SrA, and its one up and one down.
2. **Working with Leadership** in your AFSC. Your MAJCOM/AF leadership can help you greatly when it comes to getting orders. However, if you are not a hardworking Airman, they probably will not help you.
3. **Special Duties** outside and inside career field/ PCA/SPEACAT. See what other jobs there are available, and you might find something that fits you even better than your current job. Make sure you meet the requirements of that job.
4. **Within the unit** UTM/CSS/Training manager/Security Manager/Superintendent. These are great if you want to get out of your work center. They also provide a new breath of experience.
5. **Within the base**, you could be CSS, the base protocol, dorm manager, ALS instructor, someone's exec, NCOIC of Airman and Family readiness center, some honor guard spots are full-time or at least a few months in a row.
6. **First-term Airman/base of preference.** If you have not reenlisted yet, this is a great way to get to a new base. However, the grass is not always greener.
7. **Cross training or special duty** is also a way out.

What to do to get orders? Prepping to PCS?

1. **Out processing checklist.** Do not wait until the last minute. Try to get as much done as you can. If you are going overseas or have dependants, this checklist will take even longer. If you are having a hard time, ask for help.
2. **Getting your stuff pre-packaged.** Once you have orders you can pre-pack valuables because if you are having the government move you, they sometimes break things. Also, when you

move, you should take pictures and videos of everything working in case it shows up missing or broken. You can also do a do it your self-move. It is more work, but you can make a few bucks by doing it that way.

3. **Changeover**/ additional duties/projects/training /passing the torch. Once you get your checklist, you need to begin change over. Making sure your replacements know what they will be doing. Letting others take over does not make you lazy. However, once you have your checklist you should step back. By stepping back, allows your replacement to ask questions, and you can fill in the blanks as needed. If you think working the program until the day you leave shows you are a hard worker, you are wrong. What will happen is when you leave, and the new person takes over; they do not know what they do not know, and when you are gone, it is harder to ask you for help.

Going away/Awards/DECS/ EPRS/BTZ

1. Before you go, you should check on the status of your EPR/DEC/AWARDS/BTZ if you have any of them pending.
2. Going aways should usually be held during the duty day. This way it's a break from work, and more people should show up. If someone has a going away, you should go even if you do not like the person. If they were part of your work center, you should go. Military people die from war, accidents, suicide, and natural causes. It might be the last time you ever see that person again in your life. You can at least see them off.

Moving/Finding a new place to live/Making new friends/Sponsors

1. **Travel** from your base. Travel can be difficult, and getting to the airport early can fix many problems with travel. Make sure you have extra copies of orders at least 10 front and back. If going overseas, ask lots of questions if it is your first time. Make sure you have your sponsor's phone number/facebook in case something goes wrong.
2. Looking for a **place to live**. If you are living off base, you should have started looking before you moved. Also asking your new work center where they live can give you a good idea of places and what costs to expect.
3. How to make **friends**. Making friends can be one of the hardest parts of moving. The best way to make new friends is to eat with people for lunch or even in the office. Sharing food and getting to know someone is the best way to make friends. You also can join a club or sports team on base.
4. New base **Sponsor/Supervisor**. Once you get your checklist, you can reach out to your new work center. You should get the names and phone numbers of both your sponsor and supervisor. Having their cell number can come in handy. This part may seem like a repeat, but it is essential to have those numbers.

Your Desk

Not everyone will have a desk, or they have to share. Some Airmen will even get their own private office. We will cover some dos and don'ts here.

Do

- 1) It does not have to be clean all of the time. However, you should clean it at the end of every workweek. Also, don't keep open food overnight because rats and mice are a thing.
- 2) Arrange your desk so it works to your liking. However, if you share a desk, be sure to have a minimalist style and communicate with whoever you are sharing the desk with.
- 3) Always back up whatever you have on your computer and keep in on a DVD-RW, military PC's break all the time. So keep a disk in your desk, and this will allow you to move desks if needed. At least once a year. A good time to make a backup is around Christmas since the workload tends to drops. It would be best if you wrote with a sharpie on it the year, your name and date of when you made the disk.
- 4) If you need to keep something of value in your desk, be sure to lock it. If your desk does not lock, do not store it there.
- 5) Position your monitor so most people can see it. This way, it shows you are doing work or taking a break. There is nothing wrong with reading the news for a few minutes 5-10 in the morning. It is essential to be an informed Airman. However, reading the news does not mean browse reddit, Imgur, or Facebook all morning.
- 6) Keep an extra hat in your desk if the room allows for it. There will be times where you or someone else forgets or loses their hat, and it is nice to have an extra one in your desk.
- 7) Keep a digital or hard copy of the enlisted force structure in or on your desk. It will come in handy many times with dealing with co-workers.

Don't

- 1) Do not leave food out over night, also if you are going to leave something in your desk, make sure it is sealed and will not rot or smell.
- 2) Do not put anything up that is offensive, posters, magazines, and such that someone might find offensive.
- 3) Do not Leave your or other peoples personal information laying out,

4) Do not leave any money; you would not be upset if it got stolen from your desk. Just because we are all military does not mean someone would not take \$50 out of your desk while you are not there.

5) Do not position your monitors so no one can see what you are doing unless there is a need to do so. That need should be so that people's personal information is not easily seen. The need is not so people can not see you on Facebook all day.

6) Do not put awards or coins on your desk. There is an exception to this rule: if you are a SNCO or going away gifts. Going away gifts are about you as a person, and that is fine. Certain SNCO's with their own office can get away with having awards, but it is still not recommended. You do not want to put awards on your desk because not all but some people will judge you. Also, some people have never gotten an award, and it can create friction, jealousy, or animosity. People will judge you for thinking you did not deserve an award. They can also judge you by thinking that you already won awards, so it's someone else's turn even if you outperformed someone else. Like well, we already recognized him or her, so let's not put them in any more, or they won enough. Another reason is that some people might think you are full of yourself and trying to show off. Finally, a hard worker might have never been awarded anything in their career. It can hurt their morale by seeing all of your awards.

Running Meeting

In the simplest and most basic way, a meeting defines the team, the group, or the unit.

Meetings need to have an objective

Alcohol and Drug use

The military has a 0 tolerance policy when it comes to drug use. A lot of Airmen think that they will get away with drinking and driving or using illegal substances. The first time they might or might not. However, when Airmen break alcohol and drug rules they usually break them more than once. This is why Airmen who break these rules will always get caught eventually. Ask any NCO how many people they know who have been kicked out for drug or alcohol abuse.

There are four types of ADAPT referrals that can happen.

Command Referrals- Unit Commanders must refer for assessment when substance use is suspected to be a contributing factor in any incident. Some examples are “DUI, underage drinking, accident or mishap.” The commander or first sergeant will make the appointment and not let the Airman “self-id”

Self-Referrals- It is not voluntary if the member is already under investigation or action is pending as a result of substance abuse incident. For example, if you get arrested on Saturday for a DUI and then go to ADAPT on the next Monday it will not be a Self-Referral. Command will not be notified when members self-identify at ADAPT if they do not meet criteria for substance use disorder.

With Drug use Self-Referrals Commanders will grant limited protection for AF members who disclose evidence of personal drug use or possession with the

intention of entering treatment. You cannot self-Referral if ordered to give a urine sample and the results are positive or pending. Also, you cannot self-referral if the member is already under investigation or action is pending as a result of substance abuse incident.

Medical Referrals-

Drug Testing Referrals-

Getting out of the Military Separation & Retirement

TAP- Transition Assistance Program

You never know when you might be getting out of the military. You might be kicked out and removed from the military in a few months, and you do not even know it yet. The most significant part of leaving the military has a plan. Your plan or framework should be already done or start working on it. The biggest things you need are a resume, letters of recommendation, and go to medical, dental. Also, start saving money; the more, the better. Finally, you want to use all of the benefits that will expire. You want to take every CLEP and DANTES while they are free.

Things you need to think about because you will no longer have them. The first document you should go over is the Benefits fact sheet. Next you should review the change in taxes, BAS, BAH, how this will effect your spouse, change in healthcare, what you will do for employment.

You can get a better government job or look on USA jobs. You could end up with Higher pay

School

Freedom of movement

More freedom

Companies see military as reliable

<http://afsadiv4.org/wp-content/uploads/2016/03/2017-AF-Benefits-Fact-Sheet-3-Jan-17.pdf>

Vet tickets

Microsoft office family

Lowes, Home depot, Apple online, Glock Blue label Program

ID me opens up a lot of other sites

Shop my Exchange

Expert Voice

The main reasons why the military does **Involuntary Separations**

Involuntary COG,
defective enlistments,
entry level conduct within the first 180 days- it is VERY easy to kick them out,
substance abuse treatment failure,
unsatisfactory performance,
Misconduct,
fitness failure by the AFI 4 within 2 years or 3 in a row.

The main reasons why the military does **Mandatory Separations**

Fraudulent -Hard to Prove, Erroneous Enlistment-
Civil Court Conviction- You can get a LOR for something you did off base
Drug Abuse- Normally a general Discharge
Sexual Misconduct-

How you can be Discharged

Honorable- quality of service generally has met AF standards of acceptable conduct and duty performance member service is otherwise so meritorious that any other characterization would be inappropriate. For the GI bill.

General -service has been honorable but significant negative aspects of conduct or performance outweigh the positive, you might lose VA access.

UOTHC Other than Honorable Conditions- Pattern of behavior or one more acts of omissions that constitute a significant departure from the conduct expected of airmen

Bad Conduct Discharges A Bad Conduct Discharge comes as the result of a court-martial and may be followed by prison time depending on the nature and severity of the conduct.

Dishonorable Discharge- This is the most punitive of all military discharges and is given as the result of a court-martial. Desertion, murder, fraud, and other crimes performed in uniform can result in court-martial proceedings that lead to a Dishonorable Discharge.

Entry-level Separation – Within the first 180 days of continuous active duty.

Medical Separation- May be given to service members who become sick or injured to the point where military duty is no longer possible based on a medical evaluation of the medical condition.

Separation for Convenience of the Government- This type of discharge is done at the discretion of the branch of service involved and is not considered a common or routine practice. This is done when the force needs to slim down and kick out. If you win the lottery or inheritance and have a large amount of money.

Leave AWOL Unauthorized Absences

Leave AFI36-3003

Sick Call- If it is an emergency call 911 or whatever number it is in your area. After you are physically able notify your supervisor or the next person in the chain of command. If it is not an emergency call your local base clinic.

liberty (regular pass) Weekend - Do not grant regular passes in succession or in series. However, they may require members to be able to return to duty within a reasonable time in the event of an operational mission requirement such as a recall, unit alert, or unit emergency. Do not grant a special pass in conjunction with non-duty days exceeding the 3-day or 4-day special pass limitation.

COMP Days/Special Pass- Do not grant a special pass in conjunction with non-duty days exceeding the 3-day or 4-day special pass limitation

Annual Leave-



Leave

Local Area- Leave Begins and Ends in the Local Area. The local area is the place where the member lives and from which he or she commutes to the duty station. You should get with leadership to see what range that area is defined as. Also, if you are overseas the area could even be other countries.

Also when travelling on your **liberty (regular pass) Weekend**. There should be no mileage restriction on how far you can travel.

Per the AFI AFI36-3003 "4.4.1. Impose no mileage restrictions. However, they may require members to be able to return to duty within a reasonable time in the event of an operational mission requirement such as a recall, unit alert, or unit emergency. (T-3) At training bases, commanders can require members to be able to return in time to resume training or class attendance. Commanders need to base all restrictions on reasonable and legitimate military requirements."

Leave Extensions-

1) The member must ask, orally or in writing, for the extension sufficiently in advance of expiration of leave authorized to permit return to duty at the proper time if the approval authority disapproves the extension.

2) Members who fall ill or need hospitalization while on leave must advise the leave-approving authority as soon as possible.

3) The next of kin, attending physician, nearest Military Treatment Facility, or American Red Cross may act on a member's behalf.

Recall From Leave- Unit commanders may recall members from leave for military necessity or in the best interest of the Air Force. When recalling a member, **do not charge the period of absence as leave when the period between departure on leave and the member's receipt of recall is 3 days or less**. Consider the remaining time of absence as travel time, unless the unit commander determines it is clearly excessive to the circumstances. If determined excessive, charge the entire period of absence as leave.

Quarters- If a military health care provider places the member on quarters, the member's status changes from leave to quarters, and the medical authority directing such status notifies the individual's commander. The nearest military health care provider approves civilian health care provider's placement of members on quarters. If you are on quarters you should try to stay home as long as possible. Do not treat it like a free day off.

Emergency Leave (Chargeable)- Emergency leave is chargeable leave granted for personal or family emergencies involving the immediate family and may be approved in initial periods of no more than 30 days and extensions for no more than 30 days.

Your immediate family is your Parents (including stepparents), Children (including illegitimate children and stepchildren), Brothers and sister, Sole surviving blood relative.

Advance Leave- IOU, where you do not have enough leave. Commander must approve it. For example, you might only have 2 days of leave and need 5 to visit your sick grandmother. You will need to work with your leadership and have it approved with your Commander.

Convalescent Leave (non-Chargeable)- Recovering from medical normally, it is issued in up to 30 day maximum intervals.

Terminal Leave- End of enlistment. If you had a month of leave and your last day was the 20th of May and you had 10 days of leave, you could be “done” with the Air Force on the 10th of May.

Excess Leave- Special Leave status, were you do not earn pay, normally if you need to be recalled for a trial. Leave you will never pay back.

Unauthorized Absence – You do not report to work.

Unexcused Absence- Normally for guard and reserve. This is because they work on a time card like system. They have so many hours must meet. Active duty is 24/7.

Unsatisfactory Participation - Normally for guard and reserve is when they fail to show up or not doing their drill at all.

AWOL Absent Without Leave- AWOL is 72 hours. This is not for when a member just oversleeps for work or is late. As a supervisors you need to keep track of all the calls, texts, going to where they live and all ways you tried to reach the member. You can even pull the members Vred and contact their family if needed. The CSS and MPF can pull the Vred. It takes 24 hours to be put into the Air Force Security Forces system so there CAC will flag them at any gate.

Deserter- Do not put the member in deserter status if you are unsure. However, only the commander can put them into deserter status. Being put in deserter status stops all pay which hurts the family. It stops all benefits for a member. You have to have clear motive if you want to put them in deserter status before 30 days. There is a deserter checklist that the commander will use. A deserter will display clear and concise motives not to return to work. You can be put into deserter after any amount of time. If the member says they are thinking about coming back, they lose desert status.

Chain of events for Deserter- Commander tells MPF to change status while working with Supervisors, then the supervisors will try to get a hold of the member, then the security forces will look for the member, then the MPF stops pay and benefits.

As a supervisor you should save all of the members documents, AMS/VMPF/PRDA/SURF/PT because once they are in deserter status because it is federal and will be apprehended by federal authorities.

Mid Tours

Post Deployment

Special Leave Accrual

EO Equal Opportunity & IG Inspector General

<https://www.jbsa.mil/Portals/102/Documents/Equal%20Opportunity/Military%20Equal%20Opportunity%20Complaint%20Process.pdf>

EO

IG

Your Own Notes

These blank pages are for whatever you want to add. This is your Air Force.

Notes:

Notes:

Notes:

Bullying (Dod Instruction 1020.03)

May involve singling someone out for ridicule because they are perceived as weak or different; typically involves an imbalance of power

CWI vs CDI

Commander worked issue vs Commander directed Investigation

CDI will be for sexual harassment

DAFMAN 1-101 EO guidance

AFI 36-2706 EEO guidance

Race, color, national origin, religious, sex, sexual orientation, hate group activity, discriminatory epithets, signs or symbols, degrading graffiti

DEOCS- Climates Survey

Alternative Dispute Resolution ADR Small fights

EO is a AFSC

Service members right of expression

Accommodate religious practices even jedi

Protect members who file complaints from reprisal

Support O enforce tolerance policy

Inform members of their right to file EO complaints

Report all allegations of sexual harassment to GCMCA

The End.