

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

**OFFICER TRAINING SCHOOL
MANUAL 36-2604**



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Personnel

**OFFICER TRAINEE OPERATING PROCEDURES –
OFFICER TRAINING SCHOOL**

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

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Chapter 1

GENERAL PROCEDURES

1.1. Officer Trainee Designation. For consistency purposes, references to “Officer Trainee” in this manual refer to any trainee assigned to OTS. Officer Trainees will be addressed as “OT” (e.g. OT Smith). Commissioned officers assigned to OTS as trainees may be addressed according to their rank (e.g. Captain Smith).

1.2. Customs and Courtesies. In accordance with (IAW) Air Force Instruction (AFI) 1-1, *Air Force Standards*, maintaining good order and discipline is paramount to mission accomplishment. Our core values demand that Airmen treat others with genuine dignity, fairness, and respect at all times.

1.2.1. Saluting. Salutes are rendered in all outdoor areas on Maxwell Air Force Base (AFB), unless specifically indicated otherwise. Although inappropriate at certain times, **it is never incorrect to salute a senior officer outdoors as a courtesy and a greeting.** Do not salute indoors unless formally reporting in to a commissioned staff member’s office/cubicle or upon receiving an award at an awards ceremony. Do not salute when reporting to enlisted staff members, except during Open Ranks Inspections.

1.2.1.1. In addition to saluting officers of higher rank, Officer Trainees will exchange salutes as appropriate for their rank. Officer Trainees of the same rank are not required to exchange salutes.

1.2.1.2. Officer Trainees will initiate the salute and give the greeting of the day. The salute and a verbal greeting should be extended at a distance at which recognition is easy and audible. The salute should be offered early enough to allow the senior time to return it and extend a verbal greeting before passing. **NOTE:** At no time will an Officer Trainee turn their upper body to salute someone behind them nor will they salute someone they approached from the rear. If marching, they will continue as needed. If stationary, they will use appropriate facing movements. **NOTE:** If remaining in the same vicinity, an Officer Trainee only has to salute an OTS staff member once.

1.2.1.3. Officer Trainees passing an officer engaged in conversation will render a salute but not interrupt with the greeting of the day. If the officer does not return the salute, the Officer Trainee will continue and then drop the salute once abreast of the officer.

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

1.2.1.5. Saluting is not required when either staff or Officer Trainees are in Physical Training Gear (PTG); however, Officer Trainees should render the proper greeting of the day.

1.2.2. No-Salute Areas. Saluting is not required at any field leadership event or the following locations: assault/confidence courses, Blue Thunder, Vigilant Warrior, OTS track, the covered area between Gilbert Hall/Gilbert Hall Annex or with approval from the Director of Operations (DO) or higher. The drill pad, parade field, and physical conditioning facilities areas are no salute areas during instruction only. Upon completion of instruction all Officer Trainees will resume rendering salutes in these areas.

1.2.3. Reveille, Retreat and National Anthem Courtesies

1.2.3.1. **Reveille.** Personnel outdoors in uniform, to include PTG, will face the flag if visible, or turn towards the music and assume the position of parade rest upon hearing the first note of “Reveille.” Upon the first note of “To the Color,” or as the flag is beginning to be raised, assume the position of attention, face the flag, and render a salute. Hold your salute until the last note of music is played and the flag is fully raised.

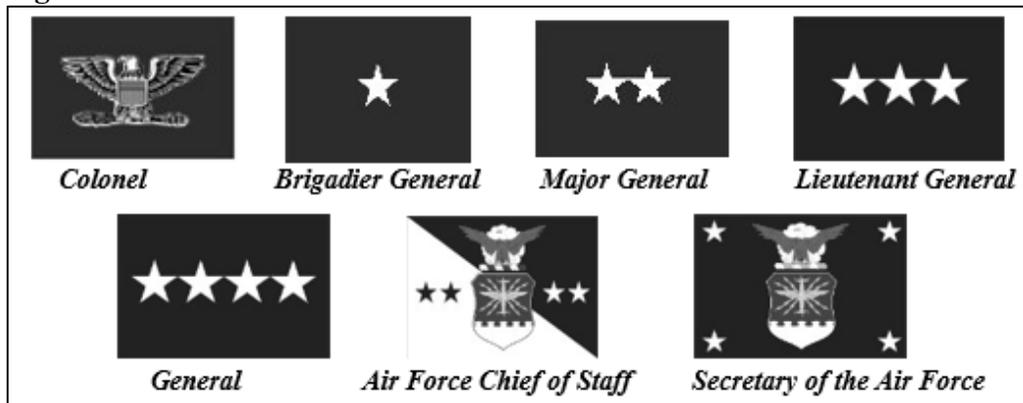
1.2.3.2. **Retreat.** Personnel outdoors in uniform, to include PTG, will face the flag if visible, or turn towards the music and assume the position of parade rest upon hearing the first note of “Retreat.” Upon hearing the first note of the National Anthem, assume the position of attention, and salute.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

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

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

1.2.4. Staff Vehicles. All Officer Trainees will render a salute to all properly marked and occupied staff vehicles. All placards have a blue background with silver insignia and/or full color image. The Chief of Staff placard has a white and blue background with blue and silver stars (see Figure 1.1.).

Figure 1.1. Staff Car Placards.



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

1.2.5.1. When addressed by or addressing any staff member, Officer Trainees will **IMMEDIATELY** assume the position of attention (except during academic instruction/when seated at DFAC or waiting for an appointment/field leadership events/drill instruction/ at the instructor’s discretion).

1.2.5.1.1. When any staff member or commissioned officer addresses an Officer Trainee, the Officer Trainee will respond first with the word “**Sir/Ma’am**” followed by a response or will provide a response followed by “**Sir/Ma’am**”, unless otherwise dictated within this manual.

1.2.5.1.2. Officer Trainees will close conversations with the appropriate greeting of the day and salute as appropriate.

1.2.5.2. Officer Trainees passing or being passed by OTS staff will give the proper greeting of the day unless the staff member is engaged in a conversation. The proper greetings of the day are defined by the time of day: “**Good morning, Sir/Ma’am**” from 0000 until 1159, “**Good afternoon, Sir/Ma’am**” from 1200 until 1659 and “**Good evening, Sir/Ma’am**” from 1700 until 2359.

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

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

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

individuals are of the same gender, greet them as a group with “**Ladies**” or “**Gentlemen**” (e.g. a male Major walking with a male Captain will be greeted with “**Good morning, Gentlemen**”). If rank is indeterminable, greet the female(s) first (e.g. A group of four males and two females in the PT Uniform will be greeted with “**Good morning, Ladies, Good morning, Gentlemen**”).

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

1.2.5.5. When reciting knowledge, Officer Trainees will assume the position of attention.

1.3. Standardization. Officer Trainees will present a standardized professional image at all times. While in academic areas and outdoors, Officer Trainees will standardize all equipment/gear to the fullest extent possible to present a neat and orderly appearance. Officer Trainees are expected to standardize uniform wear to the fullest extent possible, while exercising good judgement and appropriate risk management practices (e.g., all Officer Trainees will not be expected to go without authorized outer garments because individual members of the flight do not possess them). Officer Trainees will standardize flight rooms as directed by their instructor.

1.4. Academic Buildings.

1.4.1. Talking. Talking is not permitted in the academic buildings unless making on-the-spot corrections to other Officer Trainees, addressing or being addressed by OTS staff or visitors, or giving the greeting of the day. **Exception:** Officer Trainees may talk quietly inside the auditoriums or flight rooms until the class/flight leader instructs to prepare for instruction.

1.4.2. Foyers. Officer Trainees will not call Gilbert Hall Foyer (the area outside Boyd Auditorium) or Hoover Foyer to attention when commissioned officers enter or exit this area through any doorway or stairwell. Officer Trainees will not loiter in this area unless directed by staff or waiting for the base taxi.

1.4.3. Hallways. Officer Trainees will march quickly in a single file, at the position of attention, on the right side of the hallway. Officer Trainees will not square corners or perform facing movements on carpeted areas.

1.4.4. Latrines. Officer Trainees will not greet staff or other Officer Trainees while in the latrine. Officer Trainees will not engage in conversation with other Officer Trainees while in the latrine.

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

1.5. Auditoriums. Officer Trainees will enter the auditorium and fill the seats starting in the front. Officer Trainees will sit according to the seating arrangement assigned by the Officer Trainee leadership (normally in every other seat, staggered).

1.5.1. Auditorium Opening. The class leader will come to the position of attention, centered in front of the stage and he or she will call the room to attention once they see the instructor approaching down the aisle. The instructor will direct the class to take their seats. Officer Trainees will then be seated at attention until told to sit “at ease.” Seated position of attention consists of: head and eyes straight forward, back off the back of the chair, palms down and placed on top of your thighs with fingers straight out and together, heels together with feet forming a 45-degree angle.

1.5.2. Auditorium Closing. Once the instructor/lecturer indicates they are ready to close class, the class leader will come to the position of attention, centered in front of the stage and command, “**CLASS, PREPARE FOR DISMISSAL.**” At this time, Officer Trainees will set aside class materials and stand at Parade Rest. Next, the class leader will call the room to attention. When the instructor/lecturer departs the auditorium, they will command “**CARRY ON**”. If the command is not given, the class leader will command “**CARRY ON**” once the instructor has left the auditorium.

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

1.5.4. Tardiness. Officer Trainees who arrive late to an auditorium lecture will sit in the back of the auditorium and will not disrupt the lecture. Following the lecture, Officer Trainees will report to their Instructor as soon as possible explaining why they were late.

1.5.5. Attendance. Officer Trainees will not leave the auditorium voluntarily during a lecture except for unforeseen health issues. If an Officer Trainee must leave, they will reenter following guidance described in paragraph 1.5.4. Officer Trainees who are ordered to leave an auditorium for disrupting the lecture, will immediately report to their Instructor. Planned appointments during scheduled auditorium lectures must be approved by the Instructor.

1.6. Flight Room.

1.6.1. Set-up.

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

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

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

1.6.2. Opening Procedures. Prior to the instructor entering the flight room, the Flight Leader will stand at parade rest in the front of the flight room facing the back of the room. All other Officer Trainees will be at parade rest, standing behind their chairs and facing the center of the room. As the instructor breaks the threshold of the doorway, the Flight Leader will assume the position of attention and call the room to attention. The instructor will command, **“Take your seats.”** Officer Trainees will then quickly take their seats and sit at the seated position of attention until placed **“At Ease”** by the instructor.

1.6.3. Closing Procedures. Once the instructor indicates they are ready to close class, the Flight Leader will immediately stand, push in their chair, assume the position of attention behind their chair and command, **“Flight, prepare for dismissal.”** Each flight member will then stand, push in their chair, standardize training materials and assume the position of parade rest behind their chair. After the entire flight accomplishes this task, the flight leader will move to the front of the room facing the back of the room. The Flight Leader will assume the position of attention and then call the room to attention. As the instructor breaks the threshold of the doorway, the instructor will command, **“CARRY ON.”** If the command is not given, the class leader will command **“CARRY ON”** once the instructor has left the flight room.

1.6.4. Entry/Exit Procedures.

1.6.4.1. When entering a room for a lecture already in session, Officer Trainees will center on door, knock once (loud enough to be heard), wait until acknowledged, open the door to a 45-degree angle (if closed) and wait to be instructed to enter.

1.6.4.2. When a lecture has stopped for a break and the same lecture will resume upon conclusion of the break, Officer Trainees who exit the flight room may re-enter without knocking. Officer Trainees who are late in returning from break will perform procedures as outlined in paragraph 1.6.4.1.

1.6.4.3. The last Officer Trainee departing the room will ensure all audiovisual equipment (except the computer) and lights are turned off.

1.6.5. Flight Room Protocol.

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

1.6.5.2. When a lecture is not in session, Officer Trainees will call the room to attention when a commissioned staff member enters or exits the room, provided there is not already a commissioned staff member in the room of equal or higher rank. As the officer breaks the threshold of the doorway, the first Officer Trainee to see the officer will call the room to attention.

1.7. Reporting Procedures.

1.7.1. Indoors/Outdoors Reporting Procedures.

1.7.1.1. Reporting procedures will be accomplished for both commissioned and enlisted staff members. When ordered to report (e.g. an OTS staff member directs (orders) an Officer Trainee to report to an office/cubicle), Officer Trainees will assume the position of attention (salute if outdoors if the staff member is a commissioned officer of higher rank) and state **“Sir/Ma’am, (Officer Trainee/Rank) (Last Name) reports as ordered.”** Once the staff member ends the conversation, Officer Trainees will assume the position of attention if not already at it, salute as appropriate, and give the greeting of the day.

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

1.7.2. Office/Cubicle Reporting Procedures.

1.7.2.1. Office/Cubicle. Officer Trainees will center themselves on the threshold of the door entrance and knock once (loud enough to be heard). When ordered, Officer Trainees will enter, march using the most direct route to the staff member, perform the appropriate facing movement (if not on carpet), center themselves two paces away (if possible) in front of the desk or staff member, salute (if the staff member is a commissioned officer), and give the appropriate reporting statement. If multiple Officer Trainees are reporting in, one Officer Trainee in the group will salute (as appropriate) and state, **“Sir/Ma’am, (Officer Trainee/Rank) (Name) plus (number of Officer Trainees) reports [or reports as ordered].”** The Officer Trainee who reported in, will salute (as appropriate) and give the greeting of the day for the entire group when departing. If told to take a seat, Officer Trainees will quickly sit at the seated position of attention until told to sit at ease. Once the staff member ends the conversation, Officer Trainees will then stand and assume the position of attention, salute (as appropriate), and give the greeting of the day. Officer Trainees will then perform the appropriate facing movement (if not on carpet), and take the most direct route out of the office.

1.8. Dormitory Procedures.

1.8.1. Officer Trainees will not return to the dormitories during SMT unless granted specific permission from their instructor or an MTI.

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

1.8.3. Officer Trainees will not consume or store food in the dormitories unless authorized by Staff.

1.8.4. Officer Trainees will follow additional dormitory procedures outlined in the OTS Dormitory Manual.

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

1.8.6. Call to Quarters. At Call to Quarters, all Officer Trainees must be signed back into the dorms. Call to Quarters is 2145. Failure to return for Call to Quarters is punishable under the UCMJ and may constitute grounds for disenrollment from OTS.

1.8.7. Dormitory Protocol.

1.8.7.1. Foyer/Day Areas/CQ Office/Hallways. Officer Trainees will not call foyers, day areas (open area used as a dayroom, on the 2nd and 3rd floor), the CQ Office, or hallways to attention, when senior personnel enter. If seated and a staff member enters one of these areas, Officer Trainees will stand and render the proper greeting of the day, or, if already standing, will simply render the proper greeting of the day.

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

1.8.7.3. Before entering an Officer Trainee's room other than their own, Officer Trainees will knock, identify themselves and wait for permission to enter.

1.8.8. Dormitory Room Procedures.

1.8.8.1. Doors will be fully open (90 degrees) while the room is occupied, during SMT hours and/or if there are Officer Trainees in a room other than the Officer Trainees assigned.

1.8.8.2. Officer Trainees will close their doors while showering, changing uniforms, on quarters, or during Lights Out.

1.8.8.3. Doors will be closed and locked anytime while showering, changing uniforms, or sleeping (includes periods when Officer Trainees are sleeping prior to Lights out and during Lights out periods).

1.8.8.4. Lights Out/Lights On. Lights Out is no later than 2200 hours every day. Lights On is no earlier than 0430 hours every day. The Squadron Commander (Sq/CC) or Director of Operations (DO) may adjust duty hours as required.

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

1.8.9. Dormitory Hallway Procedures.

1.8.9.1. Officer Trainees will use the right side of the hallway, using caution when approaching doorways.

1.9. Officer Trainee Conduct.

1.9.1. Reporting. Officer Trainees will report all violations of the Honor Code, UCMJ, UPRs, Maltreatment, and written/verbal orders. Officer Trainees are required to report any misconduct to their chain of command immediately whether committed by Officer Trainees, faculty/staff, or others. Behavior that brings discredit to our nation, United States (US) Government, US Air Force, or OTS will not be tolerated and may be punishable under the *Uniform Code of Military Justice* (UCMJ) and grounds for disenrollment from OTS. Failure to report may be punishable under Article 92 of the UCMJ.

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

1.10. Training Feedback Tools.

1.10.1. AETC Form 341, *Excellence/Discrepancy Report*. The AETC Form 341 may be used to document positive and/or negative Officer Trainee performance. Officer Trainees will carry, a minimum of two AETC Form 341s at all times. (if one is pulled, the Officer Trainee should replace it no later than Lights Out of the same day).

1.10.2. Memorandum. Memorandums are a means of documenting positive or negative Officer Trainee performance. Excessive negative OMs can affect an Officer Trainee's ability to successfully complete OTS. Officer Trainees will acknowledge receipt of memorandums.

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

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

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

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

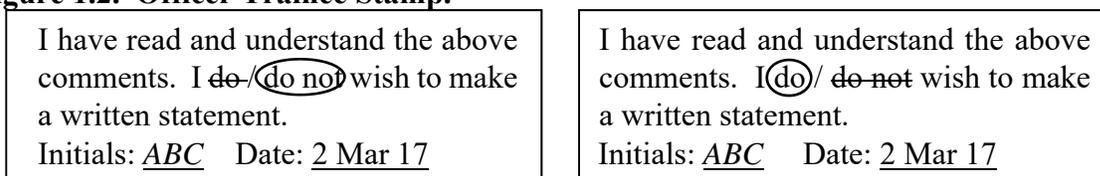
1.10.3.4. Personal Valuables (e.g., keys, cell phones, prescription medication, keepsakes, etc.).

1.10.3.5. Any computer usage violation listed in paragraph 1.13.

1.10.4. Security Violation Recourse. A security violation will result in a punitive counseling. Additionally, an Officer Trainee may be required to complete additional training.

1.11. Officer Trainee Stamp. Each Officer Trainee will complete an Officer Trainee stamp as required. A properly completed Officer Trainee stamp is illustrated in Figure 1.2. By initialing the Officer Trainee stamp, Officer Trainees are not admitting to the conduct for which they are being counseled. They are acknowledging they were counseled and documentation exists.

Figure 1.2. Officer Trainee Stamp.



1.11.1. If the Officer Trainee wishes to make an immediate comment, they may write on the back of the document, sign and date. If an immediate comment is not possible (e.g. schedule constraint), Officer Trainees will have up to two training days from the event to submit a comment and turn into the evaluating instructor.

1.12. Religious Services.

1.12.1. Officer Trainees are allotted up to four hours to attend worship services of their choice, on or off Maxwell AFB. The Flt/CC may grant extensions to the four-hour time limit for religious observances on a case-by-case basis. Officer Trainees will inform their Instructor of any off-base worship to ensure accountability.

1.12.2. Attending the religious service of the Officer Trainee’s choice is a right that will not be abused. Officer Trainees will proceed directly to and from all religious services.

1.12.3. Some faith groups may require religious observances that coincide with scheduled military training. OTS staff will accommodate for these religious observances as much as possible; however, accommodation begins with an Officer Trainee’s understanding that the military mission and training requirements may cause conflict with standard worship practices, and that full accommodation may not be possible. The Reflection and Accommodation Center (RAC) is located on the second floor of building 1487 (Room C211) and can be used for personal religious purposes. Officer Trainees will follow all guidance posted inside the RAC concerning its use. Officer Trainees may discuss any issues of religious accommodation in detail with the Holm Center/OTS Chaplain or staff member.

1.13. Government Network Access & Computer Usage.

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

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

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

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

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

1.14. Scheduled Military Training (SMT). SMT is defined as the period beginning with lights on and ending with the last scheduled training event each day (no earlier than dinner Dining Priority (DP) on weekdays). OTs are not permitted to do anything outside of scheduled events during/after SMT and on the weekends without staff approval.

1.15. Food Delivery. Officer Trainees will not order food to be delivered to the OTS complex.

1.16. Alcohol Use Policy. Officer Trainees are not allowed to possess or consume alcohol at any time without Sq/CC approval.

1.17. Off-Limits Areas and Establishments.

1.17.1. OTS Complex. See paragraphs 1.15.1.2 and 1.15.1.2.6. The OTS Express/MCSS is located in building 1420.

1.17.2. Ritchey Center. Officer Trainees will not use or traverse through the Ritchey Center. The Ritchey Center includes building 1425, the playground, courtyard and sidewalks therein.

1.17.3. Officer Trainees will not visit any other identified off-limit areas or establishments.

1.18. Use of Privately Owned Vehicles (POV). Officer Trainees will only use or access POVs with prior OTS staff authorization.

1.18.1. Motorcycles. Officer Trainees will not operate motorcycles at or while attending OTS.

1.18.2. Designated Parking Area. Officer Trainees may only use non-reserved parking spaces on Sycamore St., directly north of the paperclip.

1.19. Receiving and Entertaining Guests Officer Trainees will not entertain guests on the OTS Complex. (**Exception:** Guests are authorized on the OTS campus and dorms while attending activities during graduation week).

1.20. Authorized Travel Area. Authorized travel is limited to the Montgomery metropolitan (Montgomery, Prattville, Millbrook and Wetumpka) area. If an Officer Trainee plans to leave this area they must turn in a written itinerary, to be signed by their Instructor. Travel plans outside of the authorized area will only be approved by the applicable training Sq/CC or DO on a case-by-case basis.

1.21. Leave while attending OTS. Officer Trainees may request short periods of time away from training for emergencies as defined in AFI 36-3003, *Military Leave Program* (e.g. death or life-threatening condition in immediate family). Emergencies must be submitted through the American Red Cross for verification at (877) 272-7337, and officer trainees will submit an AF Form 988 for Sq/CC consideration. Reserve and National Guard Officer Trainees will coordinate leave with their home units.

1.22. Mobile Devices. Cell phones, social media, and/or all other voice or video communication use is prohibited. All devices not used for academic purposes are prohibited. Any deviation must be authorized by the Officer Trainee's Instructor.

Chapter 2

OFFICER TRAINEE DRESS AND APPEARANCE

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

2.1.1. Officer Trainees without an authorized rank will wear the designated rank in Figures 2.1 and 2.2 below.

Figure 2.1. Officer Trainee Metallic Rank Insignia. (Changed to OT rank)

					
Officer Trainee 2d Lt	Officer Trainee 1st Lt	Officer Trainee Capt	Officer Trainee Maj	Officer Trainee Lt Col	Officer Trainee Col

Figure 2.2. Officer Trainee Shoulder Mark Rank Insignia.

					
Officer Trainee 2d Lt	Officer Trainee 1st Lt	Officer Trainee Capt	Officer Trainee Maj	Officer Trainee Lt Col	Officer Trainee Col

2.2. Uniform of the Day (UOD).

2.2.1. The training schedule will dictate appropriate UOD. The UOD is mandatory for all Officer Trainees during SMT. The DO is the approval authorities for all UOD changes from the schedule. After SMT, if not otherwise directed, see table 2.1 for authorized uniform wear based on destination.

Table 2.1. Authorized Uniform Wear Based on Destination.

	On OTS Complex	OTS Express	Fairchild Center (Library)	On Maxwell AFB	Off Maxwell AFB
PT Uniform	X	X		X ¹	X ²
ABU/OCP	X	X	X	X	X ²
Blues	X	X	X	X	X ³
<p>NOTES:</p> <ol style="list-style-type: none"> 1. While actively engaged in PT only. 2. When approved by Sq/CC or DO for specific events (for example, ABUs during an event requiring ‘utility’ or work uniform, PT uniform for an off-base physical fitness event, not having serviceable (altered) blues, etc.) 3. Blues may be worn off base to religious services or other off-base locations IAW AFI 36-2903. 					

(X indicates where uniforms are allowed to be worn)

2.2.2. Dormitories. After SMT, only authorized uniforms may be worn in the dormitories. Officer Trainees will be clothed while sleeping.

2.3. Hydration System. Hydration systems will be worn at all times except in the flight room and auditorium. Hydration system is optional in the dormitories. In the flight room and auditorium, hydration systems will be placed on the back of the Officer Trainee’s chair and standardized. Hydration systems will be hand-carried while wearing dress blues or service dress.

2.4. Airman Battle Uniform (ABU)/Operational Camouflage Pattern (OCP).

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

2.5. Eye Glasses. Eye glass straps are required for all field leadership events and PT.

Chapter 3

DINING FACILITY PROCEDURES

3.1. General Information. Officer Trainees are encouraged to eat three square meals daily. Officer Trainees who choose not to eat are still required to process through the DFAC with the flight. Process through the line quickly. Use courtesy and etiquette when requesting items from the personnel at the serving line. OTs will make a reasonable attempt to consume everything he/she takes. Food will not be taken from the DFAC without Instructor approval.

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

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

3.3.1. Mess Checker. The Mess Checker has the authority to clear flights into the DFAC early/late if the early/late flight will not inhibit any other flight's on-time entry into the DFAC. **NOTE:** When a Flight Leader is reporting in to the Mess Checker, neither the Mess Checker nor the Flight Leader will interrupt reporting procedures to greet and salute commissioned staff.

3.3.2. Chow Shark. The Chow Shark is responsible for ensuring all Officer Trainees follow proper procedures in the DFAC.

3.4. Arriving at the DFAC. Flights and individual Officer Trainees will arrive no more than three minutes before or after their scheduled DP. Flight Leaders and individual Officer Trainees will use the time they arrived at their initial respective hold lines as their arrival time. **NOTE:** Officer Trainee positioning at any hold line or wall will be toes at the edge of line.

3.4.1. Officer Trainees will not bring academic material or attachés/backpacks to the DFAC unless directed by OTS staff.

3.4.2. The Flight Leader will halt their flight at the respective hold line. Then march their flight into either unoccupied bay.

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

3.4.5. Once a flight is in either the right or left bay, the Flight Leader will then take the most direct and unobstructed route to within two paces in front of the Mess Checker, initiate a salute and state the following: "**SIR/MA'AM, *FLIGHT REPORTS WITH A DINING PRIORITY OF* __. *WE ARRIVED AT* __."** **NOTE:** Flights with number designators will state their Flight "Number." Flights with letter designators will state their "Letter" Flight. If

the flight arrives on time, the Mess Checker will say, ***“YOU HAVE ARRIVED ON TIME, YOUR FLIGHT MAY ENTER.”*** If the flight arrives outside of their window, the Mess Checker will say, ***“YOU HAVE ARRIVED EARLY (OR LATE), YOUR FLIGHT MAY ENTER.”*** (Mess Checker will report early/late arrivals to the ADO/CD, as directed). The Flight Leader will salute, give the greeting of the day, return to their flight, and then wait to enter the DFAC. **NOTE:** Due to the positional authority of the Mess Checker, the Mess Checker will always drop their salute first, no matter the rank of the Flight Leader.

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

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

3.5. Serving Area Guidance.

3.5.1. Officer Trainees are not required to greet in the DFAC. No talking is allowed in the DFAC unless making on-the-spot corrections, making required commands, (e.g. **“POST”**, **“BE SEATED”**) or being directly addressed by OTS and/or DFAC Staff. While moving through the DFAC, Officer Trainees will alert other individuals of their presence and intent to pass by saying, **“SIR/MA’AM, EXCUSE ME”** or **“EXCUSE ME, SIR/MA’AM.”**

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

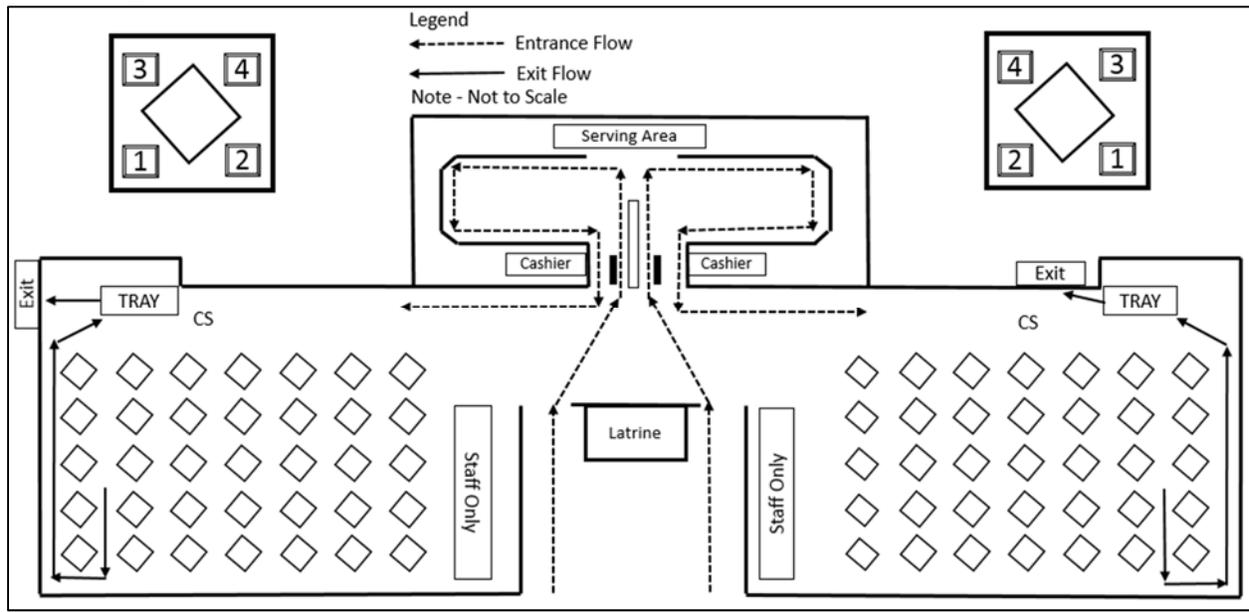
3.5.1.2. Officer Trainees need to make every effort to use the latrine upon entering the DFAC to ease maneuvering throughout the facility. If used, Officer Trainees will return to their previous position prior to going to the latrine (e.g. if used upon entering, Officer Trainees will return to the edge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

3.5.1.3. While transiting to the serving area, the Officer Trainees will fall in line behind one another, with the Officer Trainee who called **“POST”** walking in front. Once aligned with the tray and silverware serving area, the Officer Trainees will halt, the Officer Trainee in the back will call **“POST”** and both Officer Trainees will do a facing movement towards the tray and silverware serving area. The Officer Trainees will take a tray/appropriate silverware ensuring the narrow side of the tray is facing away from them as they continue down the serving line.

3.5.1.4. Officer Trainees will process through the entire serving line at a modified position of attention.

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

Figure 3.1. DFAC Interior Flow.



3.6. Dining Area Guidance.

3.6.1. Seating and table guidance. After leaving the service line cashier, Officer Trainees will quickly fill the farthest row of tables from the serving line first and start with the last table in the row. Officer Trainees will use the aisle way preceding the table that they are going to sit at. When filling seats, Officer Trainees will start with position 1.

3.6.1.1. Officer Trainees will assume the position of attention behind their chair until all positions are filled or 20 seconds have passed since the last position was filled. When the last Officer Trainee arrives and stands at attention, they will instruct the table to **“BE SEATED.”** When wearing ABU/OCPs or PT gear, Officer Trainees may place coats/jackets (if worn) on the back of their chair but will not remove their hydration system. When wearing blues/service uniform, Officer Trainees will place the hydration source on the back of the chair. Officer Trainees will place all other gear neatly underneath their chair. Once seated, Officer Trainees will bring their chair in as far as possible to avoid congesting the aisle way. Officer Trainees will then place a napkin on their lap.

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

3.6.1.3. Officer Trainees addressed by a staff member, while seated, will finish chewing and swallow their food, then stand to the position of attention and respond appropriately.

3.6.1.4. Officer Trainees will make every effort to stay on schedule. Officer Trainees will have 10 minutes to finish their meals after being seated unless otherwise directed by the Sq/CC (or designated representative).

3.6.2. Leaving the Table. Officer Trainees may leave their table for additional food or drink. Officer Trainees will push in their chair, come to the position of attention, and proceed to the serving line using the row in which they entered and transit using the outer most rows as depicted in Figure 3.1. Upon returning to the table, Officer Trainees will place food/drink on their tray, come to the position of attention, and then sit down.

3.6.2.1. Officer Trainees will indicate that they are finished with their meal by placing their napkin on their tray. Then Officer Trainees in Positions 2 and 3 will pass all their tray items to Officer Trainees in Positions 1 and 4, respectively, without stacking glasses inside each other. If there are three Officer Trainees at a table, one Officer Trainee will carry his/her own tray. If an Officer Trainee is unable to carry their tray due to restrictions, the other Officer Trainees will make the appropriate adjustments to carry the tray. Once trays are stacked, Officer Trainees will stand, don their gear, ground their chairs to the right side of the table, assume the position of attention behind their chair and prepare to depart. Officer Trainees will exit using the same row in which they entered and transit using the outer most rows as depicted in Figure 3.1.

3.6.2.2. The Officer Trainee in Position 1 will proceed to the tray cabinet. The Officer Trainee in Position 3 will lift the napkin holder while the Officer Trainee in Position 2 wipes down the table. The Officer Trainee in Position 4 will wait to collect any waste left over from cleaning the table and then proceed to the tray cabinet. After completing positional duties, Officer Trainees will proceed in an orderly manner to the nearest exit.

3.7. Departing the DFAC.

3.7.1. Officer Trainees will exit the DFAC from their respective dining areas. Officer Trainees will march single file to their respective staging area. When retrieving the guide-on, the guide only (primary or alternate) will exit the DFAC from the front and proceed to march to their designated flight staging area. In Force Protection Conditions (FPCON) Charlie or Delta, flights will exit the DFAC through the front door on the side they entered and follow the directions of the OTS staff.

.7.2. Officer Trainees will form up in line formation in the designated area and wait for the remaining flight members before forming up as a flight. Once all members are present, the Flight Leader will form and size the flight to be prepared to march to the next training event.

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

Chapter 4

HEALTH AND PHYSICAL TRAINING

4.1. Officer Trainee Health. The Independent Duty Medical Technicians (IDMT) in the OTS Medical Aid Station provide basic medical care for Officer Trainees while at OTS. IDMTs provide Officer Trainee medical profiles and coordinate referrals to the base Military Treatment Facility (MTF) as needed. Officer Trainees will not seek medical treatment or appointments at the base MTF without first coordinating with the IDMTs. Officer Trainees, who are medical specialists, will not provide medical treatment to other Officer Trainees.

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

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

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

4.5. Quarters. Officer Trainees placed on quarters by the MTF will notify the IDMTs and their Instructor prior to proceeding to their dorm rooms. Officer Trainees placed on quarters by the IDMT will notify their Instructor prior to proceeding to their dorm room. While on quarters, Officer Trainees will leave their door closed at all times. Flights will coordinate food requirements with the Instructor to ensure meal coverage for the Officer Trainee on quarters.

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

4.7. Medical Profile Documentation and Injury Reports.

4.7.1. Medical Profiles. If treated at the base MTF, Officer Trainees will present a copy of the AF Form 422, *Notification of Air Force Member's Qualification Status*, to the IDMTs and their Instructor as soon as possible. Officer Trainees seen at an off base medical facility will present the medical documents from their appointment to the IDMT. The IDMTs will establish an AF Form 422. Officer Trainees will then present a copy of the AF Form 422 to their Instructor as soon as possible. Officer Trainees will carry the original AF Form 422 with them at all times. Officer Trainees will follow the instructions stated on the AF Form 422 until expired. The "release date" on the AF Form 422 is the date that the Officer Trainee is returned to full duty with no restrictions. **Note:** Release time is lights on unless otherwise noted. Officer Trainees requiring a medical profile extension will report to the IDMT during morning sick call. Disregarding the instructions on the AF Form 422 is considered disobeying a direct order and may result in the Officer Trainee being liable for the costs of treating further injuries.

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

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

4.9. Physical Conditioning Facilities (PCF).

4.9.1. The OTS PCF include the OTS PCC, paperclip, volleyball courts, basketball court and the OTS 1/4-mile track.

4.9.2. Officer Trainees may use the OTS PCC any time after SMT. Officer Trainees who wish to use the PCC during SMT during the duty week must receive Instructor approval.

4.9.3. Officer Trainees will wear the Air Force PT uniform when using any PCF.

4.10. Flag Conditions and Thermal Stress Considerations. Officer Trainees and staff will observe flag conditions and thermal stress considerations throughout their entire training program, taking appropriate precautions to ensure workloads are properly being assessed. See Attachment 4.

4.11. PT Sessions.

4.11.1. PT Formations. Prior to the start of PT sessions, Officer Trainees will ground and standardize all gear. Officer Trainees will form up by squadrons facing their squadron PT leader. Officer Trainee spacing will be double arm's length apart on each side, to the front, and to the rear.

PETER G. BAILEY, Colonel, USAF
Commandant

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

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

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

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

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

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

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

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

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

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

AFI 17-130, *Cybersecurity Program Management*, 31 August 2015

AFMAN 36-2203, *Drill and Ceremonies*, 19 June 2018

AETCI 36-2909, *Recruiting, Education, and Training Standards of Conduct*, 10 July 2017

OTS Dormitory Manual, 1 December 2016

OTSI 10-2501, *OTS Complex Emergency Management Procedures*, 26 October 2018

Adopted Forms

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

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

AF Form 847, *Recommendation for Change of Publication*

AF Form 978, *Supervisor's Mishap Report*

AF Form 4391, *High Risk Activities Worksheet*

AETC Form 341, *Excellence/Discrepancy Report*

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

Abbreviations and Acronyms

ABU—Airman Battle Uniform

ADO—Assistant Director of Operations

AEF—Air & Space Expeditionary Force

AETCI—Air Education and Training Command Instruction

AF—Air Force

AFB—Air Force Base

AFI—Air Force Instruction

AU—Air University

CAC—Common Access Card

CC—Commander

CD—Course Director

CQ—Charge of Quarters

DFAC—Dining Facility

DO—Director of Operations

DODI—Department of Defense Instruction

DP—Dining Priority

DV—Distinguished Visitor

Flt/CC—Flight Commander

FPCON—Force Protection Condition

HELPS – Home Expeditionary Leadership Problem Solving

IAW—In Accordance With

IDMT—Independent Duty Medical Technician

LAN—Local Area Network

LRC—Leadership Reaction Course

MCSS—Military Clothing Sales Store

MTF—Military Treatment Facility

MTI—Military Training Instructor

OCP—Operational Camouflage Pattern

OM – Official Memorandum

PCC—Physical Conditioning Center

PCF—Physical Conditioning Facilities

PCI – Physical Conditioning Instructor

POV—Privately Owned Vehicle

PT—Physical Training

PTG—Physical Training Gear

SDO—Staff Duty Officer

SMT—Scheduled Military Training

SOB—Samples of Behaviors

Sq/CC—Squadron Commander

UCMJ—Uniform Code of Military Justice

UOD—Uniform of the Day

UPR—Unprofessional Relationship

WELPS – Warrior Expeditionary Leadership Problem Solving

Attachment 2

DRILL AND CEREMONIES

A2.1. Definitions.

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

A2.1.2. Flight. Formation of five or more Officer Trainees. This includes a designated Flight Leader. There will be at least two but no more than four elements at normal interval. While on the OTS Complex, flights will normally march with two elements. In flight formations, the Flight Leader renders the military courtesies for the formation. Officer Trainees on marching waivers will walk 6 paces behind the flight and extend all military courtesies themselves. Drill consists of certain movements by which the flight moves in an orderly manner from one formation to another or from one place to another. Standards such as the 24-inch step, cadence of 100 to 120 steps per minute, distance, and interval have been established to ensure movements are executed with order and precision. The task of each person is to learn these movements and execute each part exactly as described. Individuals also must learn to adapt their own movements to those of the group. Everyone in the formation must move together on command.

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

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

A2.1.5. Road Guard. Officer Trainee designated to stop traffic when Officer Trainees cross a road or parking lot.

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

A2.1.7. Drill Command. An oral order to direct a formation. Most drill commands consist of two commands. The Preparatory Command, which explains what the movement will be and the Command of Execution, given after the Preparatory Command. This explains when the movement will be carried out. In certain commands, the preparatory command and the command of execution are combined, for example: “**FALL IN**” or “**AT EASE.**” Informational commands have no Preparatory Command or Command of Execution, and they are not supplementary. Two examples are “**PREPARE FOR INSPECTION**” or “**COLUMN OF FILES.**”

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

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

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

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

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

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

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

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

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

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

A2.2.1. The formation leader’s first responsibility is the safety of the formation. Therefore, situational awareness of the surroundings is critical and must be maintained at all times, even when stationary. When giving commands, the formation leader is at the position of attention and in the best position to observe their flight performing the movement. Generally, this will be the action side or direction the flight is moving toward. Good military bearing is necessary for good leadership.

A2.2.2. Officer Trainees will not talk while in formation.

A2.2.3. Double Time. Officer Trainees may double time after one hour has elapsed from the last meal. Officer Trainees may double time on paved surfaces to and from physical conditioning activities except when crossing the street. Officer Trainees will not double time during hours of darkness for safety reasons. **Exception:** Approved formation runs may take place during dawn and dusk, and if the formation is carrying flashlights or reflective gear.

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

A2.2.5. The Flight Leader will act as road guard for flights with 10 or fewer Officer Trainees. If traveling along a roadway, march with as few elements as practical (usually two) and in the designated running lane. If no designated running lane exists, Officer Trainees will march against the flow of traffic.

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

A2.2.7. Building entrance procedures. Entrance procedures are necessary in order to promote good order and discipline among Officer Trainees while entering any permanent structure. These procedures apply to squadron, flight, and detail formations. If a door becomes propped in the open position, the last Officer Trainee entering will close it.

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

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

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

A2.2.8. Building departure procedures. The Flight Leader will be the first member of the flight to depart the building and will designate the position for forming the flight. Immediately following the Flight Leader’s command “**FALL IN,**” the flight will form up on the guide, facing the FL, in line formation and two elements by utilizing in place halt. FLs will take care to not block traffic into or out of the building. The last Officer Trainee in a formation will ensure building doors close behind them. The proper verbiage for sizing is as follows: “**WITH THE EXCEPTION OF THE GUIDON BEARER AND ELEMENT LEADERS (OR WITH NO EXCEPTIONS), IF YOU ARE TALLER THAN THE AIRMAN IN FRONT OF YOU, TAP THEM ON THE SHOULDER AND MOVE FORWARD.**” After sizing the flight, count off will be performed in column formation. **EXCEPTION:** *The command of “FALL IN,” will not be given outside the academic building and flights will form up on any predesignated spot(s) prior to pennant being awarded.*

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

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

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

A2.3. Marching Requirements.

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

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

A2.3.1.2. Officer Trainees may march alone to and from work details.

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

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

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

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

A2.3.5. Utilization of Improved Surfaces Only. Officer Trainees will only plan to march/walk on improved surfaces. Do not walk/march across areas covered in grass surface (unless directed by OTS staff or for safety reasons). If Officer Trainees inadvertently end up on grass surfaces, the formation leader will immediately devise a plan to return the Officer Trainees to an improved surface. Unless participating in a ceremony or practice for a ceremony, at no time will Officer Trainees traverse across Welch Field.

A2.4. Road Guards.

A2.4.1. General Information.

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

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

A2.4.1.3. The Flight Leader will render all courtesies for the flight. If an officer (on foot) or staff vehicle passes (from the front) the person in charge will render courtesies. If a staff vehicle approaches the flight while crossing an intersection the road guard will not salute (due to safety). The person in charge will march the flight across the street, halt the flight, call in the road guards, and then render courtesies to the staff vehicle.

A2.4.2. Procedures.

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

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

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

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

A2.4.2.5. On the command, **“ROAD GUARDS OUT,”** each road guard will go to the lane as directed by the flight leader. They will face oncoming traffic at modified parade rest with the right arm up and palm flat with the fingers pointed upward. If carrying a flashlight, road guards will hold the flashlight in the extended arm with the beam pointed down.

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

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

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

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

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

A2.5. Flight Guidons.

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

A2.5.2. The guidon will be carried to all events including Project X/LRC, but not field events held off complex and PT. If there is no guidon holder at the event, the guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. Guidons will not be posted by jamming them into the ground.

A2.5.3. Guidon Bearer. The flight guide will carry the guidon with the right hand. The guide will position the ferrule of the staff six inches from the ground when the flight is marching and resting on the ground touching the right foot when the flight is halted. Until the flight's pennant is awarded, flights will carry the guidon without the pennant. When the guidon is carried by a detail or a formation too small to be a flight, the guidon is carried by the individual on the front right. When it is desired to change the base file for a movement, the new position of the guide is assigned preceding the preparatory command for the movement (AFMAN 36-2203, paragraph. 4.2.4.). Guidon bearers will post using a face in marching to the left when posting to the left and face in marching to the right when posting to the right.

A2.5.4. Storage of the Guidon. Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons shall not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. During any drill class or parade practice, the guidon is placed by the first set of bleachers. If entering a building that does not have a storage rack, Officer Trainees will take the guidon inside with them and place it out of the way, leaning into a corner so that it will not fall. **NOTE:** When entering a building with a guidon, Officer Trainees will announce "**GUIDON**" in order to alert others in the area to the hazard.

A2.5.5. Officer Trainees will take care of the guidon. If any part of the guidon breaks, Officer Trainees will not attempt to repair it. They will take the guidon to the MTIs for repair. Officer Trainees will not mark guidons on the staff; marking guidons without pennants will be on the ferrule so to not damage the staff. Once the guidon has a pennant, all additional markings will be removed.

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

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

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

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

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

A2.6.5. FPCON DELTA. Outside activities are canceled. Movement between buildings is restricted to essential personnel only or as directed by OTS staff. When moving between buildings spread out and move quickly as individuals, not in any type of formation.

A2.7. Marching Under Weather Conditions. Officer Trainees and OTS staff are expected to exercise sound judgement and risk management practices while training under adverse weather conditions, regardless of whether an official base notification has been published.

Attachment 3

WARRIOR KNOWLEDGE

Table A3.1. List of Warrior Knowledge

Knowledge Item	Training Day
Air Force Vision	
Air force Mission	
Honor Code	
Air Force Core Values	
The Airmans Creed	
Code of Conduct	
*U.S. National Anthem	
Chain of Command	
*Officer Federal Oath of Office	
*Officer State Oath of Office	
*Oath of Enlistment	
Air Force Enlisted Ranks	
Air Force Office Ranks	
Phonetic Alphabet	

*Staff initiated only

Figure A3.1. Air Force Vision.

The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling air, space, and cyber capabilities for use by the combatant commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach and Power for the nation.

Figure A3.2. Air Force Mission.

To *fly, fight* and *win*...in air, space and cyberspace.

Figure A3.3. Officer Training School Mission.

To educate and train officers of character, who are committed to the AF Core Values - equipped to lead and ready to win.

Figure A3.4. Honor Code.

I will not lie, steal or cheat nor tolerate among us anyone who does.

Figure A3.5. Air Force Core Values

Integrity First, Service Before Self, and Excellence in All We Do

Figure A3.6. 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.

Figure A3.7. Code of Conduct.

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

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

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

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

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

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

Figure A3.8. Air Force Song.

(Verse 1)

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

Figure A3.9. United States National Anthem.

(Verse 1)

Oh, say, can you see, by the dawn's early light,
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars, thro' the perilous fight'
O'er the ramparts we watched, were so gallantly streaming.
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
Oh, say, does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?

Figure A3.10. Chain of Command.

President of the United States	_____
Secretary of Defense	_____
Secretary of the Air Force	_____
Chief of Staff, U.S. Air Force	_____
Commander, Major Command	_____
Commander, Numbered Air Force	_____
Commander, Wing	_____
Commander, Group	_____
Commander, Squadron	_____
Commander, Flight	_____

Figure A3.11. Officer Federal Oath of Office.

I, (Full Name), having been appointed a (Rank) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God (optional).

Figure A3.12. Officer State Oath of Office.

I, (Full Name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the Sate of (your State) against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the Unites States and of the Governor of the State of (your State); that I make this obligation freely without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of (Rank) in the Air National Guard of the State of (your Sate)

Figure A3.13. Oath of Enlistment.

I, (Full Name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God (optional).

Figure A3.14. Air Force Enlisted Ranks.

NO INSIGNIA	E-1		E-2
	E-3		E-4
	E-5		E-6
	E-7		E-7
	E-8		E-8
	E-9		E-9



Figure A3.15. Air Force Officer Ranks.



Figure A3.16. Military Phonetic Alphabet.

A	-	ALPHA	N	-	NOVEMBER
B	-	BRAVO	O	-	OSCAR
C	-	CHARLIE	P	-	PAPA
D	-	DELTA	Q	-	QUEBEC
E	-	ECHO	R	-	ROMEO
F	-	FOXTROT	S	-	SIERRA
G	-	GOLF	T	-	TANGO
H	-	HOTEL	U	-	UNIFORM
I	-	INDIA	V	-	VICTOR
J	-	JULIET	W	-	WHISKEY
K	-	KILO	X	-	XRAY
L	-	LIMA	Y	-	YANKEE
M	-	MIKE	Z	-	ZULU

Attachment 4

WORK REST CYCLES

(Refer to AFI 48-151 for more information)

Table A4.1 Heat Guidelines for Average Acclimatized Individuals

Flag Color	WBGT (°F)	Easy Work		Moderate Work		Hard Work	
		Work / Rest Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr
No Flag	78 - 81.9	No Limit	0.5	No Limit	0.75	40/20 min	0.75
Green	82 - 84.9	No Limit	0.5	50/10 min	0.75	30/30 min	1.0
Yellow	85 - 87.9	No Limit	0.75	40/20 min	0.75	30/30 min	1.0
Red	88 - 89.9	No Limit	0.75	30/30 min	0.75	20/40 min	1.0
Black	> 90	50/10 min	1.0	20/40 min	1.0	10/50 min	1.0

Table A4.2 Heat Guidelines for Average Unacclimatized Individuals

Flag Color	WBGT (°F)	Easy Work		Moderate Work		Hard Work	
		Work / Rest Cycle	Water Intake Qt/hr ^a	Work ^b / Rest ^c Cycle	Water Intake Qt/hr	Work / Rest Cycle	Water Intake Qt/hr
No Flag	78 - 81.9	No Limit	0.5	50/10 min	0.75	30/30 min	0.75
Green	82 - 84.9	No Limit	0.5	40/20 min	0.75	30/30 min	1.0
Yellow	85 - 87.9	No Limit	0.75	30/30 min	0.75	20/40 min	1.0
Red	88 - 89.9	50/10 min	0.75	20/40 min	0.75	10/50 min	1.0
Black	> 90	40/20 min	1.0	10/50 min	1.0	Not allowed	N/A