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**Personnel**



**AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**

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This instruction implements or explains provisions of: United States Code (U.S.C.), Title 10, Sections 2031-2033, *Junior RESERVE Officers' Training*; Department of Defense Instruction (DoDI) 1205.13, *Junior Reserve Officers' Training Corps (JROTC) Program*; Air Force Instruction (AFI) 36-2010, *Junior Reserve Officers' Training Corps (JROTC) Program*; and complements other Jeanne M. Holm Center for Officer Accessions and Citizen Development (Holm Center) publications. It provides guidance for operating an Air Force Junior Reserve Officer Training Corps (AFJROTC) unit. It applies to Headquarters (HQ) Air Force JROTC (AFJROTC) and all AFJROTC units. Requests for waivers to the requirements contained in this publication will be submitted using the Unit Waivers module in WINGS. Units may develop local publications which define implementation instructions for the requirements in this publication with no approval or coordination with Holm Center/JR required. Units shall not develop any local policy that detracts from the requirements stated herein. Submit an AF Form 847, *Recommendation for Change of Publication*, to the OPR to recommend changes to this publication. This instruction requires collecting and maintaining information protected by the Privacy Act of 1974, authorized by 10 U.S.C. 102, *Junior Reserve Officers' Training Corps*, and AFI 36-2010. System of records notice F036 AETC B, *Air Force Junior ROTC (AFJROTC) Applicant/Instructor System*, applies. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

**SUMMARY OF CHANGES**

This instruction has been substantially revised and must be completely reviewed. Major changes include changes for Voluntary Cadet Enrollment, MOA Clarification, and Uniform Procedures. This rewrite also consolidates all instructor management instructions.

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## PART 1: AFJROTC OPERATIONS

### CHAPTER 1 – INTRODUCTION

**1.1. Purpose.** This instruction sets policies and assigns responsibilities for planning and executing the Air Force Junior Reserve Officer Training Corps (AFJROTC). Unless otherwise noted, all references to AFJROTC in this regulation will mean the Air Force Junior Reserve Officer Training Corps Program.

**1.2. Mission.** The mission of AFJROTC is to “Develop citizens of character dedicated to serving their nation and community.”

**1.3. Goal.** The goal of the program is to instill in high school students the values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

**1.4. Definitions.** See Attachment 1 for a list of terms and definitions used throughout this instruction.

## CHAPTER 2 – COMPLIANCE WITH AIR FORCE AND SCHOOL DISTRICT MEMORANDUM OF AGREEMENT

**NOTE:** Each school must meet the requirements of the signed agreement between the Air Force and the school district superintendent (or equivalent) for the establishment of an AFJROTC unit. Compliance with the agreement is reported annually by an internal self-assessment or external unit evaluation.

**2.1. Eligible Students.** Instructors teach only AFJROTC students who are in grades above the eighth grade and a course of military instruction of not less than three academic years. (Title 10, USC Section 2031, Paragraph (b)(1); DODI 1205.13, Paragraph E2.1.4)

### **2.2. Satellite/Cross Town Agreements/Home Schooled Student Participation.**

2.2.1. Satellite Units. Satellite Units are not authorized since they are tantamount to establishing new units without SECAF approval. Satellite units exist when AFJROTC instructors teach at any facility other than the identified location in the agreement (i.e., host school) or at any facility not under the jurisdiction of the host-school principal. The only exception is instructors at three-year high schools may teach ninth graders at feeder school locations.

2.2.2. Cross Town Agreements. Students from other schools may participate in the AFJROTC program at the host school under the following provisions:

2.2.2.1. Transportation to and from the host school must be at no expense to the Air Force.

2.2.2.2. Students from other schools must officially enroll in AFJROTC and participate in the complete AFJROTC curriculum.

2.2.2.3. Enrollment in AFJROTC must count on the student's transcript for credit towards graduation.

2.2.2.4. Both school principals must agree to the participation in writing. This agreement must be on file at the host school (not applicable for home schooled students).

2.2.2.5. The agreement may be discontinued if the superintendent, principal of the host school, the unit SASI or HQ AFJROTC deems necessary.

2.2.3. Home Schooled Student Participation. Home schooled students may participate in the AFJROTC program under the following provisions:

2.2.3.1. Home schooled student participation in AFJROTC will comply with state, district, and school policy concerning home schooled student participation in on-campus classes and activities.

2.2.3.2. If approved for enrollment by the principal of the host school, home schooled students will attend AFJROTC classes on campus and participate in the full program to



include taking AFJROTC academic courses, participation in the cadet corps, and wearing the prescribed uniform.

2.2.4. Transfers. Students transferring from Army, Navy, Marine Corps, Coast Guard, or other AFJROTC units are authorized full credit for training received, to include medals and ribbons earned. Transfer of rank held in another service program is determined by the Senior Aerospace Science Instructor (SASI).

**2.3. Instructor Manning.** School supports the AFJROTC program with minimum staff level (1 officer and 1 NCO); AFJROTC is a separate academic and administrative department of the school and the SASI is the department head or equivalent; current academic year instructor employment contract is in accordance with the signed agreement between the Air Force and the school district superintendent; and pay is at least equal to Minimum Instructor Pay. (DODI 1205.13)

**2.4. Voluntary Enrollment of Cadets.** All AFJROTC students must be enrolled voluntarily and participate in the full program to include taking AFJROTC academic courses, participating in the cadet corps, and wearing the prescribed uniform. As the on-site Air Force representative, the SASI must approve all enrollment and disenrollment initiatives and will ensure all students adhere to the minimum acceptable standards of conduct and personal appearance as required by the Air Force. While AFJROTC instills self-discipline, it is not to be used as a remedy for chronic student disciplinary problems.

2.4.1. The SASI will ensure an inclusive program and will not set unreasonable enrollment criteria. All enrollment and disenrollment decisions will be free from any discrimination regarding race, religion, color, ethnicity, gender, sexual orientation, or national origin. Additionally, the principal and the SASI will ensure appropriate fitness of cadets to successfully participate in the AFJROTC Curriculum.

2.4.1.1. The Memorandum of Agreement clearly states that all AFJROTC cadets must be enrolled voluntarily and membership in the cadet corps must be limited to those cadets who meet and maintain all program requirements. Program requirements include: taking AFJROTC academic courses, participation in the cadet corps activities, properly wearing the prescribed uniform each required uniform day, meeting and maintaining Air Force grooming standards, and maintaining acceptable disciplinary standards. Cadets who are consistently deficient in one or more of the areas or demonstrate a negative pattern of behavior are disruptive to the overall corps operations and must be disenrolled.

2.4.1.1.1. As the Air Force's on-site representative, the SASI is personally charged with managing a fully compliant AFJROTC program and must be allowed to initiate or approve all enrollment and disenrollment actions.

2.4.1.1.2. Incoming freshmen cadets will likely have to be screened the first day of school to determine their desire to continue in AFJROTC. However, all other new cadets, transfer cadets, or any returning cadet must have SASI approval before they are added to the AFJROTC class roster.

2.4.1.1.3. **The SASI must be allowed to disenroll an AFJROTC cadet at any time during the academic year with proper cause.** Disenrollment is a last resort, and must be

preceded by documentation and corrective counseling. However, it is necessary in some cases, in order to maintain the morale and discipline of the unit. Instructors must work together with the cadets, their parents, unit cadet leaders, school counselors and administrators to resolve these issues. However, when these efforts are unsuccessful, the SASI must be allowed to remove the cadet from the AFJROTC program. A maximum of three weeks is sufficient to complete this entire administrative process. The cadet either chooses to comply as required, or is removed from AFJROTC. These students can be placed wherever the school administration sees fit, but it is the HQ AFJROTC position that these students must be removed from the AFJROTC class and disenrolled.

2.4.1.1.4. Cadets may be disenrolled from AFJROTC based on any other conduct related reason deemed appropriate by the AFJROTC SASI or the principal.

2.4.1.1.5. Disenrollment rules must be published in each unit's Cadet Guide.

2.4.2. All students must be enrolled in and attending a regular course of instruction at the host school, school with cross-town agreement, or be a home-schooled student.

2.4.3. All cadets must be enrolled in the AFJROTC academic program unless designated as a Reserve Cadet. See Chapter 7 for Reserve cadet criteria.

2.4.4. Special needs and handicapped students may participate in AFJROTC with the concurrence of the SASI and the principal. However, AFJROTC should not have a disproportionate number of any special group of students as compared to the remainder of the student body. Special needs and handicapped students must adhere to the minimum acceptable standards of conduct and personal appearance as required by the Air Force.

2.4.5. Sexual Orientation. All students are eligible to participate in AFJROTC regardless of sexual orientation. AFJROTC instructors will provide an environment which ensures the privacy of a cadet's sexual orientation is not infringed upon. All school policies as it relates to this subject must be upheld.

2.4.6. Pregnant Cadets. Pregnant cadets are permitted to participate in AFJROTC.

2.4.7. Cadets wishing to participate in any AFJROTC activity will do so at the discretion of the SASI.

2.4.8. Only students currently enrolled in the full AFJROTC program, or in Reserve status, may be issued uniforms.

**2.5. Classroom Facilities/Office Space.** The school will provide the necessary classroom facilities and office space for the efficient and effective accomplishment of AFJROTC course objectives. For new units, the facilities provided shall be, at a minimum, comparable to those presented to the Air Force during the official site survey conducted at the institution.

**2.6. Drill Area.** School must provide and maintain drill area(s) at or in the immediate vicinity of the AFJROTC unit, which will include at least 2,500 square feet of flat, unobstructed space,

free of vehicular or pedestrian traffic comparable to those presented to the Air Force during the official site survey conducted at the institution. Consideration should be given to indoor drill facilities in areas where inclement weather prohibits outside drill for extended periods of time.

**2.7. Storage Facilities.** School will provide and maintain climatically controlled storage facilities at or in the immediate vicinity of the AFJROTC unit for the protection and care of uniforms, supplies, and equipment used in the AFJROTC program. Such storage facilities must be reserved for the exclusive use of the AFJROTC program and must be constructed so that access can be denied to unauthorized personnel.

2.7.1. Climatically controlled storage facilities will be a minimum of 400 square feet and comparable to those presented to the Air Force during the official site survey conducted at the institution. As the size of the AFJROTC program increases, additional storage will be necessary. The recommended rate of 4 square feet per cadet will ensure adequate space for uniforms and other equipment items for the increasing corps size.

2.7.2. The Holm Center requires school districts participating in the AFJROTC program to safeguard and retain liability for all Air Force property located at the school, making full restitution after all occurrences of theft, loss, and negligent or willful damage or destruction. Property relief procedures for lost, damaged, or destroyed Air Force property are contained in AFMAN 23-220, *Reports of Survey for Air Force Property*, and this instruction.

**2.8. AFJROTC Class Scheduling.** The SASI will coordinate scheduling of AFJROTC classes with the school to make it as convenient for students to participate in Aerospace Science classes as in any other courses offered at the institution.

**2.9. Academic Credit.** All students will be given appropriate academic credit towards graduation for successful completion of the AFJROTC program per the Air Force/School District Agreement.

**2.10. Unit Closures.** Unit closures may be school district or Air Force initiated in accordance with the signed agreement between the Air Force and the school district for the establishment of an AFJROTC unit. If the closure is Air Force-initiated, the Director, Air Force Junior ROTC (Holm Center/JR) will notify the school district of the unit closure when the unit fails to correct identified deficiencies. Upon notification of closure, the unit will be deactivated in an orderly manner in accordance with Headquarters AFJROTC guidance. New enrollments will not be accepted and uniforms, equipment, and supplies will be redistributed. Schools may reapply for an AFJROTC unit no earlier than five years after the deactivation date of the unit closing.

## CHAPTER 3 – INSTRUCTOR PERFORMANCE

**3.1. Instructor Uniform Wear.** Instructors must wear the blue service uniform daily and present a professional military image. Further guidance can be found in Part II of this Instruction, INSTRUCTOR MANAGEMENT, and AFI 36-2903, *Dress and Appearance of Air Force Personnel*.

**3.2. Funds.** AFJROTC accounts are normally managed completely within and by the school/school district. However, some school districts will allow units to have auxiliary accounts such as Booster Clubs, Parent Support Groups, etc., outside of school controls. Regardless of how a unit holds its funds, instructors will not have direct/unfettered access to the funds. The unit must ensure the account is regularly reconciled. Any funds held outside of school control must be audited at least annually and fully documented by a responsible School/District Bookkeeper, CPA, or equivalent.

**3.3. Credit Card and Reimbursements.** Expense reimbursements or credit card payments will follow the criteria found in Holm Center Instruction 65-103, AFJROTC Operational Supplement, and any additional HQ AFJROTC supplemental direction.

**3.4. Professional Relationships.** Instructors must adhere to the school and Holm Center Chain-of-Command and maintain appropriate professional Officer/Non-commissioned Officer/Cadet relationships. The SASI will ensure the workload is equitably distributed between instructors.

**3.5. Instructor Weight and Body Fat Standards.** Instructor staff must meet weight and/or body fat standards as outlined in Part II of this Instruction, INSTRUCTOR MANAGEMENT, Chapter 19.

**3.6. Lesson Planning.** Instructors must present AFJROTC curriculum lessons that demonstrate detailed planning and organization, use of proper support material and visual aids, and use of the Turning Point Cloud (TPC) or Classroom Performance System (CPS). Use of TPC/CPS is mandatory by all instructors. Instructors will use current curriculum material as derived from the current AFJROTC Curriculum Guide and Curriculum, Materials, Publications and Forms (CMPF). Instructors will make available to cadets a course syllabus, IAW the AFJROTC Curriculum Guide, that identifies units/chapters being taught each semester (term for 4X4 units).

**3.7. Classroom Instruction.** Instructors must create a positive learning environment, demonstrate proper classroom management, and involve students in the learning process. Instructors must be proficient in integrating the interactive portion of CPS/TPC system (student clickers) into the curriculum delivery. Waivers may be requested to use other school directed interactive learning systems as long as the system is at least comparable to CPS/TPC.

**3.8. SASI Ensures School Compliance.** The SASI must inform the chain of command (School Leadership and HQ) within a timely manner of all unresolved Section II non-compliant AFJROTC issues as some situations may require HQ assistance.

## CHAPTER 4 – EQUIPMENT MANAGEMENT

### 4.1. Storage and Security of Replica Weapons /Sabers.

4.1.1. All replica weapons, sabers/swords, and air rifles associated with the AFJROTC program, regardless of how obtained, must be stored with double lock security. This means as a minimum in a locked cabinet or locked weapons rack within a locked storage room or within a storage room with two separately keyed locks.

4.1.2. The term “replica weapon” includes any weapon which was not manufactured to fire ammunition. This includes all commonly used wooden/plastic, "facsimile drill rifles" or other items that could be mistaken for weapons.

4.1.3. The term “air rifle” includes any weapon acquired for use in the unit’s Civilian Marksmanship Program. The only propellant used in these weapons is either compressed air or compressed carbon dioxide.

4.1.4. The Military Property Custodian (MPC) will establish local issue procedures for replica weapons, sabers/swords, and air rifles. These items must be returned to unit storage daily unless overnight trips (supervised by an AFJROTC instructor) are involved. While transported, these items may not be openly displayed and must be under the control of an instructor. An instructor or cadet must have positive control of the replica weapons, sabers/swords, and/or air rifles at all times prior to, during, or after an event. For any overnight events away from campus, these items must be stored in an instructor’s hotel room. At no time will these items be left unattended.

### 4.2. Air Force Non-Automated Data Processing Equipment (ADPE) Property Management.

4.2.1. Units will use WINGS to account for Air Force property and equipment, clearly recording the identity (i.e., nomenclature, make, model, serial number), such as televisions, DVD players, replica weapons, air rifles, simulator yokes/pedals, CPS/TPC Suite (Mobiview Chalkboard devices, clickers, and receiver) and any other equipment purchased with Air Force funds. Replica weapons, swords/sabers, and air rifles that are not AF property are categorized in WINGS as non-AF assets.

4.2.1.1. All units with sabers or swords, regardless of how funded or obtained, will ensure all weapons are loaded in WINGS under the standardized item description “Saber.”

4.2.1.2. All units with replica weapons, regardless of how funded or obtained, will ensure all weapons are loaded in WINGS under the standardized item description “Replica Weapon.”

4.2.1.3. All units with air rifles, regardless of how funded or obtained, will ensure all weapons are loaded in WINGS under the standardized item description “Air Rifle.”

4.2.1.4. Non-ADPE property and equipment must be written off in WINGS to reflect the final disposition of the item.

4.2.1.4.1. Any unserviceable or outdated item not on your Automated Inventory Management (AIM) list may be donated, thrown away, or otherwise disposed of. Disposal is not intended for any personal use or gain.

4.2.1.4.2. Drill rifles must be completely and carefully disposed of. Break each drill rifle down in as many pieces as possible and dispose of to prevent reassembly.

**4.3. Air Force ADPE Property Management.** ADPE equipment is not funded or controlled by AFJROTC/JROL. All questions will be referred to Holm Center Support Directorate, Computer Support Branch (Holm Center /SDCS).

4.3.1. The ADPE Equipment Custodian will conduct an annual AIM inventory; this includes computers, monitors, printers, all-in-one scanners, digital cameras, camcorders, projectors, curriculum hard drives, etc. AIM inventories must be kept current, and current AIM documents must be uploaded in WINGS. Items no longer in service will be turned in to DRMO. The ADPE equipment custodian will return to Holm Center/SDCS the signed copy of the AIM equipment list the Holm Center/SDCS provided. Also, an AIM inventory will be completed after changes to the account have occurred. New ADPE equipment custodian letters, AIM inventories and Training Certification (Primary and Alternate) will be accomplished and signed every year whether there have been ADPE equipment custodian changes or not. This needs to be accomplished between 1 January and 10 February each year.

4.3.2. Failure to comply with the Holm Center for submitting an updated ADPE equipment custodian letter, AIM inventories, and Training Certifications (Primary and Alternate) will result in the unit's AIM account being locked, instructors placed on probation, and the unit declared ineligible to obtain ADPE equipment refreshes. Repeated failure to comply may result in instructor decertification.

4.3.3. The ADPE Equipment Custodian is responsible to ensure the security of all Air Force equipment issued to the unit, procured with Air Force funds, or locally purchased and later reimbursed with Air Force funds.

4.3.4. If ADPE items are lost or discovered stolen, a Report of Survey will need to be accomplished. The report of survey requires the principal to sign block 12, and if items are stolen, a police report is also required. (As outlined in paragraph 4.7 of this instruction.)

4.3.5. Proper and timely disposition is required for items no longer in service. For disposition instructions on all Air Force ADPE, contact Holm Center/SDCS. Once Holm Center SDCS requirements have been met and the changes are reflected on an updated AIM inventory, ADPE disposition records (DD Form 1348-1) are not required to be maintained in the unit.

4.3.6. ADPE equipment will also have the Holm Center generated accountability bar code labels applied.

**4.4. Identifying Air Force Equipment.** All Air Force Property (ADPE and WINGS-listed non ADPE equipment to include CPS/TPC Mobi or receiver) must be permanently marked (Etched or Permanent Marker) "Air Force Property." Air Force equipment includes equipment issued to the

unit by the Air Force, procured with Air Force funds, or locally purchased and later reimbursed with Air Force funds.

**4.5. Uniform Inventory/Hand Receipts.** New units must order their initial uniform items through WINGS once accounts are created. Contact HQ AFJROTC/JROL for assistance.

4.5.1. All accountable uniform items must be managed, issued, and inventoried via WINGS by individual size and quantity. At a minimum, units must update WINGS weekly with any changes. The uniform items listed below are accountable. Non-accountable uniform items (caps, socks, rank, ribbons, PT gear, belts, etc.) may be (but are not required to be) inventoried via WINGS.

**Table 4.1. Accountable Uniform Items Obtained through EMALL.**

Male Uniforms	Female Uniforms
Coat, All Weather	Coat, All Weather
Coat, Service, Blue	Coat, Service, Blue
Jacket, Lt. Weight, Blue	Jacket, Lt. Weight, Blue
Shirt, Blue, L/S	Shirt, Overblouse L/S
Shirt, Blue S/S	Shirt, Overblouse S/S
Shoes, Dress, Black Leather*	Shoes, Dress, Oxford, Black Leather*
Trousers, Blue	Skirt, Blue
ABU Blouse	ABU Blouse
ABU Trousers	ABU Trousers
Sage Green Boots	Sage Green Boots
<b>Black Boots **</b>	Slacks, Blue
	<b>Black Boots **</b>
*Corfam shoes or Corfam pumps are <u>not</u> authorized for purchase with AF funds	
**Purchased locally using MILPER funds. Black boots are not to be worn with ABU's	

4.5.2. All authorized uniform items/accessories that cannot be ordered through EMALL must be purchased locally using MILPER funds. \*OPTION: Black pumps may be purchased and issued in lieu of the oxford shoes from EMALL. The cost cannot exceed the cost of a pair of the EMALL female oxford shoes. Black pumps will be low cut and rounded throat (the top opening) with a raised heel no higher than 2-1/2 inches (measured from the inside sole of the shoe to the end of the heel lift). The tip of the heel cannot be less than 1/2 inch in diameter or larger than the body of the shoe. Faddish styles will not be worn (e.g. extreme toes, pointed or squared, or extreme heel shapes). They will be plain, clean and serviceable, and without ornamentation such as buckles, bows or straps. The material will be smooth, scotch-grained leather or a manmade material. No Corfam, patent leather or high gloss pumps are authorized (Using Air Force Funds). Black pumps may be purchased with the unit's MILPER baseline, using either the credit card or reimbursement process. Shoes may be acquired from any commercial vendor that provides a pump which strictly adheres to the criteria stated in the change, with a cost that does not exceed that of the EMALL female oxford shoe. Additionally, when using non-Air Force funds (i.e. fundraising money that will not be reimbursed by the Air Force), there is no cost limitation, but all stated shoe criteria must be met.

4.5.3. Shoes are considered a non-returnable item. Once a pair of shoes is issued to a cadet, they cannot be returned for reissue. Instructors should request those cadets returning the next academic year to retain their shoes for use during the next school year.

4.5.3.1. ABU or Black Boots may be issued, returned and reissued to cadets as long as they remain serviceable and a germicidal spray of the boots is done prior to the boots being returned to the shelf and / or being reissued to cadets.

4.5.4. Issue all accountable uniform items (includes shoes per table 4.1) to cadets using WINGS. Procedures must include controls to ensure return of items. Only students currently enrolled in AFJROTC or in Reserve status may be issued uniforms.

4.5.4.1. Record uniform items issued to cadets via WINGS. **As a minimum, each cadet must sign a hand receipt (WINGS generated or locally developed) which indicates their understanding of responsibility for Air Force uniforms Note: The parent/guardian signature is optional.** Units will develop solid accounting procedures concerning the return of items and will update WINGS/Manage Uniform Items/Issued not Returned. Although optional, if funds are collected for lost or damaged uniform items, follow payment collection procedures and submission requirements found in section 4.6.1 of this instruction. If uniform items are lost or discovered stolen, the unit will write off the missing uniform items in WINGS.

4.5.4.2. Cadets who will return to AFJROTC the next Academic Year are allowed to retain their uniform items over the summer break. WINGS must reflect current uniform accounting.

**Table 4.2. AFJROTC Cadet Uniform Allowances – Males  
(Maximum Allowable Quantities per Cadet).**

<b>Clothing Issue</b>	<b>Unit of Issue</b>	<b>Quantity</b>
Belt, Cotton, Web, Blue	EA	1
Buckle, Nickel, Silver	EA	1
Cap, Garrison, Wool, Blue	EA	1
Coat, Poly/Wool Tropical Blue	EA	1
Necktie, Polyester, Blue	EA	1
Coat, All Weather, Male	EA	1
Shirt, Cotton/Polyester, Blue, S/S	EA	2
Shirt, Cotton/Polyester, Blue, L/S	EA	2
Shoes, Dress, Black	PR	1
Socks, Cotton/Nylon Black	PR	2
Trousers., Wool/Tropical Blue	PR	2
Jacket, Cotton/Polyester, Lt.Weight,	EA	1
Undershirt, Man's V-Neck	EA	2
ABU Blouse	EA	1
ABU Trousers	EA	1
Sage Green Boots	EA	1
Black Boots*	PR	1



ABU Cap	EA	1
ABU T-Shirt	EA	1
ABU Belt (Rigger)	EA	1
Green Socks	PR	1
* <b>Note:</b> Units are limited to a maximum purchase of 24 pair of black boots. Boots may be issued on an as required basis to members of the unit's Color Guard or Drill Team.		

**Table 4.3. AFJROTC Cadet Uniform Allowances – Females  
(Maximum Allowable Quantities per Cadet).**

Clothing Issue	Unit of Issue	Quantity
Belt, Cotton, Web, Blue	EA	1
Buckle, Nickel, Silver	EA	1
Cap, Garrison, Wool, Blue	EA	1
Coat, All Weather	EA	1
Coat, Wool, Tropical Blue	EA	1
Slacks, Female	PR	2
Neck Tab	EA	1
Shirt, Long Sleeve	EA	2
Shirt, Short Sleeve	EA	2
Shoes, Dress, Oxford, Black	PR	1
Skirt, Blue	EA	1
Jacket, Cotton/Polyester, Lt.Weight	EA	1
Black Boots	PR	1
Socks, Cotton/Nylon Block	PR	2
Undershirt, Man's V-Neck	EA	2
ABU Blouse	EA	1
ABU Trousers	EA	1
Sage Green Boots	EA	1
Black Boots*	PR	1
ABU Cap	EA	1
ABU T-Shirt	EA	1
ABU Belt (Rigger)	EA	1
Green Socks	PR	1

4.5.4.2.1. Funds for uniforms for the fiscal year are based on that fiscal year's Program Status Report (PSR). HQs will notify units of the cut-off date for ordering uniforms through WINGS. HQs will also notify units when ordering can resume.

4.5.4.2.2. Units will not place uniform orders exceeding the unit's annual funding allowance.

4.5.5. Excess uniform items are those items, determined by the MPC, for which the unit has no current requirement, and the unit no longer has the space to appropriately store. Units may ship excess uniform items to other AFJROTC units based on the following procedures:

4.5.5.1. Uniforms that are declared excess must be serviceable and clean when shipped. Record excess uniform shipments in WINGS and retain copies of all shipping documents as receipts for reimbursement.

4.5.5.2. If redistributed items are not received within 30 calendar days from notification date of shipment, the receiving unit must contact the shipping unit. When redistribution shipments are received, the receiving unit must provide a signed copy of the invoice to the shipping unit and ensure WINGS is updated.

4.5.5.3. Shipments should be made by the most cost effective means. Shipping cost will be reimbursed IAW guidance provided in this instruction. **NOTE: Ordering uniform items for use by the instructors is prohibited**

4.5.6. Unserviceable Uniform Disposal.

4.5.6.1. The SASI must ensure WINGS is updated using the Write Off-Accountable function. The justification block must contain an explanation of why and how the items were disposed.

4.5.6.2. Disposal of uniforms locally is authorized when the following procedures are completed:

4.5.6.2.1. Donate items to Civil Air Patrol whenever possible.

4.5.6.2.2. Remove all shoulder patches.

4.5.6.2.3. Remove all buttons with the Air Force symbol from the service dress coat.

4.5.6.2.4. Unserviceable items may be thrown away.

**Note:** Charitable/not-for-profit organizations and unofficial JROTC/Leadership Programs in middle schools and high schools are not authorized to receive donated uniforms.

#### **4.6. Military Property Custodian (MPC) and Equipment Custodian (EC) Letters**

4.6.1. The principal will appoint a Military Property Custodian (MPC) and the SASI will appoint an ADPE equipment custodian (EC) to maintain accountability of all Air Force property. The school and unit must have an MPC and EC at all times. School district employees can be assigned as an interim EC and MPC when instructors are unavailable. If a designated MPC or EC leaves, the school must ensure another individual is appointed to serve in this capacity. SASI will notify Holm Center/ SDCS by letter the name of the individual designated as unit EC within 15 days after the designation. Units will notify AFJROTC/JROL, by letter, of the name of the individual designated as unit MPC within 15

days after the designation. Template for the EC letter is found under WINGS/IT Refresh/Account Info. Template for the MPC letter is found in WINGS/Logistics/MPC Information.

4.6.1.1. The EC must maintain the AIM List provided by Holm Center Computer Inventory Management (SDCS).

4.6.1.2. The MPC appointment letter will be maintained in the HQ Logistics module of WINGS, and the EC appointment letter will be maintained in the IT Refresh module of WINGS.

4.6.1.3. The MPC and EC will establish procedures and controls which will ensure all Air Force property used in the AFJROTC program is properly requisitioned, issued, accounted for, and safeguarded in accordance with procedures in this instruction.

4.6.1.4. The MPC and EC will conduct an annual inventory of all items in accordance with procedures outlined in this instruction.

4.6.1.5. Before the MPC or EC leaves the unit, a new inventory must be accomplished and a new MPC or EC must be designated. The SASI will ensure the relinquishing and receiving MPC or EC will immediately accomplish a joint inventory. The relinquishing MPC or EC is responsible for accounting for discrepancies up to final transfer of property responsibility.

4.6.1.6. Collection Procedures. Any funds collected by AFJROTC instructors for lost or damaged textbooks (contact Holm Center Curriculum (CR) for current pricing), uniforms, and equipment must be sent to the Holm Center Support Directorate, Financial Management Branch (SDF), 130 West Maxwell Blvd, Maxwell AFB, AL, 36112-6106, within 30 calendar days after the payment is collected. Multiple collections can be consolidated into a single package of collections sent to Holm Center/SDF every 30 days. An explanatory MFR must accompany all checks.

4.6.1.7. Payments must be made by money order, cashier's check, personal or certified check, and made payable to the U.S. Treasury. Cash will not be accepted. If needed, the school can collect payments and issue a single check payable to U.S. Treasury.

4.6.1.8. Maintain a copy of the payment (money order, cashier's check, personal or certified check) and support documentation in the unit document file. Records must be maintained for 3.5 years.

4.6.1.9. Upon unit deactivation, the MPC and EC must account for all Air Force equipment and uniforms and the school will ensure that all Air Force equipment and uniforms are distributed in accordance with the instructions of Holm Center/JROL.

4.6.1.10. Upon unit deactivation, the MPC and EC will conduct a complete inventory, sign it, and mail it along with copies of all records relating to equipment, supplies, and uniforms to HQ Holm Center/JROL no later than 120 calendar days prior to the end of the instructor's teaching contract with the school. If the deactivation is short notice and

will occur within 120 calendar days prior to the end of the instructor's teaching contract with the school, Holm Center/JROL must receive the inventory within 60 calendar days of notification of the deactivation.

4.6.1.11. Upon unit deactivation, the MPC and EC are responsible for returning or shipping Air Force property to the appropriate parties, as determined by HQ AFJROTC, no later than ten days prior to the end of the instructor's teaching contract with the school.

#### **4.7. Report of Survey (ROS) Procedures**

4.7.1. Purpose. The general purposes of the AFJROTC Report of Survey (ROS) program are to:

4.7.1.1. Research and investigate the cause of loss, damage, or destruction of property and determine if it was attributable to an individual's negligence or abuse; and document school replacement of such property.

4.7.1.2. Assess school district or SASI/ASI of monetary liability after investigation of cause of loss, damage, or destruction of Government property.

4.7.2. A ROS is mandatory when:

4.7.2.1. Items over \$100 per unit cost or \$500 total cost are lost or stolen, regardless whether item is ADPE or non-ADPE. See 4.7.3.5.

4.7.2.2. Inventory inspection of non-ADPE items results in adjustment of over \$2,500 for items lost or stolen.

4.7.2.3. Repetitive cases of loss, damage, or destruction occur. Even though each case in and of itself may not call for the processing of a ROS, repetitive cases collectively over a one-year period may add up to the minimum threshold required.

4.7.2.4. The loss of any equipment listed on the unit's ADPE inventory, regardless of value.

4.7.3. ROS Responsibilities and Timelines.

4.7.3.1. As soon as the discovery of the loss, damage, etc., the unit SASI, acting as the investigating officer, will complete blocks 1 through 11 on the DD Form 200, *Financial Liability Investigation of Property Loss*. Instructions for completion can be found in AFMAN 23-220, *Reports of Survey for Air Force Property*, Chapter 14.

4.7.3.2. Forward the ROS to the school principal for review and completion of block 12.

4.7.3.3. The SASI will forward all ROS and accompanying documentation to Holm Center/SDCS. All ROS forms, where theft is suspected, will be accompanied by a police report.

4.7.3.4. Holm Center/SDCS will add inquiry/investigation number and forward to Holm Center/JROL for further processing.

4.7.3.5. Holm Center/JRD may appoint a financial liability officer to reinvestigate the case if it is felt the initial investigation was not completed properly.

4.7.3.6. If Holm Center/JRD suspects negligence or abuse, financial liability may be placed on the school district involved in the case. If school financial liability is determined by Holm Center/JRD or their designee, a letter will be sent to the school district requesting purchase of replacement equipment for the AFJROTC unit or other restitution is made. The school district will have 30 calendar days to present their plan to make restitution or provide evidence to refute the findings.

4.7.3.7. If Holm Center/JRD finds no evidence of negligence or abuse, the case may be closed, and the ROS will be forwarded to Holm Center/SDC (if ADPE) to adjust AIM inventory records, or to the unit for their records (for Non-ADPE). A copy of all completed ROSs will be placed in WINGS "Unit Correspondence" by HQ AFJROTC/JROL.

4.7.3.8. If financial liability is determined by Holm Center/JRD or their designee, the unit's ADPE account will be locked and the unit will not be able to receive new ADPE equipment until the unit's ROS is resolved.

4.7.3.9. When financial assessment is recommended, a written legal opinion will be obtained before the ROS file is forwarded to the approving authority and an individual is advised that financial liability is being assessed. The legal review will be made a part of the ROS file.

4.7.3.10. Approval Limits. Holm Center/SDC will take final action on Report of Survey IAW AFMAN 23-220 (for ADPE items).

4.7.3.11. Probation Resulting from Property Loss. Repeated cases of property loss at a unit could, at the discretion of Holm Center/JR, result in unit/instructor probation/decertification and possibly closure of the unit.

## CHAPTER 5 – CURRICULUM

**5.1. Accountability of Curriculum Material.** Units must maintain accountability of all curriculum material via WINGS. Outdated or obsolete curriculum material must be disposed of via one of the options listed in the AFJROTC Curriculum Guide. Removal of curriculum items loaded into WINGS inventory will require a write-off action to show the loss.

5.1.1. Accountability and Disposal of Curriculum Material. Refer to the Curriculum Materials, Publications, and Forms (CMPF) manual for the list of current and obsolete curriculum items.

5.1.2. Outdated or obsolete curriculum items will no longer be retained as reference material, and will be removed from WINGS inventory. Note: Instructors may retain outdated Instructor Guides and will list them in WINGS inventory.

**5.2. Execution of Curriculum.** Instructors must teach current curriculum material as defined in the current AFJROTC Curriculum Guide and CMPF, both located in WINGS.

5.2.1. All current-year courses built in WINGS must match the unit's Curriculum Plan.

5.2.2. In accordance with the AFJROTC Curriculum Guide, all AFJROTC courses must deliver 40 percent of available contact time as Aerospace Science (AS) material; 40 percent as Leadership Education (LE), with no more than 50 percent of LE time devoted to drill; and 20 percent as Wellness within each semester (each term for 4X4 units) of the school year. Units that do not comply with the mandatory "40/40/20" mix must have an approved curriculum waiver in WINGS.

5.2.3. All courses built in WINGS must contain a minimum of 120 total hours of curriculum material in the 40/40/20 mix unless a waiver is obtained.

5.2.4. Drill-Only classes must use the prebuilt "Drill Only" course available in WINGS | Define Unit Courses Module. AS, LE or Wellness material cannot be added to a Drill Only course. All requirements to conduct a Drill Only class are contained in the AFJROTC Curriculum Guide.

5.2.5. Aviation Honors Ground School and AFJROTC Honors Senior Project courses must meet the minimum criteria listed in the AFJROTC Curriculum Guide.

5.2.5.1. Cadets are authorized to wear Flight Suit while enrolled in and after successful completion of Ground School. Flight Suits will be obtained using Non AF Funds.

**5.3. Course Syllabus.** Each student must be provided access to a course syllabus for each AFJROTC course taught during the school year (each term for 4x4 units). The syllabus will be accessible to students on the first day of school.

5.3.1. A syllabus must contain the specific AS/LE/Wellness units/chapters being taught/offered at a unit during each course by semester (each term for 4X4 units).

5.3.2. The course syllabus will be in the format directed by the school. When the school does not specify a particular format, instructors will use the “sample” syllabus template provided in the current AFJROTC Curriculum Guide. Other rules, regulations, or requirements for the course or instructor may be included.

**5.4. Curriculum Plan.** Each unit must develop and maintain a complete seven-year curriculum plan. This plan must display the courses, by semester (by term for 4X4 units), used for the current academic year as well as those courses taught the previous three academic years and projected for the future three academic years. The seven-year curriculum plan must visually depict how the unit ensures a cadet will not repeat the same course content (specific units and or chapters) over their entire period of enrollment in AFJROTC. Units must carefully consider the content used during the past three academic years to avoid any cadets repeating curriculum. Refer to the AFJROTC Curriculum Guide for details and examples.

**5.5. AFJROTC Courses Loaded in School Catalog.** AFJROTC course descriptions will clearly indicate that the course is offered by the AFJROTC department and is for AFJROTC students only. Course descriptions will accurately describe course content being taught for each course offered to include AS, LE and Wellness components.

**5.6. Wellness Program.** AFJROTC instructors must ensure any wellness program is implemented with cadet safety as the primary consideration.

5.6.1. Prior to starting any fitness training program or assessment, units must obtain parental permission using the current year Parental Consent form found in WINGS | Cadet Data | Parental Consent Form.

5.6.2. Prior to conducting the unit Wellness Program, units will conduct and load the Cadet Physical Fitness Test (PFT) initial assessment into WINGS in “PFT Event” within the first 45 calendar days of school to determine each cadet’s fitness level. Unit will perform one exercise from each of the five PFT activity numbers listed.

5.6.2.1. When all 5 PFT events have been loaded in WINGS, unit will go to Cadet Data | PFT Assessment Mass to calculate the composite score | Add new Value | Select latest PFT event date which will include all 5 PFT events | Add. Click on cadet selection tool | Fetch | Select All | OK | Apply | Save. This will complete the PFT Assessment Mass. (Reference WINGS Users Guide)

5.6.3. Instructors will also conduct a final PFT Assessment Mass no later than 30 calendar days before the end of the school year to determine cadet’s overall improvement and load the final scores into WINGS. NOTE: For 4x4 schedule units, cadets who will complete both semesters may defer their final PFT assessment to the end of the second semester.

5.6.4. Units may choose to use the Cadet Wellness Program located in WINGS “Published Files”, or develop a unique version of a Cadet Wellness Program.

5.6.5. When any student has a medical condition that may prevent the student from participating in any exercise, the instructors will consult the school's health staff and parents for full resolution before requiring exercise participation by the student.

5.6.6. All instructors are required to have current Adult (ages 14-18) Cardiac Pulmonary Resuscitation (CPR) certification. These certifications must be granted from a hands-on program that is recognized by the American Red Cross or American Heart Association. Units may pay for CPR training using unit O&M funds (if funds are available). Instructors are still required to maintain CPR currency if O&M funds are not available.

5.6.7. Units will have a first aid kit and a two-way communication device on hand in case of emergencies.



## CHAPTER 6 – CADET OPERATIONS

### 6.1. Cadet Uniform Wear

6.1.1. Holm Center/JR prescribes the uniform, uniform devices and the manner of wear for AFJROTC cadets. Students will comply with the basic uniform wear, personal appearance, and grooming standards prescribed by AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and this instruction when in Blue uniform, ABUs, and PT gear.

6.1.1.1. The Air Force blue uniform is the standard uniform for AFJROTC. Only students currently enrolled in AFJROTC or in Reserve Cadet Status may be issued uniforms. All cadets enrolled in AFJROTC will meet minimum uniform wear standards and requirements within 45 calendar days from the start of school, or enrollment of the cadet, or they will be disenrolled. Effective upon enrollment, personal appearance and grooming standards are required for all cadets during uniform days. Cadets who have not yet been issued a uniform will comply with grooming standards on uniform days. **Note: Silver name tags are mandatory on the cadet service coat.**

6.1.1.2. ABU wear is authorized as an additional cadet uniform. (Blue uniform will be worn weekly, but the ABU may be substituted for one regular uniform day per month, only when the school principal approves.) ABU uniforms can be obtained through EMALL and are worn in accordance with this instruction and AFI 36-2903. Uniforms worn by other services are not authorized.

6.1.1.2.1. If approved by the principal, the SASI will standardize ABU wear.

6.1.1.2.2. At SASI and principal discretion additional uniform days during the week may be designated beyond the one uniform day per week requirement.

6.1.1.2.3. Footwear requirements for ABU uniforms: Only sage green boots may be worn.

6.1.1.3. The Physical Training (PT) uniform is a multi-purpose uniform provided at Air Force expense.

6.1.1.3.1. The SASI will establish unit-specific policies on PT uniform wear. These policies must be outlined in the Cadet Guide or the Unit Operating Instructions.

6.1.1.3.2. The PT uniform may not be mixed with any combination of the Air Force blue uniform or ABUs.

6.1.1.3.3 The PT uniform cannot be substituted for the weekly uniform wear day.

6.1.1.4. Units must have appropriate waivers/documentation in WINGS for any uniform deviations, to include all unique Co-Curricular team uniforms. (Drill Team, Color Guard, Marksmanship Team, Raiders Team, etc.)

6.1.1.4.1. Unit Patch approval requests are processed via WINGS waiver module.

- 6.1.1.4.2. Berets may be used to identify current members of teams such as: color guard/honor guard or saber/drill teams, and staff at any time.
- 6.1.1.4.3. One shoulder cord is authorized to be worn, only on the left shoulder. Shoulder cord cannot be worn on ABU's. Shoulder cord can be worn on the blue shirt and service dress coat only.
- 6.1.1.4.4. Ascots and gloves may be worn by color guard and drill team members during performances only. The colors of these items must be conservative and in good taste.
- 6.1.1.5. Each cadet must participate in at least one uniform wear day per week. Schools with A/B block schedules will require units to have at least two uniform wear days per week to ensure each cadet participates (one per block).
- 6.1.1.6. All cadets are required to wear an approved blue uniform combination, as determined by the SASI, during an external assessment (Unit Evaluation, SAV, etc.).
- 6.1.1.7. The blue uniform is the standard for cadets participating in official military functions such as honor guard, color guard or any other activity the SASI deems appropriate. SASI may determine wear of ABU as appropriate.
- 6.1.1.8. The SASI will standardize uniform wear for CIA trips, or other visits and events, and will ensure AFI 36-2903 grooming and uniform wear standards are complied with. The SASI can implement restrictions on out-of-classroom activities for those cadets not in compliance with standards.
- 6.1.1.8.1. During a military installation visit, the SASI will ensure all cadets are in AF Blue Uniform unless a planned activity (Obstacle course, Orientation Flights, Orienteering Events, etc.) requires alternate dress. Whether in AF uniform or not, cadets will comply with AFI 36-2903 personnel appearance and grooming standards.
- 6.1.1.8.2. For other than military installation visits, the SASI will ensure the cadets are dressed in appropriate clothing.
- 6.1.1.9. Cadets are required to wear the AF blue uniform or ABUs when flying on military aircraft.
- 6.1.1.10. The lightweight blue jacket may be worn indoors or outdoors and must be zipped at least halfway. It may be worn with civilian clothes when insignia are removed. Women may wear the male version of the lightweight blue jacket, belt and flight cap.
- 6.1.1.10.1. The AF Symbol is optional for the lightweight blue jacket. If used, it must be embroidered on the left side, and at no cost to the AF. The words "U.S. Air Force" must appear directly below the symbol, or units can choose to use "AFJROTC." Embroidery expenses must be at no cost to the Air Force.
- 6.1.1.10.2. The lightweight blue jacket with the AF symbol embroidered is not authorized to be worn with civilian clothes.

6.1.1.11. The SASI may designate “No Hat” areas on campus, with written approval from the principal. Unit must upload a copy of the approval letter in WINGS | Unit Management | Manage Unit Data | Unit Correspondence. Units will issue headgear to cadets regardless of “No Hat” waiver for wear outside of the designated “No Hat” area.

6.1.1.12. Pregnant cadets are exempt from the uniform wear requirement when a pregnancy progresses to a point where it is not possible to wear the standard blouse or skirt (Personal appearance / grooming standards will still apply). Air Force maternity clothing is authorized, but cannot be purchased with Air Force funds.

6.1.1.13. Religious headgear may be worn in compliance with AFI 36-2903 and this instruction. **NOTE: Cadets may not be issued or wear the uniform until waiver is approved.**

6.1.1.13.1. Plain, dark blue or black, minimally conspicuous religious head coverings may be worn indoors with approval of the principal, SASI, and Holm Center/JR.

6.1.1.13.2. Plain, dark blue or black, minimally conspicuous religious head coverings may be worn outdoors if concealed under the uniform headgear with approval of the principal, SASI, and Holm Center/JR.

6.1.1.13.3. The WINGS waiver request process must be used to obtain Holm Center/JR approval. Include two pictures of the cadet wearing the item. One must feature the cadet’s profile and the other must have the cadet facing the camera.

6.1.1.13.4. Further religious head covering accommodations require Holm Center Commander approval. Cadets must submit a letter addressed to the Holm Center Commander through their chain of command. The request letter must also include a description of the item, a photo of the item being worn by the cadet in uniform, the SASI’s and principal’s endorsement, and religious leader’s endorsement.

6.1.1.13.5. Other religious items will not be visibly worn with any AFJROTC uniform unless approved by the principal, the SASI, and Holm Center/JR.

6.1.1.14. Any other religious exception to policy (ETP) uniform wear or personal appearance accommodations, including but not limited to shaving, hair length, and jewelry or other worn items, which are not covered in the above paragraphs, will be handled on a case-by-case basis and require units to contact their AFJROTC Regional Director for guidance. **NOTE: Cadets may not be issued or wear the uniform until waiver is approved.**

## 6.2. Cadet Personal Appearance.

6.2.1. Cadets will comply with the personal appearance and grooming standards required within AFI 36-2903 and this instruction.

6.2.1.1. Tattoos or brands anywhere on the body are not allowed if in the SASI judgment they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination that might harm good order and discipline or bring discredit upon the Air Force.

6.2.1.2. Excessive tattoos or brands, even those not violating the prohibitions in the above section, will not be exposed or visible (including visible through the uniform) while in uniform. Excessive is defined as tattoos or brands that exceed one-quarter of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform.

6.2.1.3. The SASI may exercise discretion in allowing participation in the AFJROTC program if a tattoo can be covered up with a skin-colored bandage.

### **6.3. Compliance with School and Unit Conduct Policies.**

6.3.1. Cadets will demonstrate “excellence in all we do” through compliance with school and unit conduct policies, academic performance, physical fitness, recruiting/retention efforts, success of unit programs to include co-curricular activities, and interaction with other school organizations.

6.3.1.1. The Cadet Corps is encouraged to work towards meaningful, measureable goals but is required to set, and annually provide the HQ via WINGS, one goal related to the quest for academic performance and the quest for academic excellence within the Corps, as well as one related to recruiting and retention efforts of the Corps.

6.3.1.2. Refer to the AFJROTC Operational Supplement for suggested goal setting procedures and additional requirements.

### **6.4. School and Community Service.**

6.4.1. Cadets will demonstrate “service before self” through active participation in school/community support activities. See Section 7.2.3.3 for the definition of Community Service. Events must be properly loaded in WINGS within one week of event completion.

6.4.1.1. The Cadet Corps is encouraged to work towards any number of meaningful, measureable school/community service goals, but is required to set, and annually provide to HQ, via WINGS, one service goal oriented to cadet participation in service related programs.

6.4.1.2. Refer to the AFJROTC Operational Supplement for additional community service guidance, definitions, and other requirements.

### **6.5. Cadet Unit Mission Briefing.**

6.5.1. Cadets will demonstrate discipline, teamwork, and unit cohesion by developing a cadet prepared unit mission briefing that must include, at a minimum, the six HQ-submitted specific, measurable, attainable, realistic, timely (SMART) goals (one must be academic performance, one recruiting/retention and one community service participation goal). The briefing must

include performance measurements and current status of goals, unit wellness program, current SY community service event total hours, CIA trips and number and percentage of cadets participating in co-curricular unit activities and other school activities participated in by cadets.

6.5.1.1. The cadet unit mission briefing is a required element of all formal external unit evaluations. Although instructor guidance is expected, the unit mission briefing must be developed and presented by cadets.

6.5.1.2. Refer to the AFJROTC Operational Supplement for additional cadet mission briefing recommendations and requirements.

## **6.6. Cadet 30-Command Drill Performance.**

6.6.1. Cadets are required to demonstrate at least minimal proficiency in drill by their second year of AFJROTC experience.

6.6.2. The 30-command drill performance (see current Assessment Guide) is a required element of all formal external unit evaluations, and will be led and accomplished by second year cadets (9 or more cadets). Additional planning/coordination may be required to ensure second year cadets are available. If limiting to second year cadets only is considered not practical or possible, contact your Regional Director prior to the Unit Evaluation.

## **6.7. Cadet Corps Responsibility for Unit Programs.**

6.7.1. Instructors must ensure that cadets are trained and given the opportunity to take responsibility for ownership of unit programs and activities to the maximum extent possible. This will be a key required element of all formal external assessments.

6.7.2. The degree of cadet “ownership” is noted through training fellow cadets, daily planning, cadet-initiated activities and programs, and maintaining all unit functional areas and programs as outlined in the unit Cadet Guide, to include logistics, the unit wellness program and other WINGS accountability programs. Misuse of authority will not be condoned or tolerated.

6.7.3. The word “cadet” or an abbreviation must be a part of all references to cadet ranks.

6.7.4. Refer to the AFJROTC Operational Supplement for additional cadet ownership recommendations and expectations.

## CHAPTER 7 – UNIT OPERATIONS

**7.1. Enrollment Accounting.** All units will be required to verify active cadet enrollment in WINGS with two Program Status Reports (PSRs), once in October and once again in February. For Traditional schedule types viability will be computed from the October PSR. Additional EMALL and MILPER funding may be distributed in February for all “Newly” scheduled cadets. For 4x4 and Trimesters, viability and funding will continue to be computed from a combination of the October and February PSR’s.

7.1.1. Definition of Cadet for Enrollment Accounting. An AFJROTC “cadet” is a high school student (grades 9-12) actively enrolled in an approved AFJROTC course, and who is scheduled to receive a minimum of 120 contact hours (full credit course) of course instruction during the academic term. NOTE: A 4X4 block contains two academic terms within the school year, whereas a traditional schedule (including all A/B schedules) contains only one.

7.1.1.1. Foreign Cadet. Local school policy will be followed in determining the eligibility of a foreign cadet to participate in the AFJROTC program. If approved by the school to participate, foreign cadets will fully participate in the program and are required to meet all standards.

7.1.2. Viability. A unit’s viability number is the total, unduplicated headcount of cadets within a unit’s program. Minimum viability is calculated as 10% of the school’s population (grades 9-12) or 100, whichever is less (U.S.C. Title 10, Section 2031). Students participating in drill-only classes and/or summertime classes do not count toward this total. Any unit at the start of its fourth or subsequent year that does not meet enrollment standards will be placed on probation. HQ AFJROTC will evaluate units for potential deactivation and closure when either placed on probation for two or more consecutive years, or maintaining a history of on again/off again probation for low enrollment.

7.1.3. Schedule Types. Units must report the correct schedule type under the “Manage Academic Year” module in WINGS.

7.1.3.1. Each unit will indicate their schedule type; (Traditional, A/B, 4x4, Modified 4x4 or Trimester). Instructors will ensure cadets are properly loaded in class roster’s to ensure PSR report will accurately reflect total cadet enrollment.

7.1.3.2. **NOTE:** WINGS is programmed to count an individual cadet only once, regardless if they take more than one class of AFJROTC within a school year.

7.1.3.3. Units who operate a hybrid or mixed calendar of both traditional and 4X4 schedules will indicate “Modified 4X4” as their schedule type in WINGS to ensure proper accounting of the spring block cadets.

7.1.3.4. Reserve Cadet. A Reserve Cadet is a student who either 1) completed the entire AFJROTC Academic Program, 2) is in a 4x4 schedule and completed an AFJROTC course during one term, but is not participating in an AFJROTC course during the current term, or 3) is in a traditional schedule unit where the cadet cannot participate in the AFJROTC academic program for that particular year. A student must have been a cadet for at least one

academic year (academic term for 4x4) prior to being considered a Reserve Cadet. Students meeting this criteria may be designated, with SASI concurrence, as a Reserve Cadet. Reserve Cadets may participate in all AFJROTC activities (community service, drill team, honor guard, etc.). Time in reserve status does not count towards the Certificate of Completion, nor do Reserve Cadets count toward minimum unit enrollment or unit funding. Reserve Cadets may retain their uniform for the entire academic year. The rules for Reserve Cadet participation will be outlined in the unit's Cadet Guide.

7.1.3.5. Units must accurately report the total number of active cadets within their program on PSR reporting dates in October and February. Additionally, WINGS will be updated within 10 calendar days of any change. Accurate accounting is essential to ensure units are funded correctly and minimum viability is met.

**7.2. WINGS Utilization.** WINGS is the AFJROTC official system of record, and its use is mandatory. Instructors must use WINGS in daily unit operations, for obtaining current regulatory guidance, forms, and information, and comply with all AFJROTC policies.

7.2.1. Each instructor will log into WINGS and the instructor's AFJROTC.com email at least weekly to ensure he/she remains current on all announcements, performs all required system updates, and meets all required suspenses.

7.2.2. Waivers. All waivers, regardless of subject, must be requested and approved in WINGS. Any waiver not residing in WINGS is not a valid waiver. Legacy waivers (e-mail, letter, etc.) that were previously approved must be re-accomplished in WINGS for continuance. All dress and appearance waivers must be submitted via WINGS and include two photos (front and side view of a cadet wearing the items requested). This includes waivers for all unique Co-Curricular team uniforms.

7.2.2.1. Curriculum Waivers will be requested in the "Define Unit Courses" module by first building the course as needed, and then requesting a waiver via the link titled "Request Content Waiver for this Course."

7.2.3. Events. Co-Curricular, Community Service activities, CIA trips, Fundraisers and Competitions will be annotated in the WINGS "Events" Module within one week of the event to maintain accurate and up to date information throughout the school year.

7.2.3.1. Co-Curricular activities are a critical component of a successful AFJROTC unit and will be incorporated into the program. Operation and supervision of co-curricular activities are to be considered a shared responsibility between the SASI and ASI(s). Co-Curricular activities are AFJROTC sponsored and school approved teams/committees that normally plan or participate in events conducted outside classroom hours (before school/after school). These events are planned, organized and executed by the cadet corps while being supervised by a certified AFJROTC Instructor. A sufficient variety of Co-Curricular activities (Planning Committees or Teams) are offered to attract maximum cadet participation. Committees plan events such as: Military Balls, Parades, Awards Ceremonies, etc. Teams participate in Drill Competitions, Orienteering Competitions, Raiders Competition, Color Guard, Marksmanship, Saber Team, Model Rocketry, Multicopter, RC

Airplane, Raiders Team, PT Teams, APT Teams, etc. **NOTE: “Co-Curricular” does not include CIA Trips.**

7.2.3.2. Instructors and cadets will be positive AFJROTC ambassadors and perform AFJROTC program outreach to school leadership, school boards, school district leadership, community organizations and leaders, etc.

7.2.3.3. Community Service. Community Service activities are AFJROTC-sponsored and school approved events which are planned, organized and executed by the cadet corps while being supervised by a certified AFJROTC instructor. Units will only annotate in WINGS those Community Service activities which meet these criteria. The unit will not count community service hours conducted by an individual cadet when the cadet is not operating under the auspice of AFJROTC. For example, if the cadet is doing community service project with their church or boy/girl scout organization, those hours cannot be attributed to AFJROTC. **NOTE: When you click on Co-Curricular activity the Default Hours box will appear. Units may enter Community Service hours when the Co-Curricular event is also considered a community service event.**

7.2.3.4. Fundraising. When an AFJROTC unit conducts a fundraising activity for the monetary benefit of the unit, it will be annotated in WINGS as a “Fundraiser.” When a fundraising activity is accomplished solely to raise money for another entity or organization, a unit will only check the “Community Service” box for that specific event. **NOTE: Units will adhere to uniform guidelines in AFJROTCI 36-2001 and AFJROTC Consolidated Ops Supp, Chapter 7.**

7.2.4. Instructors will ensure all of their school contact information, including instructors, superintendent, and principal names, as well as all addresses and phone numbers, are kept current.

7.2.5. Self-Assessments are required annually NLT 15 March or prior to an external SAV or Unit Evaluation and will be reviewed by the HQ-AFJROTC representative during external visits to evaluate the accuracy and thoroughness of the unit’s self-assessment, findings and corrective actions.

**7.3. Prohibition on Physical Discipline and Hazing.** Any form of hazing, whether verbal or physical, will not be tolerated within any AFJROTC unit or activity. In addition, requiring cadets, individually or as a group, to perform any physical action as a reprimand, punishment, or for failure to perform will also not be tolerated.

7.3.1. Examples of prohibited physical activities include, but are not limited to: push-ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing.

7.3.2. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is prohibited.

7.3.3. This prohibition is applicable to all AFJROTC unit activities, and includes instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity.



7.3.4. Unauthorized Clubs. No unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program.

7.3.5. Instructors will publish this prohibition in the unit's Cadet Guide or operating instruction.

**7.4. Curriculum in Action (CIA) Trips.** CIA trips are school-sponsored field trips that directly support or serve as an extension of the AFJROTC curriculum. They are sponsored and approved using the same procedures as any other class/organization in the high school by the appropriate school authority.

7.4.1. Units must take a minimum of one CIA trip per academic term. For traditional and A/B schedule units, the academic term is the entire school year, therefore one CIA trip is the minimum. For 4x4 block and Trimester schedules, the school year has multiple terms, therefore these units must take at least two CIA trips per year.

7.4.2. The SASI or ASI is ultimately responsible for the supervision and control of these activities.

7.4.3. In the course of the school year, all cadets must have the opportunity to participate in a CIA trip. Cadets must be in good academic and disciplinary standing to participate in CIA activities. Units who have competitive drill or marksmanship teams must ensure they balance the need to conduct the mandatory CIA trips(s) with their drill/marksmanship schedule. Use of Air Force funds (O&M and Milpers) will be prioritized to pay for proper CIA trips first, and if any funds remain, may be applied toward co-curricular trip costs.

7.4.4. Drill meets and Marksmanship events will not count as CIA trips and will be reported only as "Competition" events in WINGS. If a proper CIA event occurs in conjunction with a Drill Meet or Marksmanship event, those will be entered in WINGS as two separate events. Additionally, military ball events will not count as a proper CIA trip.

7.4.5. Community service and Co-Curricular events will not count as CIA trips. If a proper CIA event occurs in conjunction with a community service or Co-Curricular event, those will be considered and annotated as separate events.

7.4.6. Expense reimbursements or credit card payments will follow the criteria found in HOLMCENTERI 65-103, *The Air Force Junior ROTC (JROTC) Program*, and any HQ AFJROTC supplemental direction.

7.4.7. Chaperones: For overnight activities, the cadet to chaperone ratio will be the school or school district policy. However, if the school or school district has no such policy, then units will adhere to the following: the cadet to chaperone ratio shall not exceed 15 cadets to 1 chaperone. Additionally, units must adhere to gender proportionality with chaperones. For example, if there is one female cadet attending, there must be at least one female chaperone. If more than fifteen female cadets attend, at least two female chaperones are required. All other school or school district policies must be complied with.

7.4.7.1. Chaperones must be at least 21 years old.

7.4.7.2. If cadets are segregated by gender in separate dormitories, hotel wings, etc., the chaperones in those areas must be of the same gender as the cadets.

7.4.7.3. Instructors will establish and communicate the rules to all chaperones and ensure everyone is on the same page. Chaperones used on any AFJROTC activity must be briefed on school district and AFJROTC policy and guidelines covering duties and responsibilities prior to the event. This includes an understanding of the AFJROTC policies regarding inappropriate behavior, verbal maltreatment, hazing/initiations, physical discipline and physical contact.

7.4.7.4. For local activities not involving an overnight stay, follow the school or school district policy concerning chaperone ratio and other constraints. If no school or school district policy exists, the ratio shall not exceed 15 to 1 regardless of cadet gender.

7.4.7.5. During multi-unit activities, overall supervision of cadets is the host-unit's responsibility. The principals of each participating school must agree to allow their students to be supervised by another school's instructors/chaperones.

7.4.7.6. Active duty personnel, chaperoning adults, and AFJROTC instructors from other services may assist the host unit in supervising AFJROTC cadets, but will not assume overall supervisory responsibility.

7.4.8. Color Guard or Honor Guard Participation at Political, Commercial or Religious Events. Units will not accept invitations to present colors for any political event. Color Guards for commercial events are permitted as long as a reasonable outside observer would not conclude from the activities of a uniform wearer that the Air Force supports, favors, or endorses the product, service, or name of any particular commercial activity. This prohibition does not include privately sponsored sporting events. Before accepting any request to present colors for religious organizations, the event must coincide with a nationally recognized holiday; for example, Veterans Day, Memorial Day or observance of 11 September. The color guard may participate, so long as the ceremony endorses no particular religion.

7.4.9. Units planning on using an obstacle/confidence/ropes course during their Cadet Leadership Course (CLC) or any time throughout the school year must review and adhere to AFJROTC - *Obstacle Course Policy letter*, located in WINGS | Published Files | Directory | JROTC | Co-curricular Activities. Parent Permission/Release forms are located in the same directory.

7.4.10. Marksmanship Program: AFJROTC units may sponsor or organize air rifle/marksmanship teams with HQ and school district permission. Participation in this program is at the discretion of the school authorities. The unit may apply to host a marksmanship program by sending a signed letter from the hosting principal requesting the program to HQ/JRO. A condition of approval will be that both instructors will receive range safety training sponsored by the Civilian Marksmanship Program (CMP).

7.4.11. Other activities that include the use of operable weapons (e.g., Archery) may be approved by HQ/JRO on a case-by-case basis. In every case, units must be able to prove principal and/or school district permission to host the program. A condition of approval

will be that both instructors will receive the appropriate safety training for the activity provided by a recognized sponsor of the activity.

**7.5. Recruiting and Retention.** Instructors and school administration must be proactive in their recruiting and retention efforts to ensure the continued viability of their unit's program. Instructors must continually cultivate a positive relationship with principals, counselors, and other administration members to establish a team approach toward recruiting and retention of cadets. Of particular importance is unit recruiting in the feeder schools and the instructor's working relationship with the counselors of incoming freshman students. Instructors must integrate cadet leaders in this process.

**7.6. Cadet Guide.** Units will publish a Cadet Guide or unit operating instruction to which all cadets have access.

7.6.1. Cadet Guides will contain the following minimum items:

7.6.1.1. Current uniform wear, personal appearance and grooming requirements, as defined in AFI 36-2903, AFJROTCI 36-2001, and any supplemental HQ direction.

7.6.1.2. Information on applicable program opportunities, such as post-graduation benefits, Kitty Hawk Air Society, Drill Team, Color Guard, CIA trips, marksmanship, rocketry, annual community service projects, etc.

7.6.1.3. Cadet expectations, such as conduct standards, classroom procedures, saluting, etc.

7.6.1.4. Information on cadet promotion opportunities, including unit-specific promotion and demotion procedures.

7.6.1.5. Information on Cadet Corps operational and functional areas, such as Logistics, Personnel, Support, Public Affairs, etc.

7.6.1.6. Disenrollment rules

7.6.1.7. Hazing and physical discipline prohibitions

7.6.1.8. Reserve Cadet participation requirements, such as uniform wear, community service events, etc., must be included in the unit's Cadet Guide.

7.6.2. If a unit offers team awards, national awards or HQ-approved specialized ribbons, the specific criteria for earning these will be published in each unit's Cadet Guide. These awards/ribbons are listed in the AFJROTC Operational Supplement.

7.6.2.1 Many awards/ribbons already have minimum criteria defined in the AFJROTC Operational Supplement. Units may add additional criteria, but this must be clearly published in their Cadet Guide or operating instruction.

**7.7. Holm Center/JR Suspenses.** Units must meet all required Holm Center/JR suspense's. All suspenses are listed on the WINGS homepage.

## CHAPTER 8 – INSPECTIONS

**8.1. Purpose.** The Air Force is required by Department of Defense Instruction 1205.13 to annually evaluate the operation, administration, and effectiveness of the overall AFJROTC program and the individual units for contractual compliance, cost, and performance.

### **8.2. Assessment Types.**

8.2.1. External Assessments. New Unit Visits, New Instructor Visits, Staff Assistance Visits (SAV), Unit Evaluations (UE), HQ-Requested visits, and School-Requested visits are external assessments. An external assessment is conducted by a HQ AFJROTC appointed representative, normally a Regional Director (RD). The normal external assessment period runs from 30 days after school starts to 30 days before school ends. However, external visits by HQ AFJROTC or a HQ appointed representative can occur anytime throughout the year, as required. Only those assessments directed by HQ AFJROTC will qualify as an external assessment. External Assessments may be conducted with prior notice or no-notice. The assessment official will submit a Unit evaluation Report in WINGS within 10 days following all external assessments.

8.2.2. Unit Self-Assessments. All units will conduct a thorough self-assessment every year. AFJROTC Unit Evaluation Reports will be transmitted to HQ via WINGS anytime from 30 days after school starts, but no later than 15 March annually. For units who are scheduled to receive an external visit during the school year, a self-assessment will be accomplished prior to the external assessment date but no later than 15 March (whichever comes first). The SASI will ensure all self-assessments evaluate the same areas and processes as external assessments. The Principal (or other school officials), Superintendent, Senior ROTC units, and/or sister unit instructors may observe or assist the SASI/ASI during these inspections. However, these will not qualify as external assessments (see Section 8.2.1). NOTE: Failure to submit a required self-assessment may result in HQ placing the SASI on probational certification (see Part II of this Instruction, INSTRUCTOR MANAGEMENT).

8.2.2.1. Upon completion of the self-assessment, the unit will complete the AFJROTC Unit Self-Assessment Report in WINGS. Units may create and save unfinished self-assessment as a draft in WINGS for added convenience.

8.2.2.2. Instructor heights and weights are required on all self-assessments. The measurements taken must be entered using the same date as the self-assessment or it will not populate on the self-assessment report in WINGS.

8.2.2.3. Prior to submission to HQ, units will ensure their self-assessment is coordinated within their school so as to ensure all instructors and the principal are fully aware of the contents. Once all coordination is completed, execute the “Submit to HQ” and “Save” functions in WINGS prior to the suspense date passing.

8.2.2.4. Once a unit submits their self-assessment report to HQ, it constitutes agreement of the findings on behalf of the senior instructor and principal and replaces the need for signed copies. Paper copies of the Unit evaluation Report will not be accepted. If you have difficulties transmitting the report online, please contact HQ AFJROTC.

8.2.2.5. Self-Assessments will be reviewed by the HQ AFJROTC representative during external visits to evaluate the accuracy and thoroughness of the unit's self-assessment, findings, and corrective actions. If the inspecting official finds the unit's self-assessment to be incomplete or poorly conducted, the overall rating of Section VII may be Does not Meet Standards, effectively meaning the overall results of the Unit Evaluation cannot be an Exceeds Standards.

8.2.3. HQ or School-Requested Visits. If the SASI or Principal believes the unit requires HQ AFJROTC intervention and desires an out-of-cycle visit, the respective RD will be contacted to determine scheduling. Additionally, if HQ AFJROTC believes the unit requires an out-of-cycle visit to address unusual or problematic circumstances, the Regional Director will conduct these with or without prior notice.

### **8.3. Assessment Cycle.**

8.3.1. New Unit / New Instructor Visits. A HQ AFJROTC representative, normally an RD, will visit all first year units, and established units where every instructor is inexperienced, during their first academic year. While Section 2 of the Assessment Report will be rated, the remainder of the visit will be non-rated.

8.3.2. SAV. During a new unit's second academic year of operation, the unit will receive a formal non-rated SAV. Although individual items will be assessed and section ratings will be generated, no overall assessment rating will be given. A HQ Action Plan will be required for any discrepancies noted. Once a SAV is completed, the unit will receive their first UE within the next 3 years, as determined by their RD.

8.3.3. Unit Evaluations. These are graded inspections. Units will receive UEs approximately every 3 years. When warranted, more frequent assessments may be conducted.

### **8.4. Overall Unit Evaluation Ratings.** The overall inspection rating is automatically scored in WINGS.

8.4.1. Exceeds Standards. When three or more UE sections are calculated as "Exceeds Standards," (one must be Cadet Operations) and no other section is rated below "Meets Standards," the overall UE is rated as "Exceeds Standards."

8.4.2. Meets Standards. When all but one section is calculated as "Meets Standards" and one section is no lower than a "Meets w/Discrepancies," the overall UE is rated as "Meets Standards."

8.4.3. Meets with Discrepancies. When two or more sections are calculated "Meets w/Discrepancies," and there is no section rated "Does Not Meet," then the overall UE is rated "Meets w/Discrepancies."

8.4.4. Does Not Meet Standards. When one or more sections are calculated "Does Not Meet," then the overall UE is rated "Does Not Meet."

**8.5. Unit Evaluation Section Ratings.** Overall section ratings are automatically scored in WINGS.

8.5.1. Exceeds Standards. Two or more items marked “Exceeds Standards” and no “Does Not Meet” or “Meets with Discrepancies.”

8.5.2. Meets Standards. One item may be marked “Exceeds” but no more than one item can be rated below “Meets Standards,” and no “Does Not Meet” items.

8.5.3. Meets Standards with Discrepancies. More than one item in a section receiving “Meets w/Discrepancies” or one “Does Not Meet” will result in a Section rating of “Meets w/Discrepancies.”

8.5.4. Does Not Meet Standards. Three or more items rated “Meets with Discrepancies” or below or two or more items receiving a “Does Not Meet,” will result in a Section rating of “Does not Meet.”

### **8.6. Assessing Up or Down.**

8.6.1. The overall score of a UE can be raised or lowered when, in the judgment of the evaluator, the automated inspection score has failed to adequately portray the overall state of the unit.

8.6.2. If a unit believes an item rating or overall inspection rating should be assessed up or down, full justification must be submitted to HQ through their respective RD. The decision authority will be Holm Center/JR. The final decision and any rating changes will be visible in the “HQ Comments” section of the completed assessment report in WINGS no later than 30 days after the date of the feedback letter to the school.

**8.7. New Unit/New Instructor Visit.** The purpose of this visit is to ensure the unit is getting off to a good start, being properly supported by the school district and to provide assistance as required. The visit will normally take place in the unit’s/instructor’s first semester of operations. The visit may take an entire school day. The SASI/ASI will schedule all required activities well in advance. The following activities will be performed during the visit:

8.7.1. Units must complete a self-assessment to ensure all items are meeting minimum compliance and submit in WINGS prior to the visit. The evaluator will review the completed self-assessment with the instructors and provide feedback as required.

8.7.2. In-brief with the principal (or designated school official). The purpose of this meeting is to explain the reason for the visit, inquire how startup actions are proceeding, and give the principal an opportunity to ask questions of a HQ representative.

8.7.3. Meet with AFJROTC instructors. Discuss any issues concerning contract compliance by the school and school district. Separate meetings with individual instructors will be scheduled, if an instructor desires this.

8.7.4. Meet with cadet leadership, if time allows. This will be an informal discussion on how things are going. This is not a mission briefing.

8.7.5. Visit an ongoing AFJROTC class. Conduct a question and answer session. Determine cadets' impression of AFJROTC up to this point.

8.7.6. Tour of all AFJROTC areas conducted by SASI/ASI.

8.7.7. SASI/ASI will schedule a meeting with school counselor(s).

8.7.8. Discuss any other topic as needed (e.g., WINGS, operations, CIA trips, etc.).

8.7.9. Out-brief with the principal (or designated school official) and AFJROTC instructors (schedule separate meetings if appropriate).

8.7.10. Meet with superintendent or designated district official (if necessary). SASI/ASI schedules through principal if requested by the HQ representative or Superintendent.

**8.8. Staff Assistance Visit.** The intent of these visits is to provide assistance and guidance from HQ AFJROTC allowing units to identify and correct any areas of concern prior to the formal "graded" inspection visit. A SAV will evaluate all areas of the Assessment Report, but an overall rating will not be given. Activities will be the same as those outlined in Section 8.7 with the addition of the following items:

8.8.1. Units must complete a self-assessment to ensure all items are meeting minimum compliance, and submit in WINGS prior to the visit.

8.8.2. Units will follow the Unit Pre-Assessment Checklist located at Attachment 1 upon notification of their SAV date. Official notification will be received via WINGS email (afjrotc.com).

8.8.3. Units will provide the evaluator all inspection documents and other materials listed in Attachment 2 when the evaluator arrives. Evaluators may ask for additional documents or information (deliverables) to be provided prior to their arrival. Units will provide deliverables to the evaluator by the date requested.

8.8.4. The evaluator will complete the entire Unit evaluation Report in WINGS. Although individual items will be assessed and section ratings will be generated, no overall assessment rating will be given. A HQ Action Plan will be required for discrepancies.

8.8.5. Units will prepare a 30-step drill sequence, to be performed and led by 2d year cadets.

8.8.6. A Cadet Mission Brief must be provided. See the AFJROTC Operational Supplement for details.

**8.9. Unit Evaluation (UE).** The intent of these visits is to provide a graded assessment as to how the unit is functioning and performing the mission. Each item will be evaluated and each section will receive a rating. The overall inspection will receive one of the ratings as listed in



Paragraph 8.4. The unit will prepare for the UE in the same manner as for the Staff Assistance Visit. The evaluator will debrief all section ratings during the visit out-brief and will discuss the potential overall evaluation rating, which will be assigned by the headquarters following the visit.

**8.10. HQ-Directed or School-Requested Visits.** The purpose of this visit type is to address specific areas that require the involvement of, or intervention by, HQ AFJROTC. The specific intent determines the approach and focus areas during the visit, but an entire UE may be conducted.

8.10.1. These visits can take place anytime during the school year and may take the entire school day to complete.

8.10.2. These visits may be with notice or no notice.

8.10.3. An in-brief with the principal (or designated school official) will be provided. The purpose of this meeting is to explain the reason for the visit and give the principal an opportunity to ask questions of the HQ representative. Specific areas of concern will be addressed.

8.10.4. The Evaluator will complete a Unit Evaluation Report in WINGS. The Unit Evaluation Report is an electronic recording of the items inspected and the overall result. If necessary, the unit will prepare an Action Plan for any noted discrepancies.

**8.11. Director's Visit Feedback.** Following each external evaluation the unit will complete the electronic feedback survey found in WINGS. WINGS will auto generate an email to the unit when the Unit Evaluation Report is submitted to HQ by the evaluator. Units will be directed to go to WINGS | Unit Management | Assessment Feedback/Action Plan to fill out the survey.

**8.12. Inspection Discrepancies and Action Plans.** If a unit is found to be in non-compliance with applicable instructions during a Unit Evaluation, the Principal of the school will be briefed, in full, during the verbal out-brief by the evaluator. Holm Center/JR, will send a formal letter to the Principal and SASI addressing each non-compliance item.

8.12.1. The unit will be required to submit an "Action Plan" for correcting the discrepancies in WINGS. Units will have 30 calendar days from receipt of Holm Center/JR's letter to submit the plan for RD review.

8.12.2. Failure to submit an Action Plan within 30 calendar days will result in an email to the unit notifying them of their late submission. Instructor probation and/or decertification may occur if discrepancies are not adequately addressed in the Action Plan.

8.12.3. Failure to Correct Discrepancies. If a unit or school fails to correct discrepancies in a timely manner any of the following may occur:

8.12.3.1. Section II Public Law (Title 10) and School Agreement/DODI discrepancies, if unresolved, may result in the unit being placed on probation and/or the AFJROTC program may be closed.

8.12.3.2. Instructor Performance, Equipment Management, Unit Operation or Cadet Operations discrepancies may result in the instructor(s) being placed on probation or decertified.

**8.13. Inspection Revisits.** Depending on the overall inspection result and the nature of the discrepancies, Unit Evaluation revisits may be scheduled.

8.13.1. Units that receive an overall rating of “Does Not Meet Standards” during a Unit Evaluation will be placed on probation and will automatically receive a revisit. All instructors will be placed on probation during this timeframe. When the unit has completed the Action Plan, the Regional Director will schedule the revisit. Revisits will occur no later than the following School Year and will consist of a complete Unit Evaluation. These visits could be scheduled or no-notice, so these units will be prepared at all times. A revisit rating of “Meets Standards” or greater in all areas is required or the instructors may be considered for decertification (Ref Part II of this Instruction, INSTRUCTOR MANAGEMENT).

8.13.2. A unit that receives a “Meets Standards with Discrepancies” rating during a Unit Evaluation is subject to a revisit based on the nature of the discrepancies. In some cases, discrepancies can be adequately cleared through WINGS or electronic audit. Revisits will be either scheduled or no-notice, and will occur no later than the following school year. While all areas are subject to assessment, a formal Unit Evaluation will not be conducted during the revisit. The visit will focus on those items identified as discrepancies during the Unit Evaluation.

8.13.3. If the unit receives a “Meets Standards” rating or better on the revisit, the next external unit evaluation will be approximately three years from the date of this visit.

**8.14. Unit Probation.** Probation affords the unit an opportunity to correct non-compliance with the Air Force/School Agreement, Public Law, or DOD and Air Force instructions in lieu of deactivation. In addition to the Action Plan required in Section 8.12, the Principal will forward plans to correct the deficiency to HQ AFJROTC no later than 30 calendar days after being placed on probation.

8.14.1. A unit failing to “Meet Standards” is normally placed on probation for a period of 1 year. Probation periods may be extended or shortened by Holm Center/JR when there are sufficient mitigating circumstances and strong evidence to support such action.

8.14.2. Extension of probationary periods must be requested in writing by the school district and provide a rationale for the requested extension. Schools not correcting deficiencies within the established probationary period will be evaluated for possible deactivation at the end of the current academic year.

**8.15. National Defense Cadet Corps (NDCC) Inspections.** NDCC units will be inspected using the same unit evaluation checklist used during fully funded AFJROTC unit evaluations.

8.15.1. Regional Director Inspection Cycle. An AFJROTC Regional Director or headquarters representative will inspect each NDCC every 3 years. Areas to be inspected include, but are not limited to, a review of the Compliance, Instructor Performance, Equipment

Management, Curriculum, Cadet Operations, and Unit Operations. Headquarters will provide the host school and/or district a copy of the inspection report with comments and recommendations regarding their NDCC program. An NDCC is subject to the same probations and deactivations as a fully funded AFJROTC unit. NDCC instructors may also be placed on probation or decertified.

## CHAPTER 9 – UNIT AWARDS

**9.1. Overview.** Each year, NLT 1 September, Holm Center/JR will publish specific criteria for the Outstanding Organization Award (OOA), Distinguished Unit Award (DUA), and DUA with Merit.

**9.2. Post-Award Actions.** Units will refer to the AFJROTC Operational Supplement for current ribbon/device information.

9.2.1. HQs will publish a consolidated list of all units who earned the OOA, DUA, DUA w/Merit and Silver Star Community Service Excellence Award on the WINGS home page under “Announcements.”

9.2.2. OOA. Units earning the OOA will receive a congratulatory letter and certificate of recognition which will be posted in WINGS.

9.2.3. DUA. Units earning the DUA will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. HQ will mail the DUA streamer to the unit. If the unit wishes to embroider the year on the streamer, it will be accomplished at unit expense with no AF reimbursement.

9.2.4. DUA w/Merit units will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. HQ will mail the DUA w/Merit streamer to the unit. If the unit wishes to embroider the year on the streamer, it will be accomplished at unit expense with no AF reimbursement.

9.2.5. “Silver Star” Community Service with Excellence Award. Top 5% of units who have the highest “per cadet average” community service hours will receive the Community Service Excellence Award and are authorized to place the silver star device with the ribbon. These units will be recognized each year and the top units will be posted in WINGS.

## CHAPTER 10 – PROGRAM COMPLETION

**10.1. AFJROTC Graduate.** A student who has successfully completed the AFJROTC academic program as prescribed by public law and Air Force instruction and has been awarded a Certificate of Completion.

**10.2. Completion Certificate.** Passing grades in every credit-granting academic period constitutes successful completion of the AFJROTC program and makes the cadet eligible by law for a Certificate of Completion.

10.2.1. Certificate Types. All cadets will be awarded an AF Form 1256, *Certificate of Training*, for successful completion of 2 academic program years of AFJROTC with SASI concurrence. AFJROTC Form 310, *AFJROTC Certificate of Completion*, will be awarded to all cadets for successful completion of 3 academic program years of AFJROTC with SASI concurrence. AFJROTC instructors administering a 4-year program have the option of issuing an updated Certificate of Completion after 4 academic program years.

10.2.2. Certificate Eligibility. Cadets may be awarded certificates even if they do not graduate from high school, since the certificate is based only on AFJROTC performance.

10.2.3. Recognition. The AFJROTC Form 308, *AFJROTC Certificate of Recognition*, is used to recognize AFJROTC cadets and organizations (units) for outstanding support and achievement. The SASI presents this certificate.

**10.3. Advanced Enlistment.** In accordance with DODI 1205.13, JROTC cadets may be eligible for enlistment at a higher grade. For specifics, refer to Air Force Recruiting Service Instruction (AFRSI) 36-2001, *Recruiting Procedures for the Air Force*.

**10.4. ROTC Course Credit.** A student completing at least two years of JROTC may be entitled to credit in the Senior ROTC program. See AFROTCI 36-2011, *Cadet Operations*, for specifics. ROTC scholarships are Senior ROTC controlled. Inquiries on scholarship eligibility, availability, and other scholarship-related issues should be made to Holm Center/RRUC.

**10.5. Service Academy Nominations.** U.S.C. Title 10 sets aside up to 20 nominations per Service Academy for “honor graduates of JROTC honor schools.”

10.5.1. Holm Center Operations Support will send a list of the AFJROTC Distinguished Unit Award winners to all three Service Academies.

10.5.2. The Service Academies will maintain a Distinguished Unit Award list so cadets who apply to Academies on line will get additional consideration.

10.5.3. Due to the level of competition for these limited appointments, cadets are highly encouraged to pursue other nomination sources to increase their chances of earning an appointment.

## CHAPTER 11 – AFJROTC and NDCC UNIT APPLICATION PROCESS

**11.1. Establishing AFJROTC Units.** School districts interested in hosting an AFJROTC unit must start the application process by electronically submitting an AFJROTC Form 59, *Application for Establishment of Air Force Junior ROTC Unit*, which can be found at <http://www.au.af.mil/au/holmcenter/AFJROTC/documents/UnitApplication.pdf>. HQ AFJROTC will process the application after receiving the signed signature page from the school district superintendent.

**11.2. Establishing National Defense Cadet Corps (NDCC) Units.** An NDCC unit is a school funded alternative to an Air Force supported AFJROTC program. School districts may choose this option for a variety of reasons. The school district hosting an AFJROTC NDCC agrees to pay all expenses associated with running the program to include, but not limited to, instructor salary, cadet uniforms, cadet transportation, cadet lodging, cadet meals and all required office / classroom Automated Data Processing (and educational) Equipment. The Air Force will only provide the curriculum to support the program. AFJROTC NDCC units will comply with the same Public Law, Department of Defense and Air Force Instructions, and the written agreement which exists between the school district and the Air Force that govern fully funded AFJROTC units. An NDCC can only be established after both the host school district and the Air Force have signed and exchanged The Agreement for the Establishment of a NDCC Unit following a successful site survey and placement on the SECAF unit waiting list.

11.2.1. School districts hosting NDCC units must be fully accredited by a regional accrediting agency, and where required by the state, be approved by the appropriate state education agency. Applications for an NDCC unit can be found at: <http://www.au.af.mil/au/holmcenter/AFJROTC/documents/UnitApplication.pdf>. **Note:** the same application, AFJROTC Form 59, *Application for Establishment of Air Force Junior ROTC Unit*, will be used to apply for either a NDCC or a JROTC unit.

## CHAPTER 12 – AFJROTC UNIT ADMINISTRATION

**12.1. Media Guidance.** Media coverage of AFJROTC can have a desirable effect; however, care must be given to assure it is portrayed in a positive and accurate manner. All AFJROTC units must coordinate with Maxwell Public Affairs at (334) 953-6371, prior to responding to media queries or granting interviews that would garner Media Attention.

**12.2. Administrative Records.** Units will organize, maintain, and dispose of files in accordance with the policies of the host school. Unit files normally consist of administrative records, supply and equipment records, and cadet academic or personnel records.

**12.3. Computer Resources.** Instructors and cadets will comply with school district policies on the use of computer resources, e-mail, and the Internet. AFJROTC instructors and cadets will be familiar with and follow such policies. Conflicts between this instruction and local school district policy should be brought to the attention of Holm Center/JRO.

12.3.1. WINGS is an AFJROTC protected site. Only Holm Center personnel and AFJROTC instructors are allowed access. (**NOTE:** Cadets may have restricted access to WINGS at some point in the future). AFJROTC.com e-mail accounts are for official and authorized government business use only.

12.3.2. Instructors must directly supervise all cadet use of WINGS and access to the Internet while in AFJROTC facilities and classes and while under the supervision of the instructors. This means the instructor must be in the immediate vicinity and monitor cadet usage while the cadet is connected to the Internet, and must ensure the cadet is logged off the system at the end of the session.

12.3.3. Units hosting an unofficial website will post the following disclaimer in a prominent location on the front page: “The information and opinions contained in this Internet site do not reflect the official policy or position of the United States Government, United States Air Force, Jeanne M. Holm Center for Officer Accessions and Citizen Development, or Air Force Junior Reserve Officer Training Corps.”

**12.4. Security.** Take appropriate measures to ensure the security of WINGS accounts.

**12.5. Safety.** When conducting any AFJROTC activity, inside or outside of normal school hours, on or off school property, the AFJROTC instructors must comply with (and document when applicable) all school district and AFJROTC safety, risk management, and supervision rules and policies. Cadets must be under direct instructor supervision during all AFJROTC activities.

12.5.1. Natural Disasters. Our primary concern during natural disasters is instructor and cadet safety. It is vitally important that HQ is able to reach the instructors and that the Regional Director is able to update the unit’s status as soon as possible. Instructors can obtain additional information from the nearest military base Disaster Preparedness Office.

**12.6. Vehicle Support.** The use of government vehicles is authorized to transport AFJROTC cadets. Contact the supporting base Vehicle Control Officer (VCO) for assistance. Transportation

support is not guaranteed, but is provided at the discretion of the VCO and as base resources allow. AFJROTC instructors are employees of their local school districts and not the Air Force. Therefore, they are not authorized to operate Government Motorized Vehicles (GMVs).



## PART 2: INSTRUCTOR MANAGEMENT

### CHAPTER 13 – INSTRUCTOR RESPONSIBILITIES AND DUTIES

#### 13.1. Responsibilities.

**13.1.1. Responsibility of Schools.** Schools hosting AFJROTC units agree, by co-signing an “Agreement for the Establishment of an Air Force Junior Reserve Officer Training Corps Unit” with the Air Force, to establish Aerospace Science as a separate, integral academic and administrative department of the institution; to establish a minimum 3-year course of AFJROTC consisting of at least 120 classroom hours per year; and to maintain standards prescribed by the Air Force. Schools will employ a minimum of one retired officer and one retired noncommissioned officer as instructors, approved by the Air Force IAW Title 10, USC and DODI 1205.13, *Junior Reserve Officers’ Training Corps (JROTC) Program*, and ensure the total work is divided as outlined in this instruction. Schools are required to pay instructors at least the minimum instructor pay (MIP) amount. School districts are encouraged to base annual financial compensation above the MIP amount for those instructors with advanced degrees and teaching experience. Further compensation should be considered for instructor participation in co-curricular AFJROTC activities.

**13.1.2. Responsibility of the Air Force.** A listing of current/projected instructor vacancies is posted on the AFJROTC Web Site (<http://www.holmcenter.com>). Retired active duty and retired Gray-area Guard/Reserve officer and enlisted personnel interested in applying for AFJROTC instructor duty must have a completed and approved AFJROTC On-Line Application, AFJROTC Form 200, *Application for Air Force Junior ROTC Instructor Duty*, on file with Holm Center/JRI (Instructor Management). The AFJROTC On-Line Application is used to evaluate and certify potential applicants for instructor duty. Applicants apply via the AFJROTC Web Site. The most highly qualified retired officers and enlisted personnel are nominated by Holm Center/JRI to schools with vacancies or new programs. Nominees must meet the basic qualifications established by this instruction.

**13.1.3. Requirements of Instructors.** Instructors perform duties, accept responsibilities, and meet standards as prescribed by applicable Department of Defense (DoD), Air Force, Holm Center, and AFJROTC instructions. Instructors also directly supervise all cadets participating in AFJROTC unit events and activities (e.g., drill competitions, curriculum-in-action trips, base visits, etc.) that enhance or supplement the program.

**13.1.4. Instructor Performance.** School officials and Holm Center/JR monitor and evaluate performance IAW Chapter 16 of Part II of this publication, INSTRUCTOR MANAGEMENT. Holm Center/JRI is accountable for the proper development and administration of job descriptions, specifications, performance standards, and work rules.

#### 13.2. Job Descriptions and Job Specifications of AFJROTC Instructors.

**13.2.1. Senior Aerospace Science Instructor (SASI).** The SASI is usually the senior officer instructor assigned (by rank). When two officers of equal rank are assigned to an AFJROTC unit, the principal (or designated administrator) will designate which officer will be the SASI. The principal (or designated administrator) may consider academic degree level,

teaching experience, and personal desires in designating the SASI. Administrative, logistical, and financial support tasks are shared by all instructors as additional duties.

**13.2.1.1. Job Description.** The SASI, as the Department Head, manages and administers the AFJROTC program IAW DoD, Air Force and AFJROTC instructional guidance, under supervision of the school principal or other designated school official. The SASI will be clearly identified as a Department Head or equivalent with all associated responsibilities and authorities.

13.2.1.1.1. Supervise, evaluate, and assign work to Aerospace Science Instructors (ASI). Review and monitor the course plan of each instructor.

13.2.1.1.2. Supervise the administrative, logistical, and financial management of the unit.

13.2.1.1.3. Maintain liaison with Air Force representatives in logistics, finance, and academic areas to ensure effective utilization of Air Force resources.

13.2.1.1.4. Ensure the integration of the AFJROTC program into the school environment by cooperating with school, community, veteran's, and parental groups; participating in student information programs and public service actions; and establishing the aerospace science department as an integral academic and administrative part of the institution.

13.2.1.1.5. Plan, organize, and instruct aerospace science and leadership education courses in compliance with AF directives. Determine the number of hours for each course of instruction and organize a curriculum model to complement the local school curriculum plan.

13.2.1.1.6. Develop course syllabi, daily and weekly lesson plans, assignments, demonstrations, training aids, reference materials, and any related data to accomplish course and lesson objectives. Lesson plans will be in the format directed by the school. When the school does not specify a particular format, instructors must use the format outlined in the AFJROTC Curriculum Guide.

13.2.1.1.7. Confer with Holm Center/CR (Curriculum Division) regarding course planning and content, examination procedures, scheduling difficulties, teaching methods and techniques, and other related areas.

13.2.1.1.8. Instruct students by lecture, guided discussion, lecture and discussion, student briefing or report, student panel, teaching interview, guest lecture, team teaching, demonstration-performance, role playing, and brain-storming using large and small group interaction.

13.2.1.1.9. Employ models, graphs, slides, maps, periodicals, films, filmstrips, charts, transparencies, chalkboard, handouts, and other aids to facilitate student learning.

13.2.1.1.10. Evaluate student progress, diagnose individual learning problems, and initiate corrective action, as appropriate. Encourage students, through proactive counseling, to complete high school and pursue higher education goals.

13.2.1.1.11. Ensure effective development of cadet leaders and supervise cadet operations and activities. Plan, organize, and direct corps organization.

13.2.1.1.12. Develop and supervise curriculum-in-action (CIA) trips, associated student fundraising and other co-curricular activities. **NOTE: Co-curricular activities are a critical component of a successful AFJROTC unit. Operation and supervision of co-curricular activities are a shared responsibility between the SASI and ASI(s).**

13.2.1.1.13. Ensure cadets participating in AFJROTC sponsored trips, events, drill competitions, associated student fundraising, etc. are directly supervised by at least one AFJROTC instructor and the appropriate number of chaperones, as required by local school district policies (see 19.4.7 for additional details).

13.2.1.1.14. Consult with the principal (or designated administrator) on the priority of AFJROTC within the school and the requirement for space and equipment support for the unit.

13.2.1.1.15. Evaluate the aerospace science and leadership education program to determine whether Air Force and school objectives are accomplished.

13.2.1.1.16. Coordinate with Holm Center/CR and school officials to ensure AFJROTC accreditation.

13.2.1.1.17. Interview, evaluate and recommend applicants applying for AFJROTC instructor duty by completing the AFJROTC Form 102, *Interview of AFJROTC Instructor Applicant*.

13.2.1.1.18. Provide introductory briefing on AFJROTC, to include the contract agreement between the school and Air Force, to a newly assigned principal/superintendent.

13.2.1.1.19. Give AFJROTC presentations to local schools.

13.2.1.1.20. Sponsor new units in the area.

13.2.1.1.21. If necessary, coordinate installation visits with installation commanders or their designated representatives for support and services.

13.2.1.1.22. During student summer vacations, SASIs and ASIs may teach aerospace science and leadership education courses; conduct leadership seminars and drill practices; plan and conduct Cadet Leadership Courses (CLC); establish a cadet summer work program with aerospace industry or Air Force installations; update curriculum materials and lesson plans; develop associated media aids; organize

regional AFJROTC instructor workshops; attend AFJROTC workshops; solicit assistance from support base personnel; contact government surplus agencies; and brief civic groups, parent-teacher organizations, and military and school officials.

#### **13.2.1.2. Job Specifications.** The SASI:

13.2.1.2.1. Can successfully incorporate the Turning Point Cloud (TPC) system within classroom instruction, and has knowledge of curriculum planning, Air Force educational programs, drill and ceremonies, and educational administration, including tests and measurements. **Administrative, logistical, and financial support tasks are equally shared by all instructors as additional duties.**

13.2.1.2.2. Possesses a Bachelor's or higher degree, preferably in education, management, or science. **NOTE: States and/or school districts may require instructors to complete additional teacher certification or continuing education requirements above AFJROTC instructor certification for employment at no expense to the Air Force.**

13.2.1.2.3. Is a retired Air Force officer (Major thru Colonel) or retired Gray-area Air Force Guard or Reserve member with a minimum of 3,600 retirement points; be retired 5 years or less when hired as an instructor (may be waived if the applicant is otherwise exceptionally well qualified, and based on the needs of AFJROTC); and served the last year of active duty as an officer.

13.2.1.2.4. Must complete the Air Force JROTC Instructor Certification Course (JICC) as a condition of employment. Certification remains valid as determined by Holm Center/JR.

13.2.1.2.5. Possesses key traits for success: action oriented, outgoing, proactive, and self-reliant. Instructors should be dynamic and have an understanding of the physical, intellectual, social, and emotional growth patterns of high school students. Must be of excellent moral character and have an enthusiasm for aerospace science, leadership education, teaching, and the Air Force.

**13.2.2. Aerospace Science Instructor (ASI).** In each unit, a noncommissioned officer is employed as an ASI to complete the unit's basic complement of instructors. The ASI's major task is to assist in managing the various aspects of the AFJROTC program at the unit, to include teaching academic classes as determined by the SASI. The ASI is supervised by and reports directly to the SASI.

**13.2.2.1. Job Description.** The ASI assists with the instruction of students and the operation of the unit as directed by the SASI. Although ASI primary instructor duties are usually associated with leadership education, the ASI may also teach aerospace science subjects, if qualified and not prohibited by federal, state, or school policy. Schools usually assign the ASI as the unit's military property custodian (MPC). **Administrative, logistical, and financial support tasks are shared by all instructors as additional duties.**

**13.2.2.2. Job Specifications.** The ASI:

13.2.2.2.1. Can successfully incorporate the TPC system within classroom instruction, and has knowledge of curriculum planning, Air Force educational programs, drill and ceremonies, and educational administration, including tests and measurements.

13.2.2.2.2. As of September 2012, all applicants must possess a minimum of a Bachelor's Degree. **NOTE: States and/or school districts may require instructors to complete additional teacher certification or continuing education requirements above the AFJROTC instructor certification for employment at no expense to the Air Force.**

13.2.2.2.3. Is a retired Air Force noncommissioned officer (E-6 through E-9) or retired Air Force Guard or Reserve member with a minimum of 3,600 retirement points and retired 5 years or less when hired as an instructor (may be waived if the applicant is otherwise exceptionally well qualified and based on the needs of AFJROTC). Meet same criteria as outlined in paragraphs 13.2.1.2.4. – 13.2.1.2.5.

**13.2.3. Additional ASIs.** Department of Defense Instruction (DoDI) requires each unit to be operated with a minimum of one officer and one NCO instructor. Additional ASI positions (may be an officer or NCO, per school request) are authorized when yearly average cadet enrollment “teaching load” (defined as the number of cadets enrolled in an Aerospace Science class) reaches 151 or higher and will remain above that number during the coming school year. Further increases in ASIs are authorized when cadet enrollment “teaching load” increases by at least 100 (i. e. 251, 351, *etc.*). **NOTE: Attachment 3 provides examples of enrollment calculations for units that have alternative (block) scheduling.** Request for authorization of an additional ASI position will be made by a school official, in writing, to Holm Center/JRI. The request must include: 1) certification that cadet enrollment is 151 or higher and is projected to be sustained; 2) acknowledgement that school officials are willing to fund the position; and 3) specification for the type (officer or NCO) of ASI. Should an additional ASI position be requested based on pre-enrollment figures, the Holm Center will honor written certification that the school routinely uses pre-enrollment estimates for allocation of school funds. Requests for a second officer versus an NCO as the additional ASI may be approved based on budget constraints. In October of each year, the authorization for an additional ASI position(s) is reevaluated based upon a two-year average of annual yearly cadet enrollment “teaching load” in the unit. October enrollment data for the current academic year and previous academic year is used for the average. If the average is below 151 (or higher enrollment as required for each additional position), Holm Center/JR will send a letter to school officials notifying them that the additional ASI authorization may be withdrawn at the end of the academic year if enrollment does not increase. **NOTE: Additional ASI positions are not mandatory, but to sustain a quality program AFJROTC recommends school officials support additional positions when cadet enrollment exceeds 151. In absence of support for an additional instructor position, schools will cap enrollment at a rate of 20% above cadet enrollment authorizing an additional instructor position (i.e., 151 + 20% = an enrollment cap of 181 cadets for two instructors; 251 + 20% = an enrollment cap of 301 cadets for 3 instructors, etc.).**

**13.2.3.1. Job Description.** An additional ASI assists with the instruction of students, operation of the unit, and other duties as directed by the SASI. An additional officer ASI

is used primarily as an academic instructor and is not used solely for administrative or logistical support. Administrative, logistical, and financial support tasks are shared by all instructors as additional duties. If duty requirements do not permit equal sharing, the SASI will determine individual job requirements and tasks.

**13.2.3.2. Job Specifications.** Additional commissioned officer ASI (**NOTE:** See paragraphs 13.2.1.2.1. through 13.2.1.2.5.).

**13.2.3.3. Job Specifications.** Additional noncommissioned officer ASI (**NOTE:** See paragraph 13.2.2.2.1. through 13.2.2.2.3.).

### **13.3. Personal and Program Standards.**

**13.3.1. Performance Standards.** SASIs are accountable to the principal (or designated administrator) of the school and Air Force for the conduct of the program. ASIs (both officers and NCOs) are accountable to the SASI. All instructors must meet Air Force and school requirements and maintain standards acceptable to the Air Force. Instructors must:

**13.3.1.1. Maintain Standards.** Instructors must maintain professional dress and personal appearance, meet and maintain weight and body fat requirements, uphold personal financial responsibility, ensure professional relationships, as well as abstaining from substance abuse and instructor/student unprofessional relationships, etc. The American public draws certain conclusions about military effectiveness based on the appearance presented by instructors. There must be no doubt that those individuals affiliated with the military live by a higher standard and are expected to maintain good military order and discipline.

**13.3.1.1.1. Professional Relationships.** Although retired military members, AFJROTC instructors wear the Air Force uniform and represent the Air Force on a daily basis. Therefore, instructors must maintain military decorum, appropriate military relationships of respect—to include avoiding inappropriate Officer-NCO fraternization IAW AFI 36-2909, *Professional and Unprofessional Relationships*—and proper respect for school officials. Insubordination or unprofessional behavior between officers and NCO instructors or by instructors towards school officials will not be tolerated and will be considered grounds for probational certification or decertification as outlined in Chapters 2 and 3.

**13.3.1.1.2. Instructor/Student Unprofessional Relationships.** Instructors will not engage in and must prohibit unprofessional relationships with students. Examples include, but are not limited to: physical contact with a student; socializing in an overly familiar manner; having students perform personal services (i.e., babysitting, car washing, yard work, etc.); socializing on internet social networking sites such as Facebook, Twitter, Instagram, LinkedIn, etc.; and counseling or talking with students alone behind closed doors.

**13.3.1.1.3. Disciplinary or Administrative Action.** Instructors will notify Holm Center/JRI within 72 hours of receipt of any disciplinary or administrative action by the school; filing of a cadet or parental complaint with the principal or superintendent;

or receipt of a civil (with the exception of minor traffic violations such as speeding, expired licenses, etc.) or criminal charge. A failure to notify JRI may be considered as grounds for probational certification or decertification outlined in Chapters 2 and 3.

13.3.1.2. Establish a course of instruction as outlined in Part I of this Instruction, OPERATIONS, and the current school year AFJROTC Curriculum Guide.

13.3.1.3. Develop, maintain, and use a detailed lesson plan for each class presentation.

13.3.1.4. Maintain required Title 10 unit viability/cadet enrollment and unit operation/management outlined in this instruction.

13.3.1.5. Ensure cadets maintain high standards of personal conduct and appearance at all times.

13.3.1.6. Ensure each AFJROTC student participates in the AFJROTC curriculum as prescribed by the school, state, and the Air Force.

13.3.1.7. Coordinate scheduling of JROTC classes with the school to make it as convenient for students to participate in Aerospace Science classes as in other courses.

13.3.1.8. Ensure the AFJROTC curriculum is credited toward graduation and that credit is equivalent to credit given for similar academic courses.

13.3.1.9. Maintain financial accountability in accordance with AFJROTC policy.

13.3.1.10. Participate in career improvement efforts such as in-service training, workshops, and advanced educational courses for professional development, as required by AFJROTC, school, state, or federal directives or laws.

13.3.1.11. All instructors are required to have current Adult (ages 14-18) Cardiac Pulmonary Resuscitation (CPR) certifications. These certifications must be granted from a nationally recognized, hands-on style program. Units may pay for CPR training using unit O&M funds if available. If funds are not available, this is an individual instructor requirement.

13.3.1.12. Each instructor will log into WINGS and their AFJROTC.com email at least weekly to ensure they remain current on all announcements, perform all required system updates, and meet all required suspenses.

**13.3.2. Work Rules.** AFJROTC instructors will adhere to the following rules while performing their duties:

13.3.2.1. Conduct the program without discriminating against students on the basis of race, religion, sex, creed, sexual preference or national origin.

13.3.2.2. Wear the Air Force uniform in accordance with paragraph 13.4.

13.3.2.3. Perform only those duties connected with the instruction, operation, and administration of the AFJROTC program. AFJROTC instructors will not perform duties or teach classes in any discipline other than aerospace science and leadership education or other Holm Center/CR approved courses unless the performance of such duties or teaching is outside the normal school day and is contracted between the school and the individual AFJROTC instructor at no expense to the Air Force. However, this provision does not preclude AFJROTC instructors from serving on committees or performing other routine additional duties other teachers are normally subject to and that are rotated regularly (daily, weekly, monthly, or annually) among other teachers in the school.

13.3.2.4. Maintain the proper chain of command within the school and Holm Center.

13.3.2.5. Instructors are not prohibited from being a member of a teacher's union; however, instructors must abstain from participation in strikes where prohibited by law. Wear of the uniform is not authorized while participating in strikes or demonstrations, nor will instructors officially sanction such activities as Air Force representatives. Use of cadets in uniform in support of strikes or demonstrations is also prohibited. Instructors are required to immediately notify Holm Center/JRI of a pending strike or instructor participation in an actual strike.

13.3.2.5.1. Wear of the uniform is not authorized while participating in political agendas or political events, nor will instructors officially sanction such activities as Air Force representatives.

13.3.2.6. Comply with all Air Force directives governing AFJROTC.

13.3.2.7. Comply with school district professional standards.

#### **13.4. Instructor Uniform Wear.**

13.4.1. The standard day-to-day instructor uniform is the short-sleeved or long-sleeved blue shirt and blue slacks/skirt (any approved Air Force combination.) Instructors wear the service uniform every school day and on all other occasions when acting in the capacity of a SASI or ASI. Instructors will not create "down days" or any other concept that excuses wear of the service uniform.

13.4.2. Instructors are authorized to wear school colors on school designated 'spirit days' (must be designated in writing).

13.4.3. Instructors may wear distinctive school "spirit wear," appropriate civilian attire, or service uniforms while attending drill meets or participating in AFJROTC events outside of the school setting.

13.4.4. Optional utility uniforms may be worn no more than one day per week. These include the Flight Duty Uniform (FDU) or Air Battle Uniform (ABU).

13.4.5. During periods of physical exertion, such as physical training (PT) or extended drill in heat, the service uniform may be inappropriate. Under such conditions, instructors may wear



PT clothing or civilian clothes for the duration of the event. In these situations at a minimum, the instructor and cadet uniforms will match.

13.4.6. Uniform requirements are waived for instructors employed during summer months when school is not in session and students are not present.

13.4.7. Wear of the AFJROTC Instructor Badge is mandatory. Directions for wear of the Instructor Badge are at Attachment 2. Instructors will be provided one Instructor Badge upon completion of JICC. Additional badges may be ordered through Holm Center/JRI per Attachment 2. As retired members not assigned to AETC, AFJROTC instructors are not authorized to wear the AETC Instructor Badge.

## CHAPTER 14 – INSTRUCTOR CERTIFICATION

### 14.1. Responsibilities for Certification.

14.1.1. Director, Air Force Junior ROTC (Holm Center/JR) ensures that retired Air Force personnel employed as AFJROTC instructors meet the criteria established by appropriate instructions and meet certification or advanced certification requirements to perform instructor duty.

14.1.2. The Instructor Management Division (Holm Center/JRI) monitors instructor duty performance and certification status via unit evaluations, reports from school officials and various indicators to include suspenses, logon requirements, etc.

### 14.2. Certification Status.

**14.2.1. Prerequisite.** Instructors may not teach in the AFJROTC program unless they are certified, provisionally certified, or probationally certified by Holm Center/JR. **NOTE: In cases of extended absence of an instructor or unavailability of a certified instructor to fill a position, the school system may hire a temporary substitute teacher at no expense to the Air Force.**

**14.2.2. Certified.** An instructor is considered certified when approved by Holm Center/JR after successfully completing JICC. Holm Center/JR will fund orders for newly hired instructors to attend Air Force JICC based upon the availability of funds. Certification is valid indefinitely, provided all areas of performance remain Satisfactory, or until removed by Holm Center/JR.

**14.2.3. Provisionally Certified.** An applicant who meets all minimum qualifications and is selected by a school is considered provisionally certified until completion of JICC. All newly hired instructors and their schools are notified in writing by Holm Center/JRI that they are provisionally certified until completion of JICC as noted above. **NOTE: Provisionally certified instructors are not eligible for transfer to another position until completion of JICC (paragraph 17.1.1).**

**14.2.4. AFJROTC Advanced Certification.** Certified instructors are highly encouraged to obtain Advanced Certification which may be recognized for further school district/state teacher certification; however, AFJROTC Advanced Certification is not a mandatory requirement for instructor duty. Instructors may apply for Advanced Certification following satisfactory completion of three full academic years of instructor duty, achievement of a minimum of a Bachelor's degree for NCOs, and continuing education requirements. "Satisfactory" is defined through Unit Evaluations, Unit Self-assessment Reports, AFJROTC Staff Assistance Visits, and Instructor Evaluation Reports (AFJROTC Form 98s). Continuing education requirements include, but are not limited to, completion of in-school service hours; Bachelors degree or higher for NCOs, Masters degree or higher for officers; certification or licensure to teach required by local and state education agencies; or completion of courses in classroom management, learning theory, education psychology, and secondary methods, or equivalent.

14.2.4.1. Instructors must submit requests for Advanced Certification, in writing, to Holm Center/JRI with documentation of completion of one or more continuing education requirements outlined in paragraph 14.2.4. Upon completion of Advanced Certification requirements, Holm Center/JRI prepares and issues an AFJROTC Form 313, *Advanced Instructor Certification*. IAW paragraph 15.1.1., Holm Center/JR may remove Certification and/or Advanced Certification for cause.

**14.2.5. Probationally Certified.** Probational certification provides instructors an opportunity to improve less than satisfactory performance and achieve compliance with all program requirements and expectations in lieu of decertification. **NOTE: Probationally certified instructors who elect to resign will be withdrawn from the AFJROTC instructor corps.**

14.2.5.1. A period of probational certification is intended to provide the instructor an opportunity to demonstrate an improvement in performance in lieu of decertification. Probation is the preferred step preceding decertification in cases where performance is the issue. During a period of probational certification, school officials and Holm Center/JRI closely monitor the instructor's performance. ("Performance" includes satisfactory conduct and maintenance of appropriate Holm Center and military standards.) Probationally certified instructors are solely responsible for ensuring that their performance becomes satisfactory. Holm Center/JRI ensures a special AFJROTC Form 98, *Air Force Junior ROTC Instructor Evaluation Report*, is received as required by paragraph 16.6.3.2. Based upon the ratings of the special AFJROTC Form 98 requested at the end of the probationary period the instructor may be removed from probation or considered for decertification. The term of probation is normally 90 days but may be adjusted at the discretion of Holm Center/JRI according to individual circumstances. Holm Center/JRI, after coordinating with the SASI (regarding ASIs) and school principal or superintendent, recommends a course of action to Holm Center/JR. Holm Center/JRI prepares correspondence for Holm Center/JR to notify instructors in writing of their certification status, which the instructor acknowledges to HQ AFJROTC in writing. Holm Center/JRI may recommend a course of action without a special AFJROTC Form 98 being requested from school officials if it is determined that the instructor's performance and/or character does not meet acceptable Air Force standards.

14.2.5.1.1. Probational certification status can result from:

14.2.5.1.1.1. Determination by Holm Center/JR that an instructor's performance is less than satisfactory. Completion of AFJROTC Form 98 by school officials is not required if Holm Center/JR determines substandard performance through personal evaluation or by a designated representative's trip report (see Table 2.1, Rule 1).

14.2.5.1.1.2. Two or more blocks checked Needs Improvement in Section II of the AFJROTC Form 98 when overall rating is Satisfactory (see Table 14.1, Rules 3 through 5).

14.2.5.1.1.3. Comments made by the rating official in Section VI of the AFJROTC Form 98, or the indorsing official in Section VII, indicates less than satisfactory performance when overall rating is Satisfactory (see Table 14.1, Rules 3 through 5).

14.2.5.1.1.4. Placement on the weight and body fat management program (WBFMP) by Holm Center/JRI for exceeding body fat standards. A special AFJROTC Form 98 is not required when an instructor is placed on or removed from the WBFMP (see Table 14.1, Rule 10, and Chapter 7).

14.2.5.1.1.5. Unit receiving a Does Not Meet Standards (DNMS) Unit Evaluation. All instructors assigned to the unit will be placed on probation unless specifically identified otherwise. Removal from probation will be contingent upon earning a minimum of a Meets Standards rating on the follow-up Unit Evaluation. Failure to achieve a minimum of a Meets Standards Unit Evaluation will result in the instructors being considered for decertification.

### **14.3. Action before Change of Certification Status.**

14.3.1. When a staff assistance visit (SAV) report, unit evaluation, or other official source of information (e.g. school or civil investigation) indicates the instructor's performance or conduct is less than overall Satisfactory, Holm Center/JRI will inform school officials and request they consider taking corrective action, including evaluation of whether the continued employment of the instructor is appropriate. If school officials fail to take corrective measures, Holm Center/JRI will process the case under paragraph 14.2.5 for probation or 15.1.2 for decertification.

14.3.2. If probational certification is required under paragraph 14.2.5.1, Holm Center/JRI will prepare written correspondence for Holm Center/JR to notify the instructor and appropriate school official of the change of certification status. The instructor, SASI, and appropriate school official are required to acknowledge receipt of the change of certification status in writing.

14.3.3. Probation letters will contain the reason(s) for status change and certification reinstatement conditions.

14.3.4. Upon satisfactory completion of a period of probational certification, Holm Center/JRI will reinstate the instructor's certification. (Reference paragraph 15.1.2.1 for an unsuccessful term of probation action.)

**Table 14.1. Determining When Probational Certification or Decertification is Appropriate.**

<b>RULE</b>	<b>A</b> If	<b>B</b> And	<b>C</b> And	<b>D</b> Then the certification status is
<b>1</b>	Holm Center/JRI determines performance UNSAT (para 14.2.5.1.1.1.)	Holm Center/JR concurs		Probation (para 14.2.5.)
		Holm Center/JR non-concurs		Certified
<b>2</b>	AFJROTC Form 98 SAT w/qualification (para 14.2.5.1.1.2.)	AFJROTC Form 98 is not appealed (para 16.7.)		Probation
		AFJROTC Form 98 is appealed (para 16.7.)	Appeal is not sustained	Probation
			Appeal is sustained	Certified
<b>3</b>	AFJROTC Form 98 UNSAT in Section III (para 16.6.4.2.2)	AFJROTC Form 98 is not appealed (para 16.7)		Decertified (para 15.2.4)
		AFJROTC Form 98 is appealed (para 16.7)	Appeal is not sustained	Decertified (unless JR determines investigation is warranted (para 15.3.2))
			Appeal is Sustained	Certified
<b>4</b>	Termination AFJROTC Form 98 is UNSAT or SAT w/qualification (para 16.6.3.2.3)			Decertification (para 15.2.5)
<b>5</b>	Identified as Over Body Fat (Chapter 19)	Medical deferral is not on file		Probation or Decertification IAW para 15.2.6 & Chapter 19

## CHAPTER 15 – INSTRUCTOR DECERTIFICATION

### 15.1. Responsibilities for Decertification.

15.1.1. Holm Center/JR may remove an instructor's certification for cause.

**15.2. Decertification.** If an AFJROTC instructor certification is removed, the instructor is decertified. Decertification may result when an instructor's overall performance (includes conduct or maintenance of appropriate school, Holm Center, and military standards) is unsatisfactory. In addition, decertification may be a result of:

**15.2.1. An unsuccessful term of probational certification.** If the instructor's performance remains unsatisfactory in the same or additional rating areas at the end of a period of probational certification, Holm Center/JRI will provide evidence of unsatisfactory performance to Holm Center/JR. Based on Holm Center/JR's decision, Holm Center/JRI will prepare the documents for decertification; recommend an additional term of probation; request Holm Center/JR to appoint an officer to conduct an investigation into the performance or behavior of the instructor; or appoint an officer to determine whether the AFJROTC Form 98 is supported by a preponderance of the evidence.

**15.2.2. An incident of willful misconduct.** An instructor whose performance (including conduct and maintenance of appropriate Holm Center and military standards) does not warrant a probationary period may be immediately considered for decertification. Holm Center/JRI will forward such information to Holm Center/JR, along with a recommendation for the instructor's decertification, without the instructor first being placed on probational certification. Holm Center/JR will make the final decision on whether or not to decertify the instructor. **Examples of performance of an instructor not on probational certification that may result in decertification include, but are not limited to, the following:**

15.2.2.1. Repeated periods of probationary certification for being over body fat or failure to make satisfactory progress in the Weight Management and Body Fat Program (WMBFP) (see Chapter 19).

15.2.2.2. Conduct that does not meet the standards expected of an Air Force officer or NCO, regardless of the instructor's retired status.

15.2.2.3. Conduct causing discredit or embarrassment to the Air Force or the AFJROTC program.

15.2.2.4. Fraudulent certification of information on the instructor application.

15.2.2.5. Determination by Holm Center/JR that an instructor's performance or conduct does not meet the duties, responsibilities or conduct of a SASI or ASI as outlined in Chapter 13.

**15.2.3. Resignation in Lieu of Decertification or Investigation by School or Law Enforcement Officials.** An instructor notified of pending investigation or decertification

action, or who is under investigation, may resign in lieu thereof. An instructor who resigns any time after notification of investigation or decertification action, or in lieu thereof, is decertified and permanently eliminated from the instructor applicant pool.

**15.2.4. Unsatisfactory Instructor Evaluation.** When an instructor receives an overall Unsatisfactory AFJROTC Form 98 and does not appeal, the instructor is decertified upon expiration of the period of time allotted for appeal action. The instructor is decertified and permanently eliminated from the instructor applicant pool (see Table 14.1, Rule 6).

**15.2.5. Unacceptable Exit Evaluation.** An instructor who resigns from employment and receives a less than fully Satisfactory AFJROTC Form 98 is decertified and removed from the instructor pool. Only an overall Satisfactory AFJROTC Form 98 with no ratings of Needs Improvement in Section II, and no negative rater or endorser comments, will permit an instructor to be considered for subsequent employment or transfer (see Table 14.1, Rule 9).

**15.2.6. Unsatisfactory Progress in Weight and Body Fat Management Program (WBFMP).** Failure to reduce weight or body fat at the rates described for satisfactory progress in Phase I of the WBFMP (paragraph 19.3.8.), increase in body fat resulting in an individual exceeding body fat standards in Phase II, or failure to report weight and body fat measurements to Holm Center/JRI every 30 days as required constitutes unsatisfactory progress.

**15.2.7. Failure of Follow-Up Unit Evaluation following a Does Not Meet Standards (DNMS) Unit Evaluation (UE).** All unit instructors will be placed on probation following a DNMS Unit Evaluation. If the subsequent unit evaluation is a Meets Standards or above, the instructors will be removed from probation. If the unit receives less than a Meets Standards evaluation, the instructors will be considered for decertification.

### **15.3. Investigation.**

15.3.1. The Air Force considers the AFJROTC Form 98 review and appeal process and the complaint system available in a school district to be adequate protection for instructors from unfair evaluations. The Air Force follows a “presumption of regularity” in considering the actions of school officials. In other words, we presume that school employees acting in their official capacity follow the rules and act with fairness, integrity, and diligence in carrying out their duties.

15.3.2. Holm Center/JR may, after consulting with the school principal or superintendent, appoint an investigating officer to investigate the behavior or performance of an instructor or to determine whether the ratings given in an AFJROTC Form 98 are supported by a preponderance of the evidence. The right to an Air Force investigation belongs to Holm Center/JR and is not a substantive right conferred on instructors. Holm Center/JR will generally only direct an investigation when Holm Center/JR determines:

15.3.2.1. There is some reason not to presume regularity by school officials.

15.3.2.2. A school district or police investigation is not available or is inadequate.

15.3.2.3. Other review procedures, including those provided by this instruction and by school district or union rules (but not including judicial proceedings) have been exhausted.

15.3.2.4. The matter is brought to Holm Center/JR's attention within 60 days after the exhaustion of all other review procedures.

15.3.3. An investigating officer must be of equal or higher military grade than the instructor against whom the decertification is under consideration. This may include a Regional Director or another HQ AFJROTC official as designated by Holm Center/JR. The guidelines for Inspector General and commander directed investigations should be used as a reference for conducting the investigation and preparing the report of investigation. The investigating officer gives the report to Holm Center/JR, who makes the final decision whether or not to decertify the instructor. The instructor is notified of the final decision in writing.

#### **15.4. Action before Decertification.**

15.4.1. When a staff visit report or other official source of information indicates the instructor's performance or conduct is overall unsatisfactory and corrective action directed by Holm Center/JR or school officials has failed to correct the unsatisfactory performance, Holm Center/JR will process the case under 15.2.

15.4.2. Holm Center/JRI will initiate action to decertify an instructor whenever it is required because of an Unsatisfactory rating on an AFJROTC Form 98 (see Table 14.1, Rules 6 through 8). Holm Center/JRI prepares written correspondence for Holm Center/JR to notify the instructor and appropriate school official of decertification and confirm receipt of notification.

**15.5. Appeal of Decertification.** Appeal procedures for an Unsatisfactory AFJROTC Form 98 or dismissal from employment by the school is through school channels. Following exhaustion of all school channel appeals, the next level of appeal for decertification is the Holm Center/CV or Holm Center/CC (see paragraphs 16.7.1. and 16.7.2 for appeal procedures).



## CHAPTER 16 – INSTRUCTOR EVALUATION

**16.1. Purpose of the AFJROTC Form 98, Air Force Junior ROTC Instructor Evaluation Report.** The purpose of the AFJROTC Form 98 is to obtain an appraisal of the instructor's performance over an extended period of time. The report provides an opportunity for the rater to evaluate the instructor, to discuss their strengths and weaknesses with them, and to recommend means of improving their performance. For AFJROTC, the AFJROTC Form 98 indicates achievement of standards, retainability, potential, and eligibility for renomination to another school. NOTE: The AFJROTC Form 98 is separate from teacher evaluation requirements as prescribed by school district policy and procedures. School districts may take personnel action as appropriate under school district policy and procedures based on teacher evaluations of performance or conduct.

**16.2. Responsibility of Schools.** The principal (or designated school administrator) is considered the program director at the school. Accordingly, the school official's evaluation or endorsement of the AFJROTC Form 98 can initiate action which could result in AFJROTC instructor probational certification or decertification action.

**16.3. Responsibility of the Air Force.** Holm Center/JR ensures that only those instructors who maintain acceptable standards retain their Air Force certification as instructors.

**16.4. Responsibility of Instructors.** Instructors are responsible to officials of schools hosting AFJROTC units. The SASI is the senior instructor and reports directly to the principal (or designated administrator) of the school. All other instructors report directly to the SASI. Instructors must meet and maintain school and Air Force requirements and standards.

**16.5. Monitoring and Evaluating.** Monitoring and evaluating are accomplished through appraisal of instructors by the SASI, school officials, or Holm Center representatives during staff visits, analysis of staff visit reports, and the overall performance of the unit. Effective evaluations should be supported with written documentation such as performance feedback, counseling, or performance plans.

### 16.6. Evaluation Procedures.

16.6.1. Design of Report. The formulation of the AFJROTC Form 98 and criteria for evaluation of instructors is the responsibility of Holm Center/JRI. Traits that are essential to instructor success are evaluated on the AFJROTC Form 98.

#### 16.6.2. Who Evaluates:

16.6.2.1. The principal (or designated administrator) or immediate supervisor as designated by appropriate school officials evaluates the SASI; the superintendent, or appropriate designee, must indorse the AFJROTC Form 98. If the principal is the indorsing official, the superintendent, or appropriate designee, may further indorse the report by using regular bond paper and attaching a copy to the report.

16.6.2.2. The SASI evaluates ASIs in the unit, and the principal (or designated school administrator) indorses the AFJROTC Form 98 rendered by the SASI. The principal (if

not the indorsing official) or superintendent may further indorse reports on an ASI by using regular bond paper and attaching a copy to the report.

16.6.3. Frequency of Reports. The AFJROTC Form 98 must be submitted to Holm Center/JRI as follows:

16.6.3.1. Annual. Completion of an annual instructor evaluation report is **optional** and left to the discretion of the instructor and/or school official. Annual evaluation periods should cover the current school year and be submitted to Holm Center/JR NLT 1 Apr each school year.

16.6.3.2. Special.

**16.6.3.2.1. Substandard, Unsatisfactory or Exemplary instructor performance.** A reporting official may initiate an AFJROTC Form 98 on an instructor at any time during the academic year when the instructor's performance or conduct does not meet acceptable standards or is exemplary and the rater feels recognition is deserved. Before finalizing the report, the reporting official should contact Holm Center/JRI to discuss the pending report. In addition, Holm Center/JR may direct an AFJROTC Form 98 be completed when deemed appropriate.

**16.6.3.2.2. Probationally certified instructor.** Holm Center/JR will direct the probational certification in writing and provide specific direction/time requirements for completion of an AFJROTC Form 98, evaluating the instructor's progress, for submission to Holm Center/JRI. The probationally certified instructor will be considered for decertification if the special AFJROTC Form 98 is not a minimum of an overall Satisfactory without any individual areas rated below acceptable.

**16.6.3.2.3. Resignation or Retirement.** Instructors who resign or retire from employment, but desire to remain as an approved instructor applicant, must have an AFJROTC Form 98 completed on them. It must be forwarded to Holm Center/JRI within 15 days after the effective date of termination. Only an overall Satisfactory report with no ratings of Needs Improvement in Section II will permit an instructor to be considered for subsequent employment or transfer.

16.6.4. Preparing the AFJROTC Form 98:

16.6.4.1. Rating Official Instructions. Competent evaluation requires separate consideration of the various factors in Section II, items 1 through 8. Blocks must be checked in each applicable area. If a rating factor does not apply, leave it blank. Item 8 is optional and to be used at the rater's discretion. **Substantiating comments are required in Section VI, "Rater Comments," for any individual rating in Section II of Needs Improvement** or nomination for "Outstanding Instructor Award". Any other comments in Section II are optional. The rater must discuss the AFJROTC Form 98 with the instructor being rated. If deficiencies are recorded, note the degree of improvement made by the instructor from the time they were originally advised of such deficiencies. Comments may cover only the period of the report. **NOTE: The designated rating official is responsible for completing the AFJROTC Form 98.** Raters are not prohibited from

requesting input from the ratee for consideration/inclusion in the evaluation. However, the AFJROTC Form 98 is not to be used as a self-evaluation and should not be completed by the ratee. (**Note: the SSAN is no longer required and should not be included on the Form 98**).

16.6.4.2. Overall Evaluation (Section IV). The overall evaluation rating should be based on the qualities listed in Section II, as well as how the instructor achieved program objectives.

**16.6.4.2.1. Satisfactory.** This instructor meets minimum standards and is achieving program objectives. It is not necessary for the instructor to receive Acceptable or better ratings in all eight items in Section II to receive an overall evaluation rating of Satisfactory in Section IV

**16.6.4.2.2. Unsatisfactory.** This instructor fails to meet minimum standards and is sufficiently deficient in performance (including conduct or maintenance of standards) such that continued employment is not in the best interest of the cadets, the school, or the Air Force. Unsatisfactory performance includes, but is not limited to, omissions or misrepresentations of facts in official statements or documents; serious financial mismanagement of personal, school, or government affairs and resources; conduct inconsistent with minimum standards of personal conduct, character, or integrity; lack of teaching ability; failure to present the authorized AFJROTC curriculum; failure to project a favorable image of the Air Force; or other aspects of instructor performance not acceptable to the school or the Air Force. **Note: An overall Unsatisfactory rating must be specifically substantiated by checking the appropriate Needs Improvement areas in Section II and providing specific comments in Section VI, "Rater's Comments."** If additional space is required for Section VI "Rater Comments" or Section VII "Indorsing Official's Comments", add continuation sheets as appropriate. Ensure the full name (last, first, middle initial) of the instructor being rated is entered at the top of each continuation sheet, along with school, location, and unit identifier (example: AZ-012, CA-20101, etc.). The rating official, indorsing official, and ratee must sign and date the continuation sheet. When the continuation sheet is initiated by the indorsing official, only the indorsing official and the ratee must sign and date the continuation sheet. **NOTE: The appropriate school administrator or SASI will contact Holm Center/JRI before finalizing an Unsatisfactory AFJROTC Form 98.**

**16.6.4.3. Indorsing Official Instructions.** The indorsing official must either concur or non-concur with the overall evaluation by the rating official and sign and date Block VII of the AFJROTC Form 98. The indorsing official should use independent judgment in evaluating the facts set forth in the form and not rely solely on the judgment of the rating official. If the indorsing official does not concur with the rating official, the indorsing official will initial the appropriate blocks in Section II and the appropriate block in Section IV (Satisfactory or Unsatisfactory) which more accurately depicts the overall performance of the instructor, and provide specific comments in Section VII to substantiate the change(s).

**16.6.4.4. Ratee Instructions.** The ratee must review, sign, and date the AFJROTC Form 98 in Section VIII, Ratee Comments and Signature, place an "X" in the box to indicate concurrence or non-concurrence, and make comments, if appropriate. The ratee may appeal the AFJROTC Form 98 if any performance factor in Section II is rated Needs Improvement and/or the overall evaluation in Section IV is Unsatisfactory. Appeal procedures are in paragraph 16.7

#### 16.6.5. Routing of AFJROTC Form 98:

16.6.5.1. Rating officials will forward the AFJROTC Form 98 to Holm Center/JRI after the ratee indicates concurrence or non-concurrence and signs and dates the report.

16.6.5.2. Incomplete forms will be returned for correction. Forms must be completed correctly before any subsequent actions are taken. Units that are unable to produce the AFJROTC Form 98 electronically can contact Holm Center/JRI for assistance.

16.6.5.3. When received by Holm Center/JRI, the completed AFJROTC Form 98 becomes Air Force property and a permanent part of the instructor's personnel file.

### 16.7. Appeals

**16.7.1. School Level Appeal.** The first avenue of appeal of an instructor evaluation or the indorsement is by written formal appeal to the school superintendent. Written appeals must be submitted to the superintendent (with a courtesy copy to Holm Center/JRI) within 30 days after signing and dating the AFJROTC Form 98. Appeals are the responsibility of the ratee. Upon notification of a submitted appeal, Holm Center/JRI will contact the superintendent and request a written appeal decision within 15 days after receipt of the written appeal. If the superintendent does not respond by the suspense date, and after reasonable attempts to contact, the case may be elevated to Holm Center/JR for resolution. Holm Center/JR then reserves the right to resolve any unsettled school appeal if the school district is unresponsive.

**16.7.2. Holm Center Level Appeal.** After exhaustion of the school level appeal process of an AFJROTC Form 98, or after notification of probational certification or decertification, an instructor may appeal to Holm Center/CV or CC. The appeal must be made in writing, with supporting documentation, within 15 days following exhaustion of a school level appeal decision, or following notification of probational certification or decertification. The burden of proof is on the instructor to prove the evaluation, indorsement, or probational certification or decertification is inaccurate, unsubstantiated, or awarded unfairly.

**16.7.3. Types of Appeals.** The instructor may request that the appeal authority:

16.7.3.1. Delete any of the comments on the AFJROTC Form 98.

16.7.3.2. Change any of the comments on the AFJROTC Form 98.

16.7.3.3. Change any of the performance ratings on the AFJROTC Form 98.

16.7.3.4. Change the overall content of the AFJROTC Form 98.

16.7.3.5. Void the AFJROTC Form 98.

16.7.3.6. Overturn decision for probational certification or decertification.

**16.7.4. Contents of Appeal.** The instructor must ensure the appeal is fully supported; the burden of proof is on the instructor. The superintendent need not obtain evidence in support of an appeal but may consider evidence presented through official sources in addition to that presented by the instructor. The appeal may not reflect upon the character, conduct, integrity, or motives of the rating or indorsing official unless fully substantiated and documented.

## CHAPTER 17 – INSTRUCTOR TRANSFER AND RESIGNATION

**17.1. Transfer Procedures:** The intent of the transfer program is to accommodate instructor desires while at the same time minimizing gaps and maximizing unit continuity. Instructor transfer is defined as applying for, interviewing for, and accepting a position at another unit. Transfer should not be confused with the physical movement to a new location. The transfer process is intended to be complete by 1 June of each year to stabilize unit manning prior to the beginning of the upcoming school year. On 1 June of each year, an instructor's earliest transfer date will be the day following completion of the upcoming school year contract. In addition, within 15 days of accepting a new position, instructors must resign their current positions effective the end of their current contracted school year. The intent is to clearly identify all pending unit instructor openings and to minimize potential gaps. JRI's ability to forecast unit vacancies is dependent upon timely information from individual instructors regarding pending or future retirements, resignations, or potential transfers. Holm Center/JRI ensures only instructors who performed satisfactorily at their current unit will be allowed to transfer to another unit. **Instructors may not contact school officials concerning vacancies unless specifically referred by Holm Center/JRI. Instructors contacting school officials without referral may be considered ineligible for the position. NOTE: Current instructors, who interview for, are offered, and decline a position may be ruled ineligible for transfer for one (1) school year.** The following transfer rules apply:

17.1.1. Instructors are not authorized to transfer while provisionally certified.

17.1.2. Instructors are not authorized to transfer while on probation.

17.1.3. Instructors are not authorized to transfer from a unit while on a school district contract (DD Form 2767). 1 June will continue to be the cutoff date for signed Forms 2767 to be returned to HQ AFJROTC. For the purposes of instructor transfers, it will be assumed an instructor is on contract for the upcoming school year if a Form 2767 is not received by 1 June.

17.1.4. Instructors are not authorized to transfer prior to serving two full academic years with their current unit. Partial years do not count. If an instructor will complete two full academic years prior to moving to the new unit, they will be allowed to apply for the vacancy.

17.1.5. Instructors are not authorized to transfer prior to accomplishing a formal Unit Evaluation at their assigned unit where a minimum of a "Meets Standards" result is achieved. Normal HQ unit evaluation cycles will not be altered to accommodate a potential instructor transfer.

17.1.6. Instructors are not authorized to transfer during the established school year (prior to completing the current school year contract).

17.1.7. Instructors are not authorized to be employed at more than three units during their tenure as an AFJROTC instructor.

17.1.8. Instructors assigned to units undergoing closure actions will be added to interview lists for units they desire as long as they meet all other conditions listed in paragraphs 17.1.1 through 17.1.7, and the closure was not attributed to their performance. Waivers may be considered on a case by case basis.

17.1.9. Instructors accepting new positions must provide Holm Center/JRI with a transfer AFJROTC Form 98 and officially resign their current position, effective the end of their current contracted school year, within 15 calendar days of acceptance. JRI will then formally advertise the pending vacancy.

**17.2. Resignation Procedures.** To resign from a current position, instructors must submit a written letter of resignation to their principal with an effective date of end of employment and provide a courtesy copy to Holm Center/JRI. To remain as a viable applicant for future AFJROTC instructor positions, a termination AFJROTC Form 98, with an overall rating of Satisfactory in Section IV and no rating of Needs Improvement in Section II, must be submitted to Holm Center/JRI within 15 calendar days IAW paragraph 16.6.3.2.3.

17.2.1. Any resignations during the school year will be grounds for withdrawal from the instructor pool. Humanitarian or hardship situations will be considered on a case by case basis by Holm Center/JRI.

## CHAPTER 18 – OUTSTANDING INSTRUCTOR PROGRAM

**18.1. Purpose of the Outstanding Instructor Program.** To recognize the diligent work and outstanding achievement of AFJROTC instructors and to encourage excellence through recognition of superior accomplishment.

**18.2. Eligibility Criteria.** To be considered for an Outstanding Instructor Award, AFJROTC instructors must have an AFJROTC Form 98 overall Satisfactory rating and performance ratings of Outstanding. Nominees must not be on probationary status for any reason (i.e. performance, conduct, weight/body fat standards), or be assigned to a unit with a current Unit Evaluation rating of less than Exceeds Standards. In addition, all AFJROTC award nomination suspenses must have been met.

### 18.3. Selection Process.

18.3.1. Rating officials may nominate the top officer and top NCO instructor from each unit for Outstanding Instructor Program consideration. In addition, Regional Directors may nominate instructors from their regions.

18.3.2. Nominations will be submitted using the AFJROTC Form 98, *AFJROTC Instructor Evaluation Report*. Rater's comments to support the award nomination should be included in, and are limited to, Block VI. Rater's comments should be a brief, concise, measureable description of the **instructor's specific achievement in three performance areas**: 1) Impact on Cadets; 2) Impact on Unit/School; 3) Impact on the Community. Preferred format for rater's comments is bullet format. **NOTE: An example of award nomination format is at Attachment 8.**

18.3.3. Nominations must be submitted to Holm Center/JRI no later than 1 May. Nominations received after the 1 May deadline will not be considered. No extension of the 1 May deadline will be given for incomplete or incorrectly formatted nominations. Nominations are limited to Section VI and Section VII (if used by an indorsing official) of the AFJROTC Form 98 with no additional space or attachments; any additional information provided will not be considered.

18.3.4. Holm Center/JRI will screen all nominations for compliance with eligibility criteria IAW paragraph 18.2. After the Holm Center/JRI screening, nominations that meet the compliance eligibility criteria will be forwarded to the applicable Regional Director for review.

18.3.5. Nominees will be evaluated by their Regional Director. In addition to the AFJROTC Form 98, Regional Directors will also consider the following areas: instructor impact on unit meeting or exceeding enrollment viability; extra-curricular unit activities, with an emphasis on community service; Unit Evaluation results; and instructor observation during unit visits (if applicable).

18.3.6. Regional Director and HQ AFJROTC Board (Deputy Director, JRI, and JRO) selections will be forwarded to Holm Center/JR for approval. Upon approval, Holm Center/JRI will notify the appropriate school official of the approved awards by letter as soon



as possible. Holm Center/JR will make an announcement of all award winners to all units NLT 1 Jun.

#### **18.4. Awards.**

18.4.1. Outstanding Instructor Award (OIA): The OIA consists of a congratulatory letter and AFJROTC Form 312, *Outstanding Instructor Award*, signed by Holm Center/JR.

18.4.2. Regional Outstanding Instructor Award (ROIA): The top officer and NCO instructor in each respective region, as determined by the respective Regional Director, will be awarded the ROIA. The ROIA consists of a congratulatory letter and ROIA certificate signed by Holm Center/JR, a Gold Instructor Badge, 10 points added to each awardee's instructor application score (50 point limit for ROIA recognition over AFJROTC career), and \$250 in targeted unit funding, based on availability of funds.

18.4.3. Outstanding Instructor of the Year (OIY): An AFJROTC Board consisting of the AFJROTC Director, Deputy Director, JRI and JRO will review the top officer and NCO ROIA winners from each region to select the Officer and NCO OIY. The OIY will receive a congratulatory letter signed by Holm Center/JR; a Gold Instructor Badge, trophy or plaque; 50 points added to the selectee's instructor application score; and \$500 in targeted unit funding, based on availability of funds. The OIYs will be the AFJROTC nominees for other organizational (e.g. Holm Center, AFA, AFSA, etc.) annual award recognition.

## CHAPTER 19 – WEIGHT AND BODY FAT MANAGEMENT PROGRAM (WBFMP)

**19.1. Purpose of the WBFMP.** All instructors must maintain and present an acceptable military appearance and stay within body fat standards. The WBFMP establishes procedures to prevent hiring of applicants for AFJROTC instructor duty who exceed weight and body fat standards or do not present an acceptable appearance in uniform; to monitor the body fat status and appearance of SASIs and ASIs; and to eliminate instructors who do not conform to body fat standards.

**19.2. Standards and Procedures.** The standards and procedures used for the AFJROTC WBFMP program are based on standards and procedures established by DoD 1308.3, DoD Physical Fitness and Body Fat Programs Procedures, and are as published in this instruction.

### **19.3. Terms Explained.**

19.3.1. **Body Fat Measurement (BFM).** A determination of an individual's body fat percentage using a circumferential measurement technique as outlined in Attachments 6 and 7.

19.3.2. **Body Fat Percentage.** The percent of body fat tissue versus total body composition (body muscle, bone, water, and fat).

19.3.3. **Medical Practitioner.** A physician, a physician assistant (PA), or nurse practitioner (NP) working under a physician's supervision, who is authorized to certify an individual's excess body fat condition is controllable and the body fat measurement was properly administered.

19.3.4. **Monthly.** Calendar month, or a period of time from any day of the month to the corresponding day of the next month. Periods of approximately 30 days.

19.3.5. **90-Day Observation Period.** 90-day period to allow instructors identified as being over body fat to adjust their diet and lifestyle for proper classification into the WBFMP.

19.3.6. **Observation Period.** A 6-month period after the member has met the body fat standards during which the member continues monthly body fat measurements to reinforce a healthy lifestyle.

19.3.7. **Over BFM.** The condition of an individual when the body fat percentage exceeds 26 percent for men and 36 percent for women.

19.3.8. **Satisfactory Progress.** A change in body fat composition or weight resulting in a decrease of at least 1 percent in body fat each month or a loss of 3 pounds for women or 5 pounds for men.

19.3.9. **Unsatisfactory Progress.** Failure to reduce weight or body fat at the rates described for satisfactory progress while in Phase I; an increase in body fat resulting in an individual exceeding body fat standards in Phase II; or failure to report weight and body fat measurements to Holm Center/JRI every 30 days as required.

**19.4. Responsibility of Schools.** School officials should be aware that the Air Force requires AFJROTC instructors to maintain prescribed body fat standards and present an acceptable military appearance or the instructor's certification to teach AFJROTC will be withdrawn. The principal (or designated administrator) evaluates the appearance of the SASI on the AFJROTC Form 98 and indorses the AFJROTC Form 98 on the ASI (Chapter 16 of Part II of this Instruction, INSTRUCTOR MANAGEMENT).

**19.5. Responsibility of the Air Force.** Holm Center ensures instructors maintain body fat and appearance standards, enter the WBFMP and lose excess body fat as required, apply for appropriate waivers for medical deferral or unusual circumstances, or become decertified. The program is administered by Holm Center/JRI.

**19.6. Responsibility of Instructors.** Instructors must know and meet prescribed body fat and military appearance standards. If entered into the WBFMP, they are expected to conscientiously pursue a reasonable and satisfactory body fat loss program. They should seek medical assistance in establishing a safe and effective body fat reduction program and exercise self-discipline and self-motivation in reaching their body fat standard. They must understand that failure to reach their body fat standard or a professional military appearance in a specified period of time will result in decertification.

#### **19.7. Procedures.**

19.7.1. Applicants. Applicants for AFJROTC instructor duty must meet Air Force body fat standards and present an acceptable Air Force image in uniform before the application is accepted. Holm Center/JRI ensures that the applicant information packet includes weight standards and makes it clear that such standards must be met before an application is accepted. If the application reflects an unacceptable weight, a BFM is requested. If the body fat standard is not met, the application is returned without action.

19.7.2. Instructor Weight Checks. Weight tables at Attachment 4 reflect the point at which obesity normally begins, based on height measurements. These weight tables will be used as an initial indicator that body fat standards may have been exceeded. Instructors are required to report their height and weight on the AFJROTC Form 98, unit self-assessment reports, unit evaluations conducted by Regional Directors, or when directed by Holm Center/JR. Procedures for weight checks and height measurements are in Attachment 5.

19.7.3. Body Fat Standards. If instructors exceed their prescribed weight, a body fat measurement is required. The circumferential measurement technique at Attachments 6 and 7 is the only acceptable body fat measurement technique. Another indicator of excessive body fat is an individual's professional military appearance. Instructors who present a poor professional military appearance will be measured for body fat percentage, regardless of weight. Body fat standards are 26 percent for men and 36 percent for women. Instructors who are identified as exceeding body fat standards are entered into the WBFMP to help them lose body fat, achieve a professional military appearance, and comply with Air Force standards.

19.7.4. 90-Day Observation Period. Instructors identified as being over their maximum allowable weight (MAW) will provide a body fat measurement to Holm Center/JRI IAW Attachments 6 and 7. If over body fat, the instructor will be entered into a 90-day observation period, provided weight and dietary information, advised to establish an exercise plan, and seek medical assistance. After the 90-day observation period, the instructor must provide a follow-up weight and body fat measurement to Holm Center/JRI. If within body fat standards, the instructor will be entered into Phase II. If body fat standards are not met, the instructor will be probationally certified and entered into Phase I.

19.7.5. Phase I (Weight Loss Period). Instructors exceeding body fat standards will be entered into Phase I of the WBFMP and are required to develop an exercise/diet plan. Informational copies of correspondence are provided to the SASI, principal, and area administrators. The following procedures apply:

19.7.5.1. Unless a temporary medical deferral is granted (see paragraph 19.8), female instructors must lose at least 1 percent in body fat per month or 3 pounds per month, and male instructors must lose at least 1 percent in body fat or 5 pounds per month.

19.7.5.2. Instructors are probationally certified when they are placed in the WBFMP (Table 14.1, Rule 10). They are not entitled to transfer consideration while in Phase I. Should they terminate employment while in probational status, they are ineligible to reenter the AFJROTC instructor program and will be removed from the instructor pool.

19.7.5.3. The body fat status of instructors in Phase I is monitored on a monthly basis. Body fat measurements will be conducted by certified school staff personnel, medical personnel, Regional Directors, or AFJROTC personnel. The measurements will be provided monthly to Holm Center/JRI. Failure to provide required body fat status within 5 duty days of its due date could result in decertification. NOTE: School staff personnel are considered certified upon appointment by the principal and receipt and review of Attachments 6 and 7 by Holm Center/JRI.

19.7.5.4. Instructors who meet body fat standards are removed from Phase I and placed in Phase II of the WBFMP. Upon placement in Phase II, probational certification is rescinded. Informational copies of correspondence are provided to the SASI, principal, and area manager.

19.7.5.5. Instructors who twice demonstrate unsatisfactory progress towards meeting Phase I body fat standards as prescribed in paragraph 19.3.8 or who twice fail to report a 30-day measurement IAW paragraph 19.7.5.3 to Holm Center/JRI will be subject to decertification.

19.7.5.6. Summer Break Requirements. During the summer break, instructors will not be required to report 30-day WBFMP measurements, but will be required to continue maintaining monthly requirements by losing the required weight/body fat percentage during their summer break. Immediately upon the start of the school year, instructors will report a cumulative account of progress to Holm Center/JRI. Measurements will reflect an accumulation of monthly progress showing the required weight/body fat loss

during the summer break. If progress is successful, the instructor is credited for those months as having successful progress on the program. If weight/body fat requirements are met during summer break, the instructor will be removed from Phase I and placed in Phase II upon return to school and reporting of weight/body fat standards. Instructors who fail to meet Phase I requirements during the summer break will be subject to decertification.

19.7.6. Phase II (Observation Period). Instructors in the WBFMP who reach their body fat standard stay in the program for 6 months and continue to report their body fat measurements each month. Exceeding body fat standards at any time during this phase constitutes unsatisfactory progress and individuals are returned to Phase I of the WBFMP. Instructors who maintain body fat standards for 6 months are removed from the WBFMP. Failure to provide 30-day measurements within 5 days of the due date will cause the member to either be returned to Phase I or be considered for decertification.

**19.8. Temporary Medical Deferral.** A WBFMP participant may request a temporary medical deferral from Phase I of the WBFMP if such a recommendation is made by a medical practitioner for a condition that prevents meeting the body fat loss. A medical practitioner must recommend a temporary medical deferral to Holm Center/JR by documenting the individual's limitations and conditions, including a description of medication(s) and/or condition(s) that impedes the instructor's ability to meet weight and body fat standards. Holm Center/JR may grant temporary medical deferrals only for the length of time specified by the medical practitioner or a maximum of 6 months, whichever is shorter. In those unique situations that clearly justify an additional deferment, Holm Center/JR may approve a 6-month continuation. Instructors requiring more than two 6-month deferrals will be considered on a case-by-case basis. **Instructors are not eligible for transfer consideration while in this status.**

**19.9. Body Fat Standard Adjustment for Unusual Circumstances.** Unusual cases may arise in which an instructor's body fat percentage is determined to exceed the standard prescribed by this regulation, but in the opinion of the Holm Center/JR, the instructor does not appear overly fat. In such cases a body fat standard adjustment may be warranted. The following procedures will normally apply:

19.9.1. Instructors requesting a body fat adjustment will obtain a body fat measurement conducted by a medical practitioner IAW Attachments 6 or 7, a written statement describing the instructor's overall physical condition, and whether the practitioner considers the instructor to be overly fat.

19.9.2. The instructor will submit a written request for body fat adjustment to Holm Center/JRI, along with the medical practitioner's results described in paragraph 19.9.1, and a current full-length photo (profile and straight-on poses) in uniform. Holm Center/JRI will review the request and forward to Holm Center/JR, the final approval authority, who will act on each case according to the information provided.

19.9.3. Holm Center/JR may disapprove the request if the proposed body fat standard adjustment will detract from the instructor's military appearance. A disapproved request is

returned to the instructor and an informational copy is forwarded to Holm Center/JRI. The instructor will be placed/continued in the WBFMP.

19.9.4. If Holm Center/JR concurs that the proposed body fat standard adjustment will not detract from the instructor's military appearance, he will approve the request and return it to the instructor, with an informational copy to Holm Center/JRI. The instructor must maintain the adjusted body fat percentage and may not exceed it after it is approved.

19.9.5. An approved body fat adjustment is valid for up to one year from the date of approval. Requests for renewals are the responsibility of the instructor and must be submitted annually to Holm Center/JRI. Holm Center/JRI may recommend that Holm Center/JR revoke a body fat adjustment at any time if the instructor ceases to present a professional military appearance.

## CHAPTER 20 – INSTRUCTOR PAY

**20.1. Instructor Pay Program.** The Air Force reimburses schools or school systems hosting AFJROTC units for a portion of AFJROTC instructor salaries IAW the applicable agreement establishing the AFJROTC unit (“AGREEMENT FOR THE ESTABLISHMENT OF AN AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS UNIT”). The Holm Center/SDF administers the instructor pay system. All documentation, forms, or requests for the Holm Center Junior ROTC Program should be mailed to: Holm Center/SDF 130 West Maxwell Blvd, Maxwell AFB AL 36112-6106.

### 20.2. Terms Explained.

20.2.1. Academic Year (AY). The annual period of academic instruction at any given school. For the purpose of this directive, the AY is established as 1 July through 30 June.

20.2.2. Active Duty Pay and Allowances. The pay and allowances authorized for active duty military members (includes base pay, basic allowance for housing (BAH), basic allowance for subsistence (BAS), clothing replacement allowance (for NCOs only), and cost-of-living allowance (COLA) for select areas within the continental United States (CONUS) and Alaska and Hawaii). Overseas housing allowance (OHA) and COLA may be applicable at overseas locations. These amounts are used only in determining Minimum Instructor Pay (MIP) for AFJROTC instructors. AFJROTC instructors do not actually receive active duty pay or allowances.

20.2.3. Air Force Contribution (AFC). The amount of the instructor salary the Air Force reimburses the school or school system; equal to one-half of the instructor’s MIP.

20.2.4. Minimum Instructor Pay (MIP). The minimum salary the school or school system hosting an AFJROTC unit is required to pay the instructor for instructor duties in direct support of the AFJROTC program. The amount of MIP is the difference between the active duty pay and allowances the instructor would receive if on active duty, and the instructor's gross retired pay entitlement. The MIP is the required minimum salary and should not be considered a cap or limit to the amount of pay agreed upon between the instructor and the school. Schools are highly encouraged to consider paying more than MIP to improve instructor continuity, reduce vacancies, and provide fair reimbursement for work performed outside normal school hours.

20.2.5. Retired Pay. An amount of money prescribed and limited by law which a military member receives monthly upon retirement from Air Force extended active duty.

20.2.6. Terminal Leave. A period of time for which a member is authorized a leave of absence from military duties immediately prior to the effective date of retirement.

**20.3. Period for which MIP and AFC are Applicable.** The total MIP due to the instructor and the AFC payable to the school or school system for the AY are determined by the time period from the start of the contract period (as indicated on the DD Form 2767, *JROTC Instructor Annual Certification of Pay and Data Form*), for an inclusive period of 10 months (300 days), that the instructor performs duties in direct support of AFJROTC. DoDI 1205.13 has established

10 months as the minimum contract length for instructors. Reimbursement is not authorized if the instructor performs duties for the school that are not in direct support of AFJROTC or for any period of time that the instructor does not work. (This does not prevent AFJROTC instructors from serving on committees or performing routine duties that are rotated regularly among other teachers in the school, nor does it prevent them from having holidays, sick leave, or vacation days within the normal school year in accordance with the policy for all teachers within the school system.) The Air Force is not authorized to provide reimbursement for any portion of salaries of instructors employed while on terminal leave from the Air Force.

#### **20.4. DD Form 2767, *JROTC Instructor Annual Certification of Pay and Data Form*.**

20.4.1. DD Form 2767, *JROTC Instructor Annual Certification of Pay and Data*, provides inclusive dates of an instructor's work in support of AFJROTC for the upcoming AY. Holm Center/SDFA uses the inclusive work dates to determine MIP due each instructor and the amount of the AFC to MIP for the AY that is just beginning. Reimbursement payments cannot be made without this certification.

20.4.1.1. Holm Center/SDFA provides the link to download DD Form 2767 to instructors in April of each year. School officials and each instructor will sign the form, and instructors will submit the form no later than 1 June each year via WINGS.

#### 20.4.2. Submission of DD Form 2767.

20.4.2.1. New Instructors. School officials must sign the initial DD Form 2767 for new instructors, and it must be submitted by the instructor to Holm Center/JRI.

20.4.2.2. Instructors Returning after Previously Resigning in Good Standing. Pay records for returning instructors are created in the computerized pay system at the beginning of each AY. Reimbursement of the AFC to MIP is made only for instructors with a DD Form 2767 on file. Instructors submit the form via WINGS.

20.4.2.3. Terminating Instructors. DD Form 2767 is the source document utilized to verify prior year work dates.

#### 20.4.3. Changes or corrections to Reported Dates of Work.

20.4.3.1. If the beginning or ending work date reported on the DD Form 2767 is changed, or if an error in dates reported is noticed, instructors immediately forward a written notice of the change or correction to Holm Center/SDFA. The notice must be signed by a school official.

20.4.3.2. School officials should immediately notify Holm Center/JRI of any change in the instructor's employment status such as leave without pay, resignation, or dismissal.

20.4.3.3. When a change affects the instructor's pay status but does not terminate employment, school officials should forward a copy of the notification to Holm Center/SDFA.



## 20.5. Computation of MIP.

20.5.1. In order to determine the appropriate rates for calculating MIP, instructors must provide Holm Center/SDFFA a DD Form 2754, *JROTC Instructor Pay Certification Worksheet for Entitlement Computation*. Each instructor must provide this information upon initial hire, upon request from Holm Center/SDFFA, or any time there is a change in information. The housing cost information is required to determine the amount of OHA, if any, to be included in the computation of MIP. Dependent information is required to determine the amount of BAH, CONUS COLA, and COLA. If instructors do not provide the required information, BAH, at without dependent rate only, will be included in the MIP computation, and COLA and OHA will not be included in their MIP computation. Instructors must inform Holm Center/SDFFA immediately of any change in the information reported.

20.5.2. Initial Hire. Holm Center/JRI will notify Holm Center/SDFFA when a new instructor is hired. Holm Center/SDFFA will notify the new instructor to complete a DD Form 2754 to provide certification of housing expenses and dependent status. Holm Center/SDFFA estimates the monthly MIP for each new instructor and notifies school officials and the instructor of the amount. Upon receipt of the completed DD Form 2767 and DD Form 2754, a pay record is created at the Defense Finance and Accounting Service-Denver Center (DFAS-DE) in the Department of Defense (DoD) JROTC Pay System.

20.5.3. Instructors Returning after Previously Resigning in Good Standing. After the required documentation for the upcoming year is received, a returning instructor's pay records will be reactivated.

**20.6. Monthly Reimbursement of AFC.** Holm Center/SDFFA reimburses the AFC for each instructor's MIP for the period the instructor performs AFJROTC duties, up to a maximum of 10 months (300 days). Reimbursement is processed after the end of each month within the AY. Electronic Funds Transfer (EFT) is made to the banking institution specified by the school officials. Payment is projected to be processed into the banking institutions by the 10th of the following month.

**20.7. Pay Periods.** MIP is computed and shown on computer-generated schedules for each calendar month during the AY. School pay periods are not required to conform to those shown on the computer-generated pay schedule, and may be established in accordance with local pay cycles.

**20.8. Pay Statements.** Statements showing pay amounts are produced during the computerized reimbursement process. Statements from DJFAS are provided to instructors and school officials after the end of the reimbursement month as follows:

20.8.1. AFJROTC Instructor Monthly Statement. The statement forwarded to the instructor shows the total active duty pay and retired pay used in computing MIP and the AFC for the month. Each instructor should keep the monthly statements from August to June. At the end of the AY, the monthly MIP amounts should be added and compared to the salary amounts paid by the school to ensure MIP for the AY was met. (See paragraph 20.11.) NOTE: Active duty

pay is an amount used only in determining MIP; instructors do not receive active duty pay or allowances.

20.8.2. AFJROTC School/School System Monthly Statement. The statement forwarded to the school or school system provides the amount of the EFT reimbursement for the month. It shows name, MIP and AFC for each instructor, total reimbursement for each instructor, total reimbursement for each school and total reimbursement for the school system, if applicable.

**20.9. Changes in MIP.** The amount of MIP is subject to change due to the following:

20.9.1. Active Duty Pay Increases. MIP increases when an active-duty pay raise becomes effective. Computer-generated pay schedules are provided by DFAS to school officials and instructors showing MIP based on the new active duty pay rates when official pay rates are effective. The schedules show rates of pay for the effective month of the raise.

20.9.2. Changes in Dependent Status. The amount of BAH and CONUS COLA used in determining MIP is based on the instructor's dependent status (i.e. "with-dependents" or "without-dependents"). The MIP therefore will change if an instructor's dependent status changes. Instructors are required to report all changes to Holm Center/SDFA. Changes will be reflected on statements provided by DFAS.

20.9.3. Changes in Housing Expenses. The amount of OHA used in determining MIP is dependent upon the instructor's actual monthly housing costs. The amount is subject to change when an instructor's housing costs change. Instructors must report all changes to Holm Center/SDFA. Changes will be reflected on statements provided by DFAS.

20.9.4. Changes in OHA and COLA Rates. OHA and COLA rates used in determining MIP for instructors employed overseas change frequently, often several times in a month. Due to the numerous changes in these rates, Holm Center/SDFA does not notify school officials or instructors of changes in MIP due to OHA or COLA rate changes; however, such changes are included in MIP amounts shown on the pay schedules.

20.9.5. Longevity Increases. Total active duty pay used in determining MIP may increase when instructors reach 16, 18, 20, 22, 24, 26, 28, 30, 34, or 38 years longevity. Longevity increases vary according to rank. Not all ranks receive an increase every 2 years. For example, a major reaches maximum base pay at 18 years longevity while a full colonel reaches maximum at 30 years longevity. MIP increases as a result of longevity increases. These increases are shown on the AFJROTC district totals and the AFJROTC instructor monthly statement.

20.9.6. Retired Pay Increases. MIP decreases when a raise in retired pay becomes effective. Holm Center/SDFA provides written notification of the retired pay increase on the appropriate District Monthly Statement.

**20.10. Variations in MIP.** Monthly MIP may vary due to the following:

20.10.1. BAS Rates. The BAS rate used in computing MIP for retired enlisted instructors is a daily rate, and the total amount included is based on the actual number of days in the month.

20.10.2. Overseas COLA Rates. COLA is included in the computation of MIP for instructors at some overseas locations. When a COLA is applicable, it is calculated on a daily basis, and the total amount included in the MIP computation is dependent upon the actual number of days in the month.

20.10.3. Starting and Ending Dates of Employment. Active duty pay (with the exception of some allowances) and retired pay are based upon monthly rates, and every month is considered to have 30 days. When an instructor works a partial month, the monthly pay rates are prorated (based on the daily rates for a 30-day month multiplied by the actual number of calendar days of employment).

**20.11. Adjustment of MIP for the AY.** If the school or school system has not paid each instructor at least the minimum salary required for the AY, an additional payment from the school or school system to the instructor is required to reach the minimum salary. If inclusive dates of work originally provided to Holm Center/SDFA on the DD Form 2767 were incorrect, and the AFC to MIP was paid incorrectly, an adjustment to the amount paid is required.

**20.12. Deductions from Instructor Salaries.** School officials should ensure the gross wages earned by each instructor are subject to the same deductions as wages earned by other school district employees in the same category. NOTE: The Internal Revenue Service has ruled that the gross income earned by AFJROTC instructors from educational institutions is taxable income (Revenue Rulings 71-307 and 72-69).

**20.13. Inquiries.** Direct all questions or requests for instructor pay information to Holm Center/SDFA (334) 953-0250/4697 or write to Holm Center/SDFA (Instructor Pay), 130 West Maxwell Blvd, Maxwell AFB, AL, 36112-6106.

PAUL H. GUEMMER, Brig Gen, USAF  
Commander

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

- AFI 36-2010, *Junior Reserve Officers' Training Corps (JROTC) Program*, 9 June 2006
- AFI 36-2202, *Air Force Obstacle Course Program*, 7 August 2007
- AFI 36-2905, *Fitness Program*, 21 October 2013
- AFI 33-115, *Air Force Information Technology (IT) Service Management*, 16 September 2014
- AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 12 January 2015
- AFI 36-2010, *Junior Reserve Officers' Training Corps (JROTC) Program*, 9 June 2006
- AFI 36-2201, *Air Force Training Program*, 15 September 2010
- AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 18 July 2011
- AFI 36-2903, AETC Supplement, *Dress and Personal Appearance of Air Force Personnel*, 14 November 2014
- AFI 36-2909, *Professional and Unprofessional Relationships*, 1 May 1999
- AFI35-104, Air University Supplement, *Public Affairs*, 26 May 2011
- AFOATSI 65-1003, *The Air Force Junior ROTC (AFJROTC) Program*
- AFMAN 23-220, *Reports of Survey for Air Force Property*, 1 July 1996 AFRSI 36-2001, *Recruiting Procedures for the Air Force*, 1 August 2012
- AS 016, *Special Purpose Clothing and Personal Equipment*
- AS 706B, *Air Force Reserve Officer Training Corps*
- DoDI 1205.13, *Junior Reserve Officers' Training Corps (JROTC) Program*, 6 February 2006
- DoDI 1308.3, *DoD Physical Fitness and Body Fat Programs Procedures*, 5 November 2002
- DoDD 4500.56, *DoD Policy on the Use of Government Aircraft and Air Travel*, 14 April 2009
- F036 AETC B, *Air Force Junior ROTC (AFJROTC) Applicant/Instructor System*
- Public Law 104-208, Section 625
- Public Law 88-647, *Junior Reserve Officer Training Corps Program*
- Title 10, United States Code, Section 2031-2033, *Junior Reserve Officer Training Corps*
- Title 10, United States Code, Section 102, *Junior Reserve Officer Training Corps*
- Title 10, United States Code, Section 2031-2033, *Junior Reserve Officer Training Corps*
- Title 10, United States Code, Section 102, *Junior Reserve Officer Training Corps*
- HOLMCENTERI 36-103, *The Air Force Junior ROTC (JROTC) Program*, 21 June 2012
- AFROTCI 36-2011, *Cadet Operations*, 12 August 2013

***Prescribed Forms***

AFJROTC Form 59, *Application for Establishment of AFJROTC Unit*  
 AFJROTC Form 98, *Air Force Junior ROTC Instructor Evaluation Report*  
 AFJROTC Form 102, *Interview of AFJROTC Instructor Applicant*  
 AFJROTC Form 200, *Application for AFJROTC Instructor Duty*  
 AFJROTC Form 308, *AFJROTC Certificate of Recognition*  
 AFJROTC Form 310, *AFJROTC Certificate of Completion*  
 AFJROTC Form 311, *Aerospace Science Instructor Certificate*  
 AFJROTC Form 312, *Outstanding Instructor Award*  
 AFJROTC Form 313, *Advanced Instructor Certification*

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*  
 AF Form 1256, *Certificate of Training*  
 DD Form 200, *Financial Liability Investigation of Property Loss*  
 DD Form 2754, *JROTC Instructor Pay Certification Worksheet for Entitlement Computation*  
 DD Form 2767, *JROTC Instructor Annual Certification of Pay and Data Form*  
 AF IMT 2426, *Training Request and Completion Notification*

***Abbreviations and Acronyms***

<b>ADPE</b>	Automated Data Processing Equipment
<b>AETC</b>	Air Education and Training Command
<b>AFC</b>	Air Force Contribution
<b>AFJROTC</b>	Air Force Junior Reserve Officer Training Corps
<b>AFWA</b>	Air Force Weather Agency
<b>AIM</b>	Air Force Information Technology Management System
<b>AMA</b>	Academy of Model Aeronautics
<b>APT</b>	Awareness Presentation Team
<b>AS</b>	Aerospace Science
<b>AS</b>	Allowance Source
<b>ASI</b>	Aerospace Science Instructor
<b>AU</b>	Air University
<b>AY</b>	Academic Year
<b>BAH</b>	Basic Allowance for Housing

<b>BAS</b>	Basic Allowance for Subsistence
<b>BDU</b>	Battle Dress Uniform
<b>BFM</b>	Body Fat Measurement
<b>CIA</b>	Curriculum in Action
<b>CMPEFG</b>	Curriculum, Materials, Publications, and Forms Guide
<b>COLA</b>	Cost-Of-Living Allowance
<b>CONUS</b>	Continental United States
<b>COSSA</b>	Council on Secondary School Affairs
<b>CPS</b>	Classroom Performance System
<b>DNMS</b>	Does Not Meet Standards
<b>CRA</b>	Clothing Replacement Allowance
<b>DOD</b>	Department of Defense
<b>DRMO</b>	Defense Reutilization Marketing Office
<b>DUA</b>	Distinguished Unit Award
<b>EFT</b>	Electronic Funds Transfer
<b>ER</b>	Evaluation Report
<b>FAR</b>	Federal Aviation Regulations
<b>Holm Center</b>	Jeanne M. Holm Center for Officer Accessions and Citizen Development
<b>Holm Center/CC</b>	Commander, Holm Center
<b>Holm Center/JR</b>	Director, AFJROTC
<b>IAW</b>	In Accordance With
<b>IFR</b>	Instrument Flight Rules
<b>IT</b>	Information Technology
<b>JICC</b>	Junior Reserve Officer Training Corps Instructor Certification Course
<b>JROTC</b>	Junior Reserve Officer Training Corps
<b>KHAS</b>	Kitty Hawk Air Society
<b>LE</b>	Leadership Education
<b>LLA</b>	Leadership Laboratory Activities
<b>MILPER</b>	Military Personnel
<b>MIP</b>	Minimum Instructor Pay
<b>MPC</b>	Military Property Custodian
<b>NASA</b>	National Aeronautics and Space Administration
<b>NDCC</b>	National Defense Cadet Corps

<b>NP</b>	Nurse Practitioner
<b>OHA</b>	Overseas Housing Allowance
<b>OIA</b>	Outstanding Instructor Award
<b>OIAM</b>	Outstanding Instructor Award with Merit
<b>OIY</b>	Outstanding Instructor of the Year
<b>O&amp;M</b>	Operation and Maintenance
<b>PA</b>	Public Affairs
<b>PA</b>	Physician Assistant
<b>PIC</b>	Pilot in Command
<b>PT</b>	Physical Training
<b>RD</b>	Regional Director
<b>ROIA</b>	Regional Outstanding Instructor Award
<b>ROS</b>	Report of Survey
<b>ROTC</b>	Reserve Officer Training Corps
<b>SASI</b>	Senior Aerospace Science Instructor
<b>SDFA</b>	Support Division Finance Accounting
<b>SECAF</b>	Secretary of the Air Force
<b>SEA</b>	Service Educational Activities
<b>SSN</b>	Social Security Number
<b>TA</b>	Table of Allowance
<b>USC</b>	United States Code
<b>VCO</b>	Vehicle Control Officer
<b>VCR</b>	Video Cassette Recorder
<b>VFR</b>	Visual Flight Rules
<b>VJICC</b>	Virtual JROTC Instructor Certification Course
<b>WBFMP</b>	Weight and Body Fat Management Program

### *Terms*

**Academic Year (AY).** The annual period of academic instruction at a secondary institution which results in a student progressing from one grade level to another.

**Active Duty Pay and Allowances.** The pay and allowances authorized for active duty military members (includes base pay, basic allowance for housing (BAH), basic allowance for subsistence (BAS), and clothing maintenance allowance (for NCOs only) and cost-of-living allowance (COLA) for select areas within the continental United States (CONUS) and Alaska and Hawaii). Overseas housing allowance (OHA) and COLA may be applicable at overseas locations.

**Aerospace Science Instructor (ASI).** An AFJROTC instructor assisting the SASI in day-to-day unit operations. ASIs are normally NCOs; however additional ASI positions may be filled with officers. The ASI is supervised by, and reports directly to, the SASI.

**AFJROTC Units.** AFJROTC programs are conducted at the secondary level of education. A unit may not be maintained by the Air Force in a school that hosts a Junior ROTC program from another service, except when located at Military Schools described in the definitions.

**Air Force Contribution (AFC).** The amount the Air Force reimburses the school or school system for a portion of instructor salaries and is equal to one-half of each instructor's minimum instructor pay (MIP).

**Air Force/School Agreement.** An agreement between the Holm Center Commander and the host school superintendent as a condition of unit activation and operation that stipulates standards and guidelines for unit operation.

**Director, Air Force Junior ROTC (Holm Center/JR).** Holm Center/JR manages AFJROTC program operations, instructor management, and logistics. Holm Center/JR is responsible for overall AFJROTC program content, direction, and coordination.

**High Schools.** Public or private secondary institutions that are not operated under the concept of Military Schools.

**Jeanne M. Holm Center for Officer Accessions and Citizen Development (Holm Center).** The single point for Air Education and Training Command (AETC) officer accessions training that includes a commission through Officer Training School or Reserve Officer Training Corps. It also provides citizenship education and aerospace awareness through Junior ROTC.

**Logistical Support.** Supplies and services used in the operation of an AFJROTC unit. The Air Force provides payment for specified items within established limits.

**Logistical Support Payment Period.** The logistical support payment period is 1 October through 30 September.

**Military Schools.** Military-oriented schools at the secondary level that organize students as a corps of cadets under constantly maintained discipline. All members of the corps are required to be in uniform for most school activities, meeting standards similar to those maintained at military academies.

**Minimum Instructor Pay (MIP).** The minimum salary the school or school system hosting an AFJROTC unit is required to pay the instructor for instructor duties in direct support of the AFJROTC program. The amount of MIP is the difference between the active duty pay and allowances that the instructor would receive if on active duty and the instructor's gross retired pay entitlement.

**Principal (or equivalent).** The on-site person responsible for the AFJROTC program at the host school.

**Regional Director (RD).** Regional Directors are HQ AFJROTC Representatives and serve as assessment officials for Holm Center/JR and manage the training and operations of their regions. Regional Directors provide unit oversight in the forms of unit evaluations, staff assistance visits, new unit visits, and Cadet Leadership Course (CLC) visits.

**Retired Pay.** An amount of money prescribed and limited by law which a military member receives



monthly upon retirement from Air Force extended active duty.

**Senior Aerospace Science Instructor (SASI).** The AFJROTC officer instructor of senior rank at the host school responsible for day-to-day unit operations. The SASI reports to the principal (or equivalent) and ensures applicable instructions are complied with and the unit is operated in an efficient, military manner. The SASI will be designated as a department head (or equivalent) at the host school. The SASI acts as the unit commander providing overall direction to the ASI and cadet programs/activities.

**Superintendent (or equivalent).** The official responsible for the agreement with the Air Force for the establishment and continuation of an AFJROTC unit at a host school within the superintendent's district. Overall responsibility for AFJROTC programs rests with this individual or their designated representative.

**Terminal Leave.** A period of time for which a member is authorized a leave of absence from military duties immediately prior to the effective date.

**Unit Viability.** To meet minimum enrollment requirements, units must maintain a Viability Headcount of: a) 10% of the number of students enrolled in the school, or b) 100 cadets; whichever is less.

**Viability Headcount.** Headcount = Viability Head

## Attachment 2

### AFJROTC INSTRUCTOR BADGE

**A2.1. AFJROTC Instructor Badge.** Wear of the AFJROTC instructor badge by instructors is optional, but highly encouraged. The badge is issued to new instructors following completion of certification requirements. The badge is only available in a chrome finish and from the Maxwell Military Clothing Store. Additional AFJROTC badges may be requested through Holm Center/JRI, 551 East Maxwell Blvd., Maxwell AFB AL 36112-6106; e-mail via **HQ-InstructorMgmt@afjrotc.com**; or (334) 953-2535; at the current clothing sales price (contact Holm Center/JRI for cost).

**A2.2. Wear of the AFJROTC Instructor Badge.** (Ref AETC Sup 1 to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*)

A2.2.1. Men's Service Dress Uniform. The AFJROTC instructor badge is worn on the right side centered between arm seam and lapel with bottom edge of badge parallel to top of welt pocket.

A2.2.2. Women's Service Dress Uniform. The AFJROTC instructor badge is worn on the right side centered between arm seam and lapel with bottom edge of badge parallel to top of welt pocket.

A2.2.3. Men's Short Sleeved or Long Sleeved Shirts. The AFJROTC instructor badge is worn on the right pocket between the left and right edges and bottom of flap and pocket.

A2.2.4. Women's Short Sleeved or Long Sleeved Blouse. The AFJROTC instructor badge is centered 1/2 inch above the name tag.

Attachment 3

EXAMPLES OF CALCULATING ENROLLMENT FOR INSTRUCTOR AUTHORIZATION

**A3.1. Traditional, Modified 4X4 Block (keep cadets entire year), Trimester, and A/B Block Scheduling.** If there is a yearly average “teaching load” of 151 cadets or more enrolled in Aerospace Science classes and it is projected to remain in excess of that number, then one additional instructor is authorized. Authorization of more instructors is based on increments of 100 cadets enrolled in Aerospace Science class. “Teaching load” is defined as one cadet enrolled in Aerospace Science class. EXAMPLE:

TRADITIONAL (NO CHANGE)

MODIFIED 4X4 BLOCK SCHEDULING (KEEP CADETS ENTIRE YEAR) calculate the same as Traditional Scheduling.

TRIMESTER calculate the same as Traditional Scheduling.

A/B BLOCK SCHEDULING	
This unit <b>IS</b> authorized a third instructor  A Block 85 Cadets B Block <u>95</u> Cadets 180 TOTAL (projected continuation and will not drop below 151)	This unit <b>MAY BE</b> authorized a third instructor  A Block 80 Cadets B Block <u>75</u> Cadets 155 TOTAL (if attrition* is included and will not drop below 151)

**A3.2. 4X4 Block Scheduling.** An average “teaching load” of both blocks totaling 151 cadets or more enrolled in Aerospace Science classes authorizes one additional instructor. Authorization of more instructors is based on increments of an average of 100 cadets enrolled in Aerospace Science classes. EXAMPLE:

4X4 BLOCK	
This unit <b>IS</b> authorized a third instructor under 4x4 Block scheduling	
1st Term	150 Cadets
2d Term	165 Cadets
	315 TOTAL divided by 2 = yearly average “teaching load” of 157.5 (151 yearly average enrollment required for a third instructor position)

This unit **IS NOT** authorized a third instructor under 4x4 Block scheduling

1st Term	150 Cadets
2d Term	110 Cadets
	265 TOTAL divided by 2 = yearly average “teaching load” of 132.5 (151 yearly average enrollment required for a third instructor position)

**A3.3. Modified Block Scheduling.** An average of 151 cadets or more enrolled in Aerospace Science classes and projected to remain in excess of that number per day authorizes one additional instructor. Authorization of more instructors is based on increments of an average of 100 cadets enrolled in Aerospace Science classes. **EXAMPLE:**

This unit <b>IS</b> authorized a third instructor	This unit <b>MAY BE</b> authorized a third instructor
Monday 200 Cadets	Monday 170 Cadets
Tuesday 145 Cadets	Tuesday 135 Cadets
Wednesday 145 Cadets	Wednesday 135 Cadets
Thursday 145 Cadets	Thursday 135 Cadets
Friday <u>220</u> Cadets	Friday <u>180</u> Cadets
835 TOTAL divided by 5 = average of 175 (projected continuation)	755 TOTAL divided by 5 = average of 151 (if attrition* is included and will not drop below 151)

**\*Attrition:** Average student withdrawal from AFJROTC enrollment over past two years. If AFJROTC enrollment not available, apply overall student enrollment attrition for past two years

**NOTE:** Additional ASI positions are not mandatory, but to sustain a quality program. AFJROTC recommends school officials support additional positions when cadet enrollment exceeds 151. See paragraph 1.2.3.

**Attachment 4**  
**WEIGHT TABLES**

**Table A4.1. Weight Table – Males.**

<b>Height (in inches)</b>	<b>Maximum Allowable Weigh (MAW)</b>	<b>Interpolated Weight 1/2”</b>
60	153	154
61	155	156 ½
62	158	159
63	160	162
64	164	166 ½
65	169	171 ½
66	174	175 ½
67	179	181 ½
68	184	186 ½
69	189	191 ½
70	194	196 ½
71	199	202
72	205	208
73	211	214 ¼
74	218	221
75	224	227
76	230	233
77	236	239
78	242	245
79	248	251
80	254	257 ½

**Table A4.2. Weight Table – Females.**

<b>Height (in inches)</b>	<b>Maximum Allowable Weight (MAW)</b>	<b>Interpolated Weight 1/2"</b>
60	136	137
61	138	139 ½
62	141	141 ½
63	142	144
64	146	148
65	150	152 ½
66	155	157
67	159	161 ½
68	164	166
69	168	170 ½
70	173	175
71	177	179 ½
72	182	185
73	188	191
74	194	196 ½
75	199	202
76	205	207 ½
77	210	212 ½
78	215	218
79	221	223 ½
80	226	229

**NOTE:** For every inch under 60 inches, subtract 2 pounds from the MAW; for every inch over 80 inches, add 6 pounds to the MAW (for males and females).

## Attachment 5

### PROCEDURES FOR WEIGHT CHECKS AND HEIGHT MEASUREMENTS

#### A5.1. Weight Checks.

A5.1.1. The member's weight will be measured with shoes off. Member may be weighed in any military uniform.

A5.1.2. The member may remove contents of pockets and any extraneous equipment (tools, keys, etc.) or outer clothing (coats, jackets, etc.).

A5.1.3. The member should stand still while on the scale.

A5.1.4. Measurement should be read with the measurer directly in front or behind the scale if possible. Reading the scale from either side rather than straight-on reduces accuracy.

A5.1.5. Subtract 3 pounds for clothing for men and women. A5.1.6. Weight will be recorded to the nearest quarter-pound.

A5.1.7. Recommend the weight tables be prominently displayed near unit weighing scales.

#### A5.2. Height Measurement.

A5.2.1. The method for height measurement is the back-to-hard surface method.

A5.2.2. Height will be measured and not transferred from the military identification (ID) card.

A5.2.3. Height will be measured *without* shoes.

A5.2.4. Members should stand facing the person measuring them, with heels together and back straight.

A5.2.5. The member's line of sight should be horizontal.

A5.2.6. Measuring bar should rest lightly on the crown of the head.

A5.2.7. Measurement should be read directly in front of the rod, not an angle from either side.

A5.2.8. Measurement should be rounded up to the nearest half-inch.

A5.2.9. Recommend measurement be administered before 1000 hours.

## Attachment 6

### BODY FAT MEASUREMENT TECHNIQUE – MEN

**A6.1. General Instructions.** To measure an individual's body fat percentage you will need to know the individual's height without shoes (rounded up to the nearest half-inch), and have a standard, non-stretching (metal, cloth/fiberglass) tape measure. When applied to the body, the tension of the tape should be sufficient to keep it in place without indenting the skin surface. All measurements will be taken on bare skin.

**NOTE:** Measurements are conducted in a private room or in a partitioned area away from the general flow of personnel. Unless conducted by an approved medical practitioner, the body fat measurement for a male will only be conducted by another male.

#### A6.2. Procedures.

A6.2.1. With the individual looking straight ahead and shoulders down (not hunched), measure the neck circumference at a point just below the larynx (Adam's apple) and perpendicular to the long axis of the neck (spinal column) (Figure A6.1). Neck measurements will be rounded up to the half-inch (i.e., round 16 1/8 inches to 16 1/2 or 16 5/8 to 17 inches).

**Figure A6.1. Neck Measurement.**



A6.2.2. With the individual standing with arms at his sides and at the end of a normal relaxed exhalation, measure the abdominal circumference at the navel while keeping the tape level to the floor. Abdominal measurements will be rounded down to the half-inch (i.e., round 34 3/4 inches to 34 1/2 or 34 1/4 to 34 inches) (Figure A6.2).

**Figure A6.2. Abdominal Measurement.**



A6.2.3. The individual's body fat percentage is determined by first subtracting the neck measurement from the abdominal measurement (ensure the rounded measurements are used, if



appropriate). Next, utilizing the attached men's chart, compare this value to the individual's height measurement.

**Table A6.1. Percent Body Fat for Male (Height 60.0 – 64.5).**

Circumference Value	Height (in)									
	60.0	60.5	61.0	61.5	62.0	62.5	63.0	63.5	64.0	64.5
13.5	9	9								
14.0	11	11	10	10	10	10	9	9		
14.5	12	12	12	11	11	11	11	10	10	10
15.0	13	13	13	13	12	12	12	12	11	11
15.5	15	14	14	14	14	13	13	13	13	12
16.0	16	16	15	15	15	15	14	14	14	14
16.5	17	17	16	16	16	16	15	15	15	15
17.0	18	18	18	17	17	17	17	16	16	16
17.5	19	19	19	18	18	18	18	17	17	17
18.0	20	20	20	19	19	19	19	18	18	18
18.5	21	21	21	20	20	20	20	19	19	19
19.0	22	22	22	21	21	21	21	20	20	20
19.5	23	23	23	22	22	22	22	21	21	21
20.0	24	24	24	23	23	23	23	22	22	22
20.5	25	25	25	24	24	24	24	23	23	23
21.0	26	26	25	25	25	25	24	24	24	24
21.5	27	27	26	26	26	26	25	25	25	25
22.0	28	27	27	27	27	26	26	26	26	25
22.5	29	28	28	28	28	27	27	27	27	26
23.0	29	29	29	29	28	28	28	28	27	27
23.5	30	30	30	29	29	29	29	28	28	28
24.0	31	31	30	30	30	30	29	29	29	29
24.5	32	31	31	31	31	30	30	30	30	29
25.0	32	32	32	32	31	31	31	31	30	30
25.5	33	33	33	32	32	32	32	31	31	31
26.0	34	34	33	33	33	33	32	32	32	32
26.5	35	34	34	34	34	33	33	33	33	32
27.0	35	35	35	35	34	34	34	34	33	33
27.5	36	36	36	35	35	35	35	34	34	34
28.0	37	36	36	36	36	35	35	35	35	34
28.5			37	37	36	36	36	36	35	35
29.0					37	37	37	36	36	36
29.5								37	37	36





**Table A6.4. Percent Body Fat for Males (Height 75.0 – 79.5).**

Circumference Value	Height (in)									
	75.0	75.5	76.0	76.5	77.0	77.5	78.0	78.5	79.0	79.5
16.5	10	10	10	10	9	9				
17.0	11	11	11	11	10	10	10	10	10	9
17.5	12	12	12	12	12	11	11	11	11	11
18.0	13	13	13	13	13	12	12	12	12	12
18.5	14	14	14	14	14	13	13	13	13	13
19.0	15	15	15	15	15	14	14	14	14	14
19.5	16	16	16	16	16	15	15	15	15	15
20.0	17	17	17	17	17	16	16	16	16	16
20.5	18	18	18	18	17	17	17	17	17	16
21.0	19	19	19	19	18	18	18	18	18	17
21.5	20	20	20	19	19	19	19	19	18	18
22.0	21	21	20	20	20	20	20	20	19	19
22.5	22	22	21	21	21	21	21	20	20	20
23.0	23	22	22	22	22	22	21	21	21	21
23.5	23	23	23	23	23	22	22	22	22	22
24.0	24	24	24	24	23	23	23	23	23	22
24.5	25	25	25	24	24	24	24	24	23	23
25.0	26	25	25	25	25	25	24	24	24	24
25.5	26	26	26	26	26	25	25	25	25	25
26.0	27	27	27	27	26	26	26	26	26	25
26.5	28	28	27	27	27	27	27	26	26	26
27.0	29	28	28	28	28	28	27	27	27	27
27.5	29	29	29	29	28	28	28	28	28	27
28.0	30	30	29	29	29	29	29	29	28	28
28.5	31	30	30	30	30	30	29	29	29	29
29.0	31	31	31	31	30	30	30	30	30	29
29.5	32	32	31	31	31	31	31	30	30	30
30.0	32	32	32	32	32	31	31	31	31	31
30.5	33	33	33	32	32	32	32	32	32	31
31.0	34	33	33	33	33	33	33	32	32	32
31.5	34	34	34	34	33	33	33	33	33	33
32.0	35	35	34	34	34	34	34	33	33	33
32.5	35	35	35	35	35	34	34	34	34	34
33.0	36	36	36	35	35	35	35	35	34	34
33.5	37	36	36	36	36	36	35	35	35	35
34.0		37	37	37	36	36	36	36	36	35

## Attachment 7

**BODY FAT MEASUREMENT TECHNIQUE – WOMEN**

**A7.1. General Instructions.** To measure an individual's body fat percentage you will need to know the individual's height without shoes (rounded up to the nearest half-inch), and have a standard, non-stretching (metal, cloth/fiberglass) tape measure. When applied to the body, the tension of the tape should be sufficient to keep it in place without indenting the skin surface. With the exception of women's hip measurements, all measurements will be taken on bare skin. Women's hip measurements will be taken while the woman is wearing gym-type shorts.

**NOTE:** Measurements are conducted in a private room or in a partitioned area away from the general flow of personnel. Unless conducted by an approved medical practitioner, the body fat measurements for a female will only be conducted by another female.

**A7.2. Procedures.**

A7.2.1. With the individual looking straight ahead and shoulders down (not hunched), measure the neck circumference at a point just below the larynx and perpendicular to the long axis of the neck (spinal column) (Figure A7.1). Neck measurements will be rounded up to the half-inch (i.e., round 13 1/8 inches to 13 1/2 or 13 5/8 to 14 inches).

**Figure A7.1. Neck Measurement.**



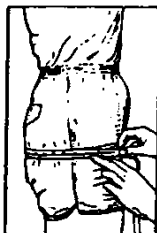
A7.2.2. With the individual standing with arms at her sides and at the end of a normal relaxed exhalation, measure the natural waist circumference. The natural waist circumference is the narrowest point, usually located about half-way between the navel and the lower end of the sternum (breast bone). When it is not easy to distinguish the narrowest point, take several measurements and use the smallest (Figure A7.2). Waist measurements will be rounded down to the half-inch (i.e., round 25 3/4 inches to 25 1/2 or 25 1/4 to 25 inches).

**Figure A7.2. Waist Measurement.**



A7.2.3. While facing the individual's right side, and with the tape level to the floor, measure the hip circumference by placing the tape around the hips so that it passes over the gluteal muscles (buttocks) at the point that protrudes the farthest. Ensure the tape is applied with sufficient tension so the effect of clothing is limited (Figure A7.3). Hip measurements will be rounded down to the half-inch (i.e., round 36 3/4 inches to 36 1/2 or 36 1/4 to 36 inches).

**Figure A7.3. Hip Measurement.**



A7.2.4. The individual's body fat percentage is determined by adding the waist and hip measurements then subtracting the neck measurement from the sum. Next, utilizing the attached women's chart, compare this value with the individual's height measurement.

**NOTE:** If the individual is on a menstrual cycle during a required body fat evaluation, the measuring official is notified immediately and the measurements will be conducted a week from notification.

**Table A7.1. Percent Body Fat for Females (Height 58.0 – 62.5).**

Circumference Value	Height (in)									
	58.0	58.5	59.0	59.5	60.0	60.5	61.0	61.5	62.0	62.5
45.0	19									
45.5	20	20	19							
46.0	21	20	20	19						
46.5	21	21	21	20	20	20	19	19		
47.0	22	22	22	21	21	20	20	20	19	19
47.5	23	23	22	22	22	21	21	21	20	20
48.0	24	23	23	23	22	22	22	21	21	21
48.5	24	24	24	23	23	23	22	22	22	21
49.0	25	25	24	24	24	23	23	23	22	22
49.5	26	26	25	25	24	24	24	23	23	23
50.0	27	26	26	26	25	25	24	24	24	23
50.5	27	27	27	26	26	26	25	25	25	24
51.0	28	28	27	27	27	26	26	26	25	25
51.5	29	28	28	28	27	27	27	26	26	26
52.0	29	29	29	28	28	28	27	27	27	26
52.5	30	30	29	29	29	28	28	28	27	27
53.0	31	30	30	30	29	29	29	28	28	28



**Table A7.2. Percent Body Fat for Females (Height 63.0 – 67.5).**

Circumference Value	Height (in)									
	63.0	63.5	64.0	64.5	65.0	65.5	66.0	66.5	67.0	67.5
47.5	19	19								
48.0	20	20	20	19						
48.5	21	21	20	20	20	19				
49.0	22	21	21	21	20	20	20	19	19	
49.5	22	22	22	21	21	21	20	20	20	19
50.0	23	23	22	22	22	21	21	21	21	20
50.5	24	23	23	23	23	22	22	22	21	21
51.0	25	24	24	24	23	23	23	22	22	22
51.5	25	25	25	24	24	24	23	23	23	22
52.0	26	26	25	25	25	24	24	24	23	23
52.5	27	26	26	26	25	25	25	24	24	24
53.0	27	27	27	26	26	26	25	25	25	24
53.5	28	28	27	27	27	26	26	26	25	25
54.0	29	28	28	28	27	27	27	26	26	26
54.5	29	29	29	28	28	28	27	27	27	26
55.0	30	30	29	29	29	28	28	28	27	27
55.5	31	30	30	30	29	29	29	28	28	28
56.0	31	31	30	30	30	30	29	29	29	28
56.5	32	31	31	31	30	30	30	29	29	29
57.0	32	32	32	31	31	31	30	30	30	29
57.5	33	33	32	32	32	31	31	31	30	30
58.0	34	33	33	33	32	32	32	31	31	31
58.5	34	34	34	33	33	33	32	32	32	31
59.0	35	35	34	34	34	33	33	33	32	32
59.5	35	35	35	34	34	34	33	33	33	33
60.0	36	36	35	35	35	34	34	34	33	33
60.5	37	36	36	36	35	35	35	34	34	34
61.0	37	37	37	36	36	36	35	35	35	34
61.5	38	37	37	37	36	36	36	36	35	35
62.0	38	38	38	37	37	37	36	36	36	35
62.5	39	39	38	38	38	37	37	37	36	36
63.0	40	39	39	39	38	38	38	37	37	37
63.5	40	40	39	39	39	38	38	38	37	37
64.0	41	40	40	40	39	39	39	38	38	38
64.5	41	41	41	40	40	40	39	39	39	38
65.0	42	41	41	41	40	40	40	39	39	39
65.5	42	42	42	41	41	41	40	40	40	39
66.0	43	42	42	42	41	41	41	41	40	40
66.5	43	43	43	42	42	42	41	41	41	40



Circumference Value	Height (in)									
	63.0	63.5	64.0	64.5	65.0	65.5	66.0	66.5	67.0	67.5
67.0	44	44	43	43	43	42	42	42	41	41
67.5	44	44	44	43	43	43	42	42	42	41
68.0	45	45	44	44	44	43	43	43	42	42
68.5	45	45	45	44	44	44	43	43	43	43
69.0	46	46	45	45	45	44	44	44	43	43
69.5	46	46	46	45	45	45	44	44	44	44
70.0	47	47	46	46	46	45	45	45	44	44
70.5			47	46	46	46	46	45	45	45
71.0				47	47	46	46	46	45	45
71.5						47	47	46	46	46
72.0							47	47	46	46
72.5									47	47

**Table A7.3. Percent Body Fat for Females (Height 68.0 – 72.5).**

Circumference Value	Height (in)									
	68.0	68.5	69.0	69.5	70.0	70.5	71.0	71.5	72.0	72.5
49.5	19									
50.0	20	20	19							
50.5	21	20	20	20	19	19				
51.0	21	21	21	20	20	20	19	19		
51.5	22	22	21	21	21	20	20	20	20	19
52.0	23	22	22	22	21	21	21	21	20	20
52.5	23	23	23	22	22	22	22	21	21	21
53.0	24	24	23	23	23	22	22	22	22	21
53.5	25	24	24	24	23	23	23	23	22	22
54.0	25	25	25	24	24	24	24	23	23	23
54.5	26	26	25	25	25	24	24	24	24	23
55.0	27	26	26	26	25	25	25	25	24	24
55.5	27	27	27	26	26	26	25	25	25	25
56.0	28	28	27	27	27	26	26	26	25	25
56.5	29	28	28	28	27	27	27	26	26	26
57.0	29	29	29	28	28	28	27	27	27	26
57.5	30	29	29	29	29	28	28	28	27	27
58.0	30	30	30	29	29	29	29	28	28	28
58.5	31	31	30	30	30	29	29	29	29	28
59.0	32	31	31	31	30	30	30	29	29	29
59.5	32	32	32	31	31	31	30	30	30	29
60.0	33	32	32	32	32	31	31	31	30	30
60.5	33	33	33	32	32	32	32	31	31	31
61.0	34	34	33	33	33	32	32	32	32	31



**Table A7.4. Percent Body Fat for Females (Height 73.0 – 77.5).**

Circumference Value	Height (in)									
	73.0	73.5	74.0	74.5	75.0	75.5	76.0	76.5	77.0	77.5
52.0	20	19	19							
52.5	20	20	20	19	19					
53.0	21	21	20	20	20	20	19	19		
53.5	22	21	21	21	21	20	20	20	19	19
54.0	22	22	22	21	21	21	21	20	20	20
54.5	23	23	22	22	22	22	21	21	21	20
55.0	24	23	23	23	22	22	22	22	21	21
55.5	24	24	24	23	23	23	23	22	22	22
56.0	25	25	24	24	24	23	23	23	23	22
56.5	26	25	25	25	24	24	24	24	23	23
57.0	26	26	26	25	25	25	24	24	24	24
57.5	27	26	26	26	26	25	25	25	25	24
58.0	27	27	27	27	26	26	26	25	25	25
58.5	28	28	27	27	27	27	26	26	26	25
59.0	29	28	28	28	27	27	27	27	26	26
59.5	29	29	29	28	28	28	27	27	27	27
60.0	30	30	29	29	29	28	28	28	28	27
60.5	30	30	30	30	29	29	29	28	28	28
61.0	31	31	30	30	30	30	29	29	29	28
61.5	32	31	31	31	30	30	30	30	29	29
62.0	32	32	32	31	31	31	30	30	30	30
62.5	33	32	32	32	32	31	31	31	30	30
63.0	33	33	33	32	32	32	32	31	31	31
63.5	34	34	33	33	33	32	32	32	32	31
64.0	34	34	34	34	33	33	33	32	32	32
64.5	35	35	34	34	34	33	33	33	33	32
65.0	35	35	35	35	34	34	34	33	33	33
65.5	36	36	35	35	35	35	34	34	34	33
66.0	37	36	36	36	35	35	35	35	34	34
66.5	37	37	37	36	36	36	35	35	35	35
67.0	38	37	37	37	36	36	36	36	35	35
67.5	38	38	38	37	37	37	36	36	36	36
68.0	39	38	38	38	38	37	37	37	36	36
68.5	39	39	39	38	38	38	37	37	37	37
69.0	40	39	39	39	39	38	38	38	37	37
69.5	40	40	40	39	39	39	39	38	38	38
70.0	41	40	40	40	40	39	39	39	38	38
70.5	41	41	41	40	40	40	40	39	39	39
71.0	42	41	41	41	41	40	40	40	39	39



## Attachment 8

**NOMINATION FORMAT FOR OUTSTANDING INSTRUCTOR AWARD**  
(Section VI, Rater's Comments, AFJROTC Form 98)

**A8.1. Nominations.** Nominations will describe contributions made by an instructor in the areas of: 1) Impact on Cadets; 2) Impact on Unit/School; and 3) Impact on Community. Nominations must be typed and contain a concise, informative and measurable impact of the instructor's contribution in these areas for optimum consideration and rating by Regional Directors and HQAFJROTC Board members. Additional rater comments of instructor overall performance may be included. **Nomination length is limited to Section VI (front and back of form) and Section VII, if used for optional indorsing official comments. No added attached pages will be accepted.**

**Figure A8.1. Example Nomination Format.**

**1) IMPACT ON CADETS:**

- a. MSgt Smith coordinated Algebra I tutoring for 15 freshman by 5 senior cadets—100% received a passing course grade
- b. Developed an additional drill practice period during school hours--sacrificed personal teacher planning period to provide 25 cadets unable to practice drill after school hours due to part-time jobs the ability to become drill team members.
- c. ....

**2) IMPACT ON UNIT/SCHOOL:**

- a. MSgt Smith unselfishly devoted 2 weekends each month to mentor cadets and chaperone extra-curricular AFJROTC functions--dedication resulted in a 10% increase in cadet retention
- b. Organized 25 cadets to build, install picnic tables and trash receptacles in school cafeteria courtyard--alleviated overcrowded cafeteria space and provided students with a safe, established alternative lunch area
- c. ....

**3) IMPACT ON COMMUNITY:**

- a. Supervised 100 cadets in performance of 1,000 community service hours at a local veteran hospital--ensured morale visits and Veteran's Day celebrations for 400 veterans
- b. MSgt Smith led the Cadet Color Guard in posting the American flag and pledge of allegiance at 20 at-home sporting events. Appropriate respect for the flag was demonstrated to a cumulative total of over 15,000 local citizens and school visitors
- c. ....