

**BY ORDER OF THE COMMANDER
JEANNE M. HOLM CENTER
FOR OFFICER ACCESSIONS
AND CITIZEN DEVELOPMENT (AETC)**

AFJROTC INSTRUCTION 36-2010

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Personnel



AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS

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This instruction is effective as of 1 June 2018. It 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.

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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.

1.5. Program Management Responsibilities.

1.5.1. Director, Air Force Junior Reserve Officer Training Corps (Holm Center/JR) will:

1.5.1.1. Develop specific policy and procedures for the day-to-day operation of the program.

1.5.1.2. Establish standards for AFJROTC unit operations, instructor qualifications and certifications, and cadet performance.

1.5.1.3. Establish procedures to annually evaluate the operation, administration, and effectiveness of the overall AFJROTC Program and the individual units for contractual compliance, cost, and performance objectives.

1.5.1.4. Open new AFJROTC units to meet congressional, OSD and SecAF mandated unit strength.

1.5.1.5. When necessary, authorize substitution of noncommissioned officers for commissioned officers, and conversely, commissioned officers for noncommissioned officers when volunteers are unavailable and continuing the vacancy is deemed detrimental to the health of the unit.

1.5.1.6. Develop procedures for routine AFJROTC unit closings and recommend unit closings to Holm Center/CC for final approval.

1.5.2. Deputy Director (Holm Center/JRD) will:

1.5.2.1. In the absence of the Director, be responsible for all duties noted in paragraph 1.5.1.

1.5.2.2. Develop, monitor, adjust and close out the annual O&M and MILPER execution plan for AFJROTC.

1.5.2.3. Is responsible for developing the AFJROTC O&M and MILPER budgets and POM inputs.

1.5.2.4. Develop responses AFJROTC Congressional inquiries.

1.5.2.5. Manage all manpower and personnel actions to include fill actions, the man-day process, augmentation, VLPAD, and any other personnel related programs or actions.

1.5.2.6. Maintain proficiency with Unit Evaluation process to assist with overall annual inspection requirement.

1.5.2.7. Manage all aspects of Outreach for AFJROTC.

1.5.3. Operations Division (Holm Center/JRO) will:

1.5.3.1. Manage the Unit Assessment/Visit process and ensures proper execution to include notification, scheduling and follow-up as required.

1.5.3.2. Oversee two branches: Unit Evaluation Branch and Leadership Development (LDR) Branch

1.5.3.3. Manage annual standardization meetings for all Regional Directors to ensure HQ guidance and requirements will be applied equally to all units.

1.5.3.4. Be responsible for the scheduling and training of all personnel performing Regional Director duties.

1.5.3.5. Schedule Executive Board meetings (Director, Deputy Director, Division Chiefs and Regional Directors) as required in order to discuss topics of interest from AFJROTC Units/Instructors

1.5.3.6. Coordinate and schedule Operations and Curriculum Waiver Boards as required.

1.5.4. Support Division (Holm Center/JRS) will:

1.5.4.1. Provide Administrative support to JR, JRD, JRO and JRS.

1.5.4.2. Implements all actions governing activation and deactivation of AFJROTC units.

1.5.4.3. Maintain all New Unit Applications, Eligible Applicant List and School Candidate List.

1.5.4.4. Maintain Unit Recognition as well as the Cadet Gold and Silver Valor award programs.

1.5.4.5. Provide Logistical Support to AFJROTC Units through use of WINGS | FedMall; ensure new units are properly supported with New Unit Start up package.

1.5.4.6. Coordination of all Report of Surveys for lost / stolen AF property at AFJROTC Units.

1.5.4.7. Responsible for Unit Deactivation Checklist coordination with SASI/ASI.

1.5.4.8. Provide GPC/GTC financial support to AFJROTC units; process credit card requests in support of units O&M and MILPER needs. Coordinates all Reports of Survey for lost / stolen Air Force property at AFJROTC Units.

1.5.5. Instructor Management Division (Holm Center/JRI) will:

1.5.5.1. Manage the instructor application lifecycle.

1.5.5.2. Refer approved candidates to schools for hiring consideration and process instructor hiring actions.

1.5.5.3. Process instructor certification actions.

1.5.5.4. Development instructor job responsibilities, specifications, performance standards, and work rules.

1.5.5.5. Develop instructor qualifications and training requirements.

1.5.5.6. Ensure instructors are scheduled for mandatory certification training.

1.5.5.7. Monitor and evaluate instructor performance.

1.5.5.8. Administer the Weight and Body Fat Management Program.

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. Any unit determined to be non-compliant may be placed on probation or considered for deactivation.

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. Each school must staff their AFJROTC program with a minimum of two instructors (i.e. 1 officer and 1 NCO). When cadet enrollment grows, schools will hire additional instructors or cap cadet enrollment (see Chapter 20 for details). Per the signed Air Force/school agreement, AFJROTC must be a separate academic and administrative department of the school with the SASI serving as the department head or equivalent. All current academic year AFJROTC instructor contracts must be in accordance with the signed agreement between the Air Force and the school district superintendent and pay must be at least equal to the 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 and process 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. 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. Upon closure notification, 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 an approved uniform daily in accordance with section 13.8 of this instruction 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 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. Additionally, all instructors are responsible to ensure the duties and responsibilities, as stated in Chapter 13, are adhered to at all times.

3.5. Instructor Weight and Body Fat Standards. Instructor staff must meet weight and/or body fat standards as outlined in 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. Use of any other system requires HQ waiver as outlined in the Curriculum Guide. 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. **NOTE: Weapons storage must have a primary lock (on the weapons themselves or weapons cabinet) and secondary lock (which limits access to the area/room where the weapons are stored, to authorized personnel only). A classroom door lock will not be considered one of two required 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. **NOTE: Replica weapons will never be issued to take home.**

4.2. Air Force Non-Information Technology Asset (ITA) 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 (Mobi-view 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 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-IT 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 non-IT item 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 IT Asset Management (ITAM). IT equipment is not funded or controlled by AFJROTC/JROL. All questions will be referred to your Equipment Control Officer in Holm Center Support Directorate, Computer Support Branch (Holm Center /SDCS).

4.3.1. The IT Equipment Custodian will conduct an annual Asset Inventory Management (AIM) inventory; this includes government furnished 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 use by the unit will be turned in to DRMO or transferred to another unit. The IT Equipment Custodian (ITEC) 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 ITEC letters, AIM inventories and Training Certification (Primary and Alternate) will be accomplished and signed every year whether there have been ITEC changes or not. This will be accomplished between 1 January and 10 February each year.

4.3.2. Failure to comply with the Holm Center/JR suspense (the deadline) for submitting an updated ITEC letter, AIM inventories, and Training Certifications (Primary and Alternate) will result in the unit's AIM account being locked (until resolution of non-compliance), and instructors placed on probation. Repeated failure to comply may result in instructor decertification for failure to meet program requirements. Additionally, any account not compliant by 30 April will be excluded from tech refresh for the corresponding year.

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

4.3.3.1. Ensure all Air Force funded equipment is reported on the AIM Inventory

4.3.3.2. Do not list non-AF funded (i.e., personal or school) assets on the AIM Inventory

4.3.3.3. All assets on the AIM inventory must be accounted for and disposed of as Air Force property

4.3.4. If IT assets are lost or discovered stolen, a Report of Survey must 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 ITA, contact Holm Center/SDCS. Once Holm Center/SDCS requirements have been met and the changes are reflected on an updated AIM inventory, IT asset disposition records (DD Form 1348-1) are not required to be maintained in the unit.

4.3.6. IT assets will also have the Holm Center/SDCS generated AIM accountability bar code labels applied.

4.4. Identifying Air Force Equipment. All Air Force Property (IT assets and WINGS-listed non- IT 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 FEDMALL.

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, Cotton/Polyester, Blue SS	Shirt, Cotton/Polyester, Blue SS
Shirt, Cotton/Polyester, Blue LS	Shirt, Cotton/Polyester, Blue LS
Shoes, Dress, Black Leather*	Shoes, Dress, Oxford/Pumps, Black Leather*
Trousers, Blue	Slacks, Blue
ABU Blouse	Skirt, Blue
ABU Trousers	ABU Blouse
Sage Green Boots	ABU Trousers
Black Boots **	Sage Green Boots
	Black Boots **
<p>*Units may purchase corfam shoes/pumps only for Color Guard or Drill Team Members using MILPER funds. Replacement shoes/pumps may be purchased if a cadet who was issued a pair of shoes/pumps leaves the team or outgrows the shoes/pumps. NOTE: This is for restricted use and is not intended for use across unit's entire cadet corps.</p> <p>** Purchased locally using MILPER funds. Black boots are not to be worn with ABUs.</p>	

4.5.2. All authorized uniform items/accessories that cannot be ordered through FEDMALL must be purchased locally using MILPER funds. OPTION: Black pumps may be purchased and issued in lieu of the oxford shoes from FEDMALL this does not include corfam pumps. The cost cannot exceed the cost of a pair of the FEDMALL 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. Corfam, patent leather or high gloss pumps are authorized (Using Air Force Funds) for **Color Guard or Drill Team members ONLY**. 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 FEDMALL 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. Sage Green Boots and 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.

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.

Table 4.2. AFJROTC Cadet Uniform Allowances – Male and Female (Minimum, Maximum and Optional Issue per Cadet).

Clothing Issue	Sex	Unit of Issue	*Minimum/Mandatory Issue	Maximum Issue
Belt Cotton, Web, Blue	M/F	Each	1	1
Buckle, Nickle, Silver	M/F	Each	1	1
Cap, Garrison, Wool, Blue	M/F	Each	1	1
Necktie, Polyester, Blue	Male	Each	1	1
Neck Tab, Blue	Female	Each	1	1
Coat, Blue (Service Dress)	M/F	Each	1	1
** Jacket, Lt Weight, Female/Male	Male	Each		1
Coat, All Weather	M/F	Each		1
Shirt, Cotton/Polyester, Blue Short Sleeve or Long Sleeve	M/F	Each	1	2
Shoes, Dress, Black	M/F	Pair	1	1
Shoes, Women's Pumps	Female	Pair		1
Socks, Cotton/Nylon Black	M/F	Pair	1	2
Trousers, Blue	Male	Pair	1	2
Slacks, Blue	Female	Pair	1	2
Women's Skirt	Female	Each		1
Undershirt, V-Neck	M/F	Each	1	2
ABU Blouse	M/F	Each		1
ABU Trousers	M/F	Each		1
ABU Belt (Rigger)	M/F	Each		1
ABU Garrison Cap	M/F	Each		1
Green Socks	M/F	Pair		1
Sage Green Boots	M/F	Pair		1
*** Black Boots	M/F	Pair		1
*** Corfam Shoes	M/F	Pair		1

* **Issue of all minimum issue items is mandatory.** Denotes the minimum issue to each cadet.

** Units May Issue Male, Light Weight Jackets to female cadets.

*** Black Boots/corfams may be issued on an as required basis to the unit Color Guard or Drill Team. This is for restricted use and is not intended for use across unit's entire cadet corps.

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**

4.5.5.3.1. Shipping can be coordinated through the mailroom and will be centrally paid at HQ instead of reimbursed to unit. Unit can coord with JROL who will contact SDCA to schedule pickup by shipper. Shipper will bring pre-printed shipping labels to the unit, put them on the package and deliver.

4.5.6. Unserviceable Uniform Disposal.

4.5.6.1. The SASI must ensure WINGS is updated using the Write Off-Accountable Items 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. **NOTE:** Charitable/not-for-profit organizations and unofficial JROTC/Leadership Programs in middle schools and high schools are not authorized to receive donated uniforms.

4.5.6.2.1. 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.

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 IT Equipment Custodian (ITEC) 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.

4.6.2. The EC must maintain the AIM List provided by Holm Center Computer Inventory Management (SDCS). The most recent AIM Inventory can be found in the WINGS IT Refresh module on the Account Information page.

4.6.3. 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.

4.6.4. 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.

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

4.6.6. 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.

4.6.7. 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. At a minimum, the MFR must contain an itemized listing of equipment being reimbursed and a description of the enclosed payment.

4.6.8. 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.

4.6.9. Holm Center/SDF will maintain a copy of the payment (money order, cashier's check, personal or certified check) and support documentation in the unit document file. Records will be maintained for 3.5 years.

4.6.10. 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.

4.6.11. 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.

4.6.12. It reUpon 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 IT or non-IT. See 4.7.3.5.

4.7.2.2. Inventory inspection of non-IT 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 IT asset 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. **NOTE: DD Form 200 templates are available on the Intranet site under Support Directorate, Comm & Info, Hardware.**

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 ITA) to adjust AIM inventory records, or to the unit for their records (for Non-ITA). 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 IT 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/SDCS will take final action on Report of Survey IAW AFMAN 23-220 (for IT assets) by removing asset(s) from the IT account and providing updated inventory.

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 authorized to wear Flight Suit while enrolled in and after successful completion of FAA ground school exam. 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. During scheduled PT/Wellness class, cadets will be in either AFJROTC PT Gear or Unit Local Purchase PT Gear.

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 that meet school requirements. Any Wellness Program that exceeds allowable 20% curriculum delivery requires an approved curriculum waiver.

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*, this instruction and the Operational Supplement when in the Blue uniform, ABUs, and PT Gear (PTG). **NOTE:** ALL references to the Physical Training uniform are now identified in AFI 36-2903 as Physical Training Gear (PTG). All references to the blue uniform should be changed to the blue service uniform to align with the verbiage in AFI 36-2903.

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 FEDMALL and are worn in accordance with AFI 36-2903, this instruction, and the Operational Supplement. Uniforms from other branches of services are not authorized to be worn.

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. Physical Training Gear (PTG) is provided at Air Force expense via FEDMALL

6.1.1.3.1. During scheduled PT/Wellness class, cadets will be in either AFJROTC PT Gear or Unit Local Purchase PT Gear. This must be outlined in the Cadet Guide or the Unit Operating Instructions.

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

6.1.1.3.3. The PTG 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. Not authorized to be worn with the LWBJ.

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.

6.1.1.4.5. Units may accessorize their blue drill team, color guard or exhibition uniforms with solid-color berets, ascots, gloves and one shoulder cord (left shoulder, blue shirt and service dress coat only) without a waiver. With an approved waiver, blue pants may be modified to have a stripe on the outside length of the pants (silver, white, blue, black, or grey only). The HQ-issued chrome helmets may be worn with blue drill team, color guard or exhibition uniform combinations only.

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 service uniform combination (Class B), as determined by the SASI, during an external assessment (Unit Evaluation, SAV, etc.).

6.1.1.7. The blue service 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 service 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 service 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. Cadets will adhere to the proper hair style/grooming standard regardless of the "No Hat" designated 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.

6.1.2. Religious Accommodation/Exception to Policy Requests. AFJROTC welcomes participation from all religious faiths to participate in the program. However, it is important to simultaneously ensure that the desired USAF image is presented, consistent, and in line with broader USAF guidance and intent.

6.1.2.1. USAF guidance and intent. AFJROTC places great importance on remaining sensitive to cadet's individual religious beliefs, but also maintaining the integrity of USAF uniform wear standards. The below information contains AFJROTC guidance for cadets to request an exception to policy to allow for the wear of certain religiously required apparel and/or religiously required relaxed grooming standards while wearing the AFJROTC uniform. Holm Center/JR is the approval authority for all religious accommodations and exceptions to policy concerning the wear of religious apparel and/or relaxed grooming standards. Once approval is granted for a religious accommodation, the cadet may wear the AFROTC uniform for any AFJROTC function. The WINGS waiver module process must be used to obtain Holm Center/ JR approval.

6.1.2.1.1. Religious headgear may be worn in compliance with AFI 36-2903 and this instruction per sections 6.1.2.2 and 6.1.2.3.

6.1.2.1.2. Minimally conspicuous religious headgear. **NOTE: Cadets seeking a religious accommodation waiver must first receive an approved waiver before they are permitted to wear the uniform with the minimally conspicuous religious**

headgear. These are religious headgear items which can be concealed under the uniform hat.

6.1.2.1.2.1. Plain, dark blue or black, minimally conspicuous religious headgear may be worn indoors with written approval of Holm Center/JR. Submit requests with photos of the specific item being worn, along with confirmatory letters from the parent(s) or guardian(s), the religious leader, the principal, and the SASI. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.2.1.2.2. Plain, dark blue or black, minimally conspicuous religious headgear (e.g. a Jewish Yarmulke) may be worn outdoors if the item is able to be fully concealed under the uniform hat with written approval of Holm Center/JR. Submit requests with photos of the specific item being worn, along with confirmatory letters from the parent(s) or guardian(s), the religious leader, the principal, and the SASI. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.2.1.3. Non-minimally conspicuous religious headgear. **NOTE:** Cadets seeking a religious accommodation waiver must first receive an approved waiver before they are permitted to wear the uniform with the non-minimally conspicuous religious headgear. These are religious headgear items which cannot be concealed under the uniform hat. Accommodations for with non-minimally conspicuous religious headgear for wear indoors or outdoors (e.g. female Hijab or male Sikh turban) require Holm Center/JR approval. The requests must include the following items:

6.1.2.1.3.1. Cadet Letter: Cadets must submit a letter addressed to Holm Center/JR through their chain of command. The request letter must include a description of the religious headgear requested to be worn.

6.1.2.1.3.2. Photos: Must submit two pictures of the cadet wearing the requested religious headgear in uniform. One must feature the cadet's side profile and the other must have the cadet facing the camera.

6.1.2.1.3.3. Additional Letters: Must submit endorsement letters from the parent(s) or legal guardian(s), a religious leader, the SASI, and principal concurring with the request. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.2.1.3.4. If a non-minimally conspicuous religious headgear accommodation is approved, no AFJROTC hat is required in uniform when outdoors.

6.1.2.1.4. Religious accessories or accoutrements (other than headgear). **NOTE: Cadets seeking a religious accommodation waiver must first receive an approved waiver before they are permitted to wear the uniform with religious accessories or religious accoutrements (other than headgear).** These items will not be visibly worn with any AFJROTC uniform unless approved by Holm Center/JR.

6.1.2.1.4.1. Submit requests with photos of the specific item being worn, along with confirmatory letters from the parent(s) or guardian(s), the religious leader, the principal, and the SASI. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.2.1.5. Grooming/Appearance Standards. **NOTE: Cadets seeking a religious accommodation waiver for grooming/appearance standards must first receive an approved waiver before they are permitted to wear the uniform with religiously accommodated grooming/appearance standards.** Any religious accommodation or exception to policy regarding grooming/personal appearance requests, including, but not limited to shaving or hair length will be reviewed on a case-by-case basis.

6.1.2.1.5.1. Submit requests with photos of the specific request, along with confirmatory letters from the parent(s) or guardian(s), the religious leader, the principal, and the SASI for Holm Center/JR approval. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.2.1.6. Transgender Requests. Requests for a transgender cadet to be issued the uniform of their identified gender, and codified as that gender in the AFJROTC data system, must be approved by Holm Center/CC.

6.1.2.1.6.1. Submit requests with endorsement letters from the parent(s) or guardian(s), the principal, and the SASI via the WINGS waiver module. Holm Center/JRS will process the request through Holm Center/JR for Holm Center/CC decision. (**NOTE:** Exceptions to parent/guardian letter requirement would only be considered if the cadet has been deemed a ward of the state or otherwise as specified in state or federal law (and documented in the request package). In that instance, the SASI would make the cadet status known in their letter.)

6.1.3. Cadet Personal Appearance.

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

6.1.3.1.1. 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.

6.1.3.1.2. 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 (25%) of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform.

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

6.2. Compliance with School and Unit Conduct Policies.

6.2.1. 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.

6.2.1.1. The Cadet Corps is encouraged to work towards specific, measureable, attainable, realistic, timely (SMART) goals. Unit goals are required to be submitted to HQ via WINGS no later than (NLT) the designated HQ suspense. The goal categories consist of Cadet Impact Goals, School Impact Goals, and Community Impact Goals. One Cadet Impact Goal is to be related to academic performance within the Corps as well as one School Impact Goal related to recruiting/retention efforts of the Corps.

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

6.3. School and Community Service.

6.3.1. 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 the event and updated within one week of completion.

6.3.1.1. 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.

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

6.4. Cadet Unit Mission Briefing.

6.4.1. Cadets will demonstrate discipline, teamwork, and unit cohesion by developing a cadet prepared unit mission briefing. The briefing must include, at a minimum, the six HQ- submitted

specific 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.

6.4.1.1. 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.

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

6.5. Cadet 30-Command Drill Performance.

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

6.5.2. 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.

6.6. Cadet Corps Responsibility for Unit Programs.

6.6.1. 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.

6.6.2. The degree of cadet “ownership” is noted through training and mentoring of fellow cadets, daily planning, cadet-initiated activities/programs, and maintaining all unit functional areas. The unit Cadet Guide/Unit Operating Instruction will include Logistics, the unit Wellness Program and other WINGS accountability programs. Misuse of leadership authority will not be condoned or tolerated.

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

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

CHAPTER 7 – UNIT OPERATIONS

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

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 (per 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 starting its third 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 three 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 rosters 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.

7.1.4. Reserve Cadet. A Reserve Cadet is basically a cadet who cannot enroll in AFJROTC courses within the school and is in the AFJROTC program for the sole purpose of participating in co-curricular (after school) activities. To qualify as a Reserve Cadet, a student will meet one of the following criteria, with SASI concurrence:

7.1.4.1. The student has completed the entire AFJROTC Academic Program at the school and cannot continue without duplicating curriculum courses.

7.1.4.2. The student is currently enrolled in a 4x4 scheduled unit, has completed an AFJROTC course during Term #1 (the first semester), but is not participating in an AFJROTC course during Term #2 (the second semester).

7.1.4.3. The student is in a Traditional scheduled school, but cannot participate in the AFJROTC academic program for that particular year due to only duplicated courses being offered.

7.1.4.4. A student must have been a cadet for at least one academic year (academic term for 4x4) prior to being considered a Reserve Cadet.

7.1.4.5. 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.

7.1.5. 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 and cadets will use WINGS in daily unit operations for obtaining current regulatory guidance, forms, and information, as well as to ensure compliance 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. Any prior legacy or verbal waiver (e-mail, letter, etc.) 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 entitled "Request Content Waiver for this Course." All curriculum waivers will be boarded and approved by Holm Center JROTC Education & technology Integration.

7.2.3. Events. All Leadership Development Requirements (LDR), 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. LDRs (aka: Co-curricular) are activities which are a critical component of a successful AFJROTC unit and will be incorporated into the program. Operation and supervision of LDR activities are to be considered a shared responsibility between the SASI and ASI(s). LDR activities are AFJROTC-sponsored and school-approved teams and/or 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. Units should offer a sufficient variety of LDR activities (planning committees or teams) to attract maximum cadet participation. Committees plan events such as the Military Ball, parades, award ceremonies, etc. Teams participate in drill competitions, orienteering competitions, Raiders team/competition, Color Guard, marksmanship, Saber Team, model rocketry, multicopter, RC airplane, PT Teams, APT Teams, etc. **NOTE:** LDR activities does not include CIA Trips, but could include community service (i.e., Color Guard presenting Colors, teams serving the community). Instructors will closely monitor WINGS “events” entries by cadets to ensure each entry is thorough and accurate.

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 is defined as voluntary, unpaid work intended to help or benefit a person, or persons, in a particular area. AFJROTC Community Service activities are unpaid AFJROTC-sponsored and school-approved events which are planned, organized and executed by the cadet corps while being supervised by a certified AFJROTC instructor to help or benefit the school or community. Units will annotate in WINGS only those activities which meet this Community Service criteria within one week of the event. Units will enter only the true community service hours worked in WINGS. Any prior- or post-preparation time (before or after the event) will be documented as a separate co-curricular event in WINGS. Any planning sessions (pre or post event) will be documented as a separate co-curricular event. Additionally, practice sessions (i.e., color guard, saber team. etc.) in advance of an event will not be logged for community service. The unit will not document nor count any 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 due to it not meeting the required criteria.

7.2.3.4. 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, the event would meet the required criteria for a community service event. **NOTE:** Units will adhere to uniform guidelines in this instruction and AFJROTC Consolidated Operational Supplement, Chapter 7.

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

7.2.5. Self-Assessments are required annually NLT 15 March or NLT 30 days prior to an external evaluation (whichever comes first). The HQ-AFJROTC representative will review the self-assessment prior to external visits to evaluate the accuracy and thoroughness of the unit's self-assessment, findings and corrective actions. **NOTE:** Unit-identified findings must be consistent with findings identified during the external evaluation to avoid a potential discrepancy during an external evaluation.

7.2.6. Cadet Access. Instructors will manage cadet access to include entering cadet leaders to the JROTC Cadet Access area of WINGS, as well as monitoring and approving changes made by cadet leaders.

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. Cadets will not condone or encourage any type of hazing or initiation rituals.

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 proper educational 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 must use, and must be approved by the appropriate school authority. **NOTE:** Invited guests to the unit/school campus do not qualify as a CIA trip. Additionally, co-curricular events conducted outside campus do not qualify as CIA trips.

7.4.1. Units must take a minimum of one CIA trip per academic term with a minimum of 25% of the academic term cadets participating. 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 Milper) 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 trip occurs in conjunction with a community service or Co-Curricular event, those will be considered as separate events, and annotated as separate events.

7.4.6. Expense reimbursements or credit card payments will follow the criteria found in the AFJROTC Operational Supplement, Chapter 8 "Finance Guide."

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 Holm Center/JRO and school district permission. Participation in this program is at the discretion of the school authorities. A unit may apply to begin or host a marksmanship program by sending a signed letter from the hosting principal requesting the program to Holm Center/JRO. All instructors must receive range safety training sponsored by the Civilian Marksmanship Program (CMP) as a condition of approval by Holm Center/JRO.

7.4.11. Other activities that include the use of operable weapons (e.g., archery, signal cannon, firing party) may be approved by Holm Center/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. All instructors must receive appropriate safety training for the activity provided by a recognized sponsor of the activity, as well as provide documentation on cadet safety training, as conditions of approval by Holm Center/JRO.

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 towards a highly-effective recruiting and retention program

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

7.6.1. As a minimum, Cadet Guides will contain the following:

7.6.1.1. Current uniform wear, personal appearance and grooming requirements, as defined in AFI 36-2903, this instruction, and any supplemental Holm Center/JR 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 and process.

7.6.1.7. Prohibition on Verbal or Physical Discipline and Hazing (see Paragraph 7.3.).

7.6.1.8. Reserve Cadet participation requirements, such as uniform wear, community service events, etc.

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 Chapter 7 of 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, but will include, as a minimum, fall and spring PSR (NLT 10 Oct and 10 Feb, respectively), unit goals (NLT 10 Oct), ADPE (Information Technology) Verification (NLT 10 Feb), Self-Assessment (NLT 15 Mar), and events (NLT 10 Apr).

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), Staff Viability Visits (SVV), HQ-Requested visits, and School-Requested visits are all 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 a HQ AFJROTC representative can occur anytime throughout the year, as required. Only those assessments conducted by a HQ AFJROTC representative will qualify as an external assessment. External Assessments may be conducted with prior notice or no-notice. The assessment official will submit their report in WINGS within 72 hours 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 placement of the instructors on probational certification (See Chapter 14).

8.2.2.1. Upon completion of the self-assessment, the unit will submit 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. Instructors must use the most current Weight and Body Fat Measurement Worksheet found in WINGS. 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 assessment report will not be accepted. If you have difficulties transmitting the report online, please contact HQ AFJROTC.

8.2.2.5. Prior to a unit evaluation, the self-assessment will be submitted in WINGS no later than 14 calendar days prior to the inspecting official's arrival. The inspecting official will 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 the unit evaluation could be negatively impacted.

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 II of the Assessment Report will be rated, and instructor height & weight check recorded in Section III, the remainder of the visit will be non-rated.

8.3.2. Second Year Unit Visit. During a new unit's second school year of operation, the unit will receive a formal non-rated visit. Although individual items will be assessed and section ratings will be generated, only Section II of the Assessment Report will be rated and the instructor height weight check will be recorded in section III. However, no overall assessment rating will be given. A HQ Action Plan will be required for any discrepancies noted. Once a Second Year Unit Visit is completed, the unit will receive their first UE the next school year.

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

8.3.4. SVV. The purpose of this Headquarters-directed visit is to fully discuss AFJROTC cadet enrollment requirements and strategies to improve both enrollment and retention. This will not be an inspection but a formal, documented viability visit designed to help instructors, cadet corps, school and district staff regarding recruiting and retention efforts. The SVV will also ensure that the unit is being properly supported by the school district and to provide assistance as required.

8.4. Overall Unit Evaluation Ratings. The overall inspection rating is automatically scored in WINGS. **NOTE:** *Overall* inspection ratings do not include sections II and VIII.

8.4.1. Exceeds Standards. When four 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 Standards w/Discrepancies,” the overall UE is rated as “Meets Standards.”

8.4.3. Meets Standards 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 Standards 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. Calculations within Sections II-VI:

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

8.5.1.2. Meets Standards. No more than one item can be rated “Meets with Discrepancies,” with no “Does Not Meet” items.

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

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

8.5.2. Calculations within Section VII:

8.5.2.1. Exceeds Standards. Three or more items marked “Exceeds Standards” with no “Does Not Meet” and with no more than one “Meets with Discrepancies.”

8.5.2.2. Meets Standards. No more than three items can be rated “Meets with Discrepancies,” with no more than one “Does Not Meet” item.

8.5.2.3. Meets Standards with Discrepancies. No more than four items graded below “Meets Standards” with no more than two “Does Not Meet” items.

8.5.2.4. Does Not Meet Standards. Five or more items rated below “Meets Standards” or three 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. If this occurs, the evaluator will recommend to the Director of AFJROTC, that the overall grade be adjusted to reflect the actual state of the unit, as seen by the evaluator.

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 Holm Center/JRO 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/instructors are getting off to a good start, being properly supported by the school district and provide assistance as required. The visit should normally take place in the 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. Each instructor will have actual height/weight measurements accomplished by the HQ representative per this instruction.

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

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

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

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

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

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

8.7.11. 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 (SAV). 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 a 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 will follow the Unit Pre-Assessment Checklist upon notification of their SAV date. The Checklist is located in WINGS, at Attachment 1 of the “AFJROTC Assessment Checklist, Rubric and Attachments.” Official notification of unit SAV date will be received via the afjrotc.com email system.

8.8.2. Units will provide the evaluator all inspection documents and other materials listed in Attachment 2 of the “AFJROTC Assessment Checklist, Rubric and Attachments.” 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.

8.8.3. 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.

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

8.8.5. A Cadet Mission Brief must be provided. See the AFJROTC Operational Supplement and WINGs published files for details and examples.

8.9. Staff Viability Visit (SVV). The purpose of this Headquarters-directed visit is to fully discuss AFJROTC cadet enrollment requirements and strategies to improve both enrollment and retention. This will not be an inspection but a formal, documented viability visit designed to help instructors, the cadet corps, school and district staff regarding recruiting and retention efforts. The SVV will also ensure that the unit is being properly supported by the school district and to provide assistance as required. The visit may take an entire school day. The SASI/ASI will schedule all required activities well in advance. The HQ representative will make a recommendation regarding unit continuation, unit closure and or instructor decertification at the end of the next PSR cycle. The following activities will be performed during the visit:

8.9.1. The evaluator will review the completed self-assessment with the instructors and provide feedback as required. (Units must ensure a self-assessment is completed and submitted via WINGS prior to the visit. This self-assessment is to ensure all inspection items are meeting minimum compliance.)

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

8.9.3. Meet with AFJROTC instructors. Discuss any issues concerning recruiting and retention. Separate meetings with individual instructors will be scheduled, if an instructor desires this.

8.9.4. Meet with cadet leadership, if time allows. This will be an informal discussion on recruiting and retention. This is not a mission briefing.

8.9.5. Tour all AFJROTC areas with SASI/ASI.

8.9.6. Meet with school counselor(s) to discuss AFJROTC enrollment requirements, recruiting and retention.

8.9.7. Discuss any other topic as needed.

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

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

8.9.10. After the SVV, instructors will work with the principal, counselors, and district personnel to develop an AFJROTC recruiting and retention action plan that details how they will achieve cadet enrollment viability. This written action plan will be forwarded to the unit's Regional Director.

8.10. 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.

8.11. 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.

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

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

8.11.3. 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.

8.11.4. 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.

8.12. 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.

8.13. 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.

8.13.1. 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.

8.13.2. 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.

8.13.3. If a unit or school fails to correct discrepancies in a timely manner any of the outcome could result in unit/instructor probation or instructor decertification. Failure to correct Section II discrepancies could result in unit probation or closure.

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

8.14.1. 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 (however, when a specific instructor’s tenure at the unit is deemed to be of insufficient length to have impacted the unit evaluation outcome, that specific instructor may be exempted from probation). 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. Failure to obtain an overall revisit rating of “Meets Standards” or higher (with no unusual circumstances beyond the instructor’s control) will result in the probationally certified instructor(s) being individually considered for decertification (see Chapters 14 and 15).

8.14.2. 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.

8.14.3. 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.

8.15. 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.

8.15.1. A unit receiving an overall rating below "Meets Standards with Discrepancies" will be placed on probation for a period of one school 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.

8.15.2. 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

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

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. At a minimum units will have completed a successful graded Unit Evaluation and meet viability standards.

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 each service's recruiting instructions/regulations.

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. Air Force Academy Nominations: Students will apply for nomination to the Senior Aerospace Science Instructor (SASI), SASI must certify that the applicants meet the basic eligibility requirements and have or will have successfully completed the prescribed AFJROTC program by the end of the school year. The SASI will contact USAFA Admissions for an AFJROTC Nomination Appointment form.

10.5.2. Holm Center Operations Support will send a list of the AFJROTC Distinguished Unit Award winners to USNA and USMA Service Academies. The Service Academies will maintain a Distinguished Unit Award list so cadets who apply to Academies on line will get additional consideration. (AFI 36-2019 and USAFA Sup to AFI 36-2019)

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 – NEW UNIT SELECTION AND UNIT DEACTIVATION PROCESS

11.1. Responsibility of the Air Force. The Director of AFJROTC will meet congressional mandates of total unit strength by offering new programs to applicant schools. New unit applications will be evaluated using a variety of objective and subjective criteria. New unit offers will be made only after a thorough evaluation of applicant schools. Units may be deactivated for non-compliance, low enrollment, economic reasons, when requested by the school district, or when deemed in the best interest of the Air Force.

11.2. New Unit Application Procedures. The following are the procedures used for a school to apply to host an AFJROTC unit.

11.2.1. The process starts when an applicant school district submits an AFJROTC Form 59, *Application for Establishment of AFJROTC Unit*. New applications may be submitted at any time of year.

11.2.1.1. Holm Center/JRS validates and begins processing the application after receiving the signed signature page from the superintendent of the applying school. (Address to send signature page: Holm Center/JRS, 60 West Maxwell Blvd, Maxwell AFB, AL 36112-6106).

11.2.2. Applications will be screened to determine initial eligibility. Examples of eligibility include, but are not limited to, the following. The school must:

11.2.2.1. Be a public or private secondary educational institution.

11.2.2.2. Have adequate classroom, office, storage, and drill space identified should an AFJROTC unit be offered to the school.

11.2.2.3. Not already be hosting a JROTC unit from another service.

11.2.2.4. Have a current accreditation (unless the school has yet to open).

11.2.2.5. Comply with Title VI of the US Civil Rights Act of 1964.

11.2.2.6. Be able to grant academic credit towards graduation for the completion of AFJROTC courses.

11.2.2.7. Have waited a minimum of 5 years before applying if having previously hosted an AFJROTC unit.

11.2.2.8. Have waited a minimum of one calendar year before reapplying if having previously declined two offers to host an AFJROTC unit.

11.2.3. If the school does not meet initial eligibility requirements, Holm Center/JRS will return the application stating the reasons for ineligibility.

11.2.4. If the school meets initial eligibility requirements, Holm Center/JRS will notify the school that the application has met initial eligibility requirements. Holm Center/JRS will advise the applicant school that they are being added to Eligible Applicant List (EAL) and that they may receive a site survey in the future.

11.3. Site Surveys. Site surveys are normally formal in-person visits to EAL schools. Site surveys are not automatic and are accomplished only as necessary to move a school from the EAL to the School Candidate List (SCL). Holm Center/JRO appoints site survey officials when required to visit an EAL school.

11.3.1. The site survey official will coordinate the date and time of the site survey with the EAL schools superintendent and principal.

11.3.2. The site survey will be conducted and scored according to the rules established by Holm Center/JR. Once complete, the site survey officer will electronically complete the site survey module in WINGS within seven calendar days.

11.4. Final Application Actions.

11.4.1. Holm Center/JRS will notify the EAL school if the information obtained on a site survey results in a non-recommendation. The non-recommendation must be documented to include the reasons for the non-recommendation, and the school's application will be removed from applicant pool. The school may reapply after the reasons for non-recommendation have been remedied.

11.4.2. If the site survey results in an EAL school being recommended to host a program, the school will be added to the SCL. The SCL is the entire list of schools recommended to host a program on file with Holm Center/JR.

11.4.3. Holm Center/JRS will notify schools of being placed on the SCL. **NOTE:** NDCC host schools are retained on the SCL until the NDCC is deactivated or converted to a regular program.

11.5. New Unit Offerings. The SCL is maintained in alphabetical order until a new unit offering is needed.

11.5.1. When a new unit offer is needed, Holm Center/JR will use a board process, with input from the Deputy Director, Division Chiefs, and Regional Director(s) to determine which candidate school(s) represent(s) the best choice to present an offer to at that particular time.

11.5.1.1. Application and site survey scoring factors are included in the board process. These scoring factors include, but are not limited to: geographic location (i.e. underrepresented/overrepresented state), overall school population, and overall site survey assessment.

11.5.1.2. Board member inputs provide current information, such as the possibility of a new unit being able to hire two instructors, proximity to military installations or 4-year

colleges, proximity to other AFJROTC units and the school's potential to meet minimum cadet enrollment requirements.

11.5.1.3. Using all available inputs, the Holm Center/JR determines the most appropriate school(s) for which to make an offer.

11.5.1.4. The results of the new unit board process will be captured in writing for future reference.

11.5.2. Holm Center/JR will send a letter officially offering a school a new AFJROTC unit. The notification letter will inform the school that they must accept the offer, in writing, within the specified time period stated on the letter. Acceptance is defined as signing the Air Force/School District Agreement and returning it to Holm Center/JRS, 60 West Maxwell Boulevard, Maxwell AFB, AL 36112-6106. If the stated time expires without written acceptance, the offer will be considered declined.

11.5.3. If the school accepts the offer, Holm Center/JRS will route the signed Memorandum of Agreement to obtain Holm Center/CC signature. Once signed, Holm Center/JRS will complete the necessary database updates and publish new unit orders.

11.5.4. Once the new unit orders are published, Holm Center/JRI will post the new positions on the master vacancy listing.

11.6. New Unit Offer Declinations.

11.6.1. If a school declines an offer for the first time, it must notify Holm Center/JRS with reasons for declination. The school may remain on the SCL, if so desired.

11.6.2. If a school declines an offer for a second time within two years following its first declination, it will be removed from the SCL. Holm Center/JRS will notify the school of the removal.

11.6.2.1. If the school would like to be considered for an AFJROTC unit in the future, it must submit a new application no earlier than one calendar year after being removed from the SCL. Resubmitted applications must state why the school feels it is now ready to open an AFJROTC unit. All resubmitted applications in this context require Holm Center/JR review and approval to return to the SCL.

11.7. Existing National Defense Cadet Corps (NDCC) Schools.

11.7.1. Existing NDCC schools may be chosen by Director of AFJROTC to become regular AFJROTC programs, if the NDCC program:

11.7.1.1. Has completed a successful external staff assistance visit or unit evaluation.

11.7.1.2. Is meeting minimum enrollment requirements.

11.7.1.3. Is in full compliance with the Air Force / School District Agreement.

11.7.1.4. Is in full compliance with Headquarters AFJROTC directives and policies.

11.7.2. NDCC programs that accept must accept the offer following the same provisions in paragraph 11.5. Once that is completed, Holm Center/JRI will notify Instructor Pay of the pending change in reimbursement. Holm Center/JRS will ensure all other necessary actions are completed to convert the NDCC to regular program status.

11.8. Selecting New National Defense Cadet Corps (NDCC) Units

11.8.1. Authority: Title 10, Section 2034 of the United States Code allows the Air Force to provide the materials required to support an aerospace science course of instruction at a high school without a regular JROTC program.

11.8.2. Eligibility: The high school must:

11.8.2.1. Already be on the SCL, or have a completed application and recent site survey.

11.8.2.2. Be approved by Holm Center/JR to host an NDCC unit.

11.8.2.3. Have a signed Memorandum of Agreement for the establishment of an Air Force NDCC unit.

11.8.3. Schools approved to host an NDCC program are automatically retained on the SCL until deactivated or converted to a regular program.

11.8.4. In no case will a regular AFJROTC program be converted to NDCC status, regardless of unit status or potential program deactivation.

11.9. Unit Deactivation Process. Units may be deactivated when they are not in full compliance with public law, DoD instructions, AFJROTC requirements, or for economic reasons.

11.9.1. Common reasons for unit deactivation. An AFJROTC unit may be deactivated for the following reasons:

11.9.1.1. When a school district wishes to deactivate their AFJROTC program. The superintendent will notify Holm Center/JR by submitting an official letter indicating the reason(s) for the district's decision and proposed timeline for program deactivation.

11.9.1.2. When an AFJROTC unit does not reach mandatory minimum cadet enrollment for a period of three consecutive years. If this occurs, Holm Center/JR may recommend to Holm Center/CC that the unit be deactivated. **NOTE:** Instructor decertification will be considered prior to recommending unit deactivation (see Chapter 15).

11.9.1.3. When an AFJROTC unit is found to have one or more areas of non-compliance with the Air Force/School agreement. If adequate and timely corrective actions are not taken, Holm Center/JR may recommend to the Holm Center Commander that the unit be deactivated.

11.9.1.4. All AFJROTC units must operate with a minimum of two AFJROTC instructors. When an AFJROTC unit fails to have a minimum of two AFJROTC instructors for a period of six months the unit will be placed on a period of probation not to exceed 12 months. If the collective efforts of both the Air Force and school district fail to attract and/or retain a minimum of two instructors by the end of the probationary period, Holm Center/JR may recommend to the Holm Center Commander that the unit be deactivated.

11.9.2. Unit Deactivation Board.

11.9.2.1. Final unit deactivations are recommended by Holm Center/JR to the Holm Center Commander for approval.

11.9.2.2. Prior to Holm Center/JR recommending final unit deactivation to the Holm Center Commander, Holm Center/JR will chair a deactivation board to determine which units, if any, to recommend for deactivation. Deactivation boards members consist of the AFJROTC Deputy Director, AFJROTC Division Chiefs and applicable AFJROTC Regional Director(s). Deactivation boards will fully assess each unit based on the specific circumstances of that unit. Deactivation boards will consider unit evaluation history, compliance history, unit probation, instructor probation or decertification, and unit cadet enrollment history. Deactivation boards may be held at any time of year. **NOTE:** Deactivation boards are not required for school district-requested deactivations.

11.9.2.3. The results of a deactivation board will be presented to the Holm Center commander in a briefing (preferred) or in writing to the Holm Center commander for final approval.

11.9.3. Deactivation Notifications. Once a unit deactivation is approved by Holm Center/CC, Holm Center/JR will officially notify the school, in writing, of the deactivation decision, timelines and actions necessary to complete the deactivation.

11.9.3.1. Holm Center/JRI/JRO and JRS will ensure all necessary actions to complete unit deactivation are scheduled and accomplished as required. Also see Section 2.10.

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 and Air Force or Holm Center directives. Unit files normally consist of administrative records, supply and equipment records, and cadet academic and/or personnel records and instructor personnel-related 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:** Cadet Access is conducted through a restricted WINGS interface, granted and monitored by AFJROTC instructors). AFJROTC.com e-mail accounts are for official and authorized AFJROTC program business use only.

12.3.2. 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 Air Force funded equipment and WINGS accounts.

12.5. Safety. When conducting any AFJROTC activity, within 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 events and activities.

12.5.1. Natural Disasters. The primary concern during natural disasters is instructor and cadet safety. It is vitally important that Headquarters AFJROTC 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). (See Chapter 13 for POV use restrictions).

PART 2: INSTRUCTOR MANAGEMENT

CHAPTER 13 – INSTRUCTOR RESPONSIBILITIES, JOB SPECIFICATIONS, AND CONDUCT

13.1. Responsibilities of the Air Force. The Director of AFJROTC bestows the basic certification for all AFJROTC instructors to teach in the AFJROTC program.

13.1.1. The Instructor Management Division (Holm Center/JRI) is accountable for the proper development and administration of job descriptions, specifications, performance standards, and work rules. Holm Center/JRI monitors instructor performance via official school reports, AFJROTC Form 98, *AFJROTC Instructor Evaluation Report*, unit evaluation reports and other data received.

13.2. Responsibilities of Schools: Schools will operate their AFJROTC programs with a minimum of two instructors, normally one officer instructor and one NCO instructor. When cadet growth warrants, schools may employ additional instructors, or must cap cadet enrollment. In cases where there is a long term instructor vacancy, schools should consider use of a substitute teacher to assist with classroom teaching duties. See Paragraph 22.11 for substitute teacher information.

13.2.1. AFJROTC Instructors are school employees in all regards, but acquire their certification to teach AFJROTC from the Air Force. If a person does not hold an AFJROTC certification from the Air Force, a school cannot employ them as an AFJROTC Instructor.

13.2.2. Because of the shared interest in an instructor's performance, school officials will monitor and evaluate performance in accordance with normal school policy and simultaneously using this chapter and Chapter 16.

13.3. Responsibilities 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 will directly supervise all cadets participating in official AFJROTC unit events, AFJROTC community service events and other unit activities (e.g. drill competitions, curriculum-in-action trips, base visits, etc.) that enhance or supplement the program. Instructors will exhibit only the highest levels of personal and professional conduct while serving as an AFJROTC instructor.

13.3.1. Instructors must understand that communications between Headquarters and an instructor may be disclosed to school officials when necessary. This includes, but is not limited to communication about an instructor's certification status.

13.4. Essential Functions of All AFJROTC Instructors. To successfully be an AFJROTC Instructor, an applicant must be able to:

13.4.1. Conduct Academic Classes. An AFJROTC Instructor is expected to prepare for and teach periods of instruction of 45 to 90 minutes each, for as many as 4 to 6 periods per day, depending on a particular school's schedule. Each class period may contain as many as 30 students (possibly more in unusual circumstances) holding a range of ages and maturity levels,

and coming from different socio/economic backgrounds. Teaching academic classes involves significant organizational, interpersonal and communication skills, and a high degree of patience.

13.4.2. Lead Before and/or After-School Activities. An AFJROTC Instructor is expected to coordinate and lead a variety of school activities, possibly held before or after each school day, both indoors and outdoors. These after school activities may include physical training events, academic clubs, rocketry teams, marksmanship teams, along with performing drill instruction and demonstrating drill sequences. Leading after school activities involves significant organizational skills, strong teambuilding skills, and physical stamina.

13.4.3. Lead Off-Campus Events. An AFJROTC instructor is expected to lead field trips to historical sites, visits to local government agencies and military installations, and to march in parades with their cadets. Leading off campus events involves significant organizational skills, physical stamina, and the ability to remain calm in hectic situations.

13.4.4. Be an Ambassador of the Air Force. An AFJROTC instructor is expected to exemplify a positive image of the Air Force at all times by conducting themselves in a highly professional manner, in both their words and their actions. Additionally, an AFJROTC instructor is expected to maintain a professional military appearance in uniform, and to comply with AFJROTC weight and body fat standards.

13.4.5. Complete any additional state and/or local school district mandated teacher certification or continuing education requirements. Any additional certification requirements above the basic AFJROTC instructor certification must be accomplished at no expense to the Air Force.

13.4.6. Successfully incorporate AFJROTC-approved interactive learning software/hardware with classroom instruction, and have a competent knowledge of curriculum planning, Air Force educational programs, drill and ceremonies, and educational administration, including tests and measurements. Academic, administrative, logistical, financial support tasks, and after-school activities will be equally shared by all instructors as regular duties.

13.4.7. Complete the mandatory Air Force JROTC Instructor Certification Course (JICC) as a condition of certification. Certification remains valid as determined by the Director of AFJROTC (see Chapters 14, 15 and 16).

13.5. Job Specifications of AFJROTC Instructors.

13.5.1. Senior Aerospace Science Instructor (SASI). The SASI is the senior instructor assigned (by retired military grade). When two instructors of equal retired military grade are assigned to an AFJROTC unit, the principal (or designated administrator) will designate which instructor will be the SASI. If this is necessary, consider academic degree level, teaching experience, and personal desires in designating the SASI. **NOTE:** The SASI is normally a retired commissioned officer, but in certain circumstances, when a commissioned officer cannot be obtained, Holm Center/JRI may grant a waiver for an enlisted SASI.

13.5.1.1. Per the signed school district/Air Force agreement, AFJROTC must be designated as a separate academic and administrative department of the school. Therefore the SASI will be identified as a Department Head or equivalent with all associated responsibilities and authorities. As the Department Head, the SASI manages and administers the AFJROTC program in accordance with public law, DoD, Air Force, Holm Center and AFJROTC instructional guidance, under supervision of the school principal or other designated school official.

13.5.1.2. A successful SASI is an effective leader who is action oriented, outgoing, proactive, and self-reliant. The SASI 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.

13.5.2. Specific Duties of the SASI. The SASI will:

13.5.2.1. Serve as the Head of the AFJROTC Department (or equivalent if the school does not use departments). This is accomplished by attending school/district Department Head meetings and other meetings where school resources (especially drill space) are being negotiated, where annual class schedules are being developed, and any other meeting where AFJROTC may be impacted or where AFJROTC can assist the school.

13.5.2.2. Supervise, evaluate, and assign work to all assigned Aerospace Science Instructors (ASIs). Review and monitor the course plan of each assigned instructor.

13.5.2.3. Supervise the academic, administrative, logistical, co-curricular, and financial management of the unit. **NOTE:** Academic, administrative, logistical, financial support tasks, and after- school activities are equally shared by all instructors as regular duties.

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

13.5.2.4.1. Ensure the integration of the AFJROTC program into the school environment by cultivating a positive atmosphere of cooperation with school, community, veteran's, and parental groups; participating in student information programs and public service actions; and ensuring AFJROTC is established and remains a separate, integral academic and administrative department of the institution.

13.5.2.4.2. Plan, organize, and instruct aerospace science and leadership education academic courses in compliance with this instruction and other applicable directives. Ensure all courses meet minimum required hours of course content and organize a curriculum model to complement the local school curriculum plan.

13.5.2.4.3. Develop course syllabi, daily and weekly lesson plans, assignments, demonstrations, training aids, reference materials, and any related data to accomplish course and lesson objectives. Complete lesson plans are furnished to each instructor by the Holm Center and they may be tailored to fit 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.

13.5.2.4.4. Confer with Holm Center/DE (Academic Affairs) regarding course planning and content, examination procedures, scheduling difficulties, teaching methods and techniques, and other related areas.

13.5.2.4.5. Instruct students by a variety of means, such as lecture, guided discussion, lecture and discussion combined, student briefing or report, student panel, teaching interviews, guest lectures, team teaching, demonstration-performance, role playing, and brain-storming or problem solving using large and small group interaction.

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

13.5.2.4.7. 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.

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

13.5.2.4.9 Develop and supervise curriculum-in-action (CIA) trips, associated student fundraising, community service 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).

13.5.2.4.10. Ensure cadets participating in AFJROTC sponsored trips, events, activities, drill competitions, associated student fundraising (and any other AFJROTC event or activity) are directly supervised by at least one AFJROTC instructor and the appropriate number of chaperones, as required by local school district policies.

13.5.2.4.11. 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. As the AFJROTC Department Head, the SASI participates in the school's "master-scheduling" process or equivalent to ensure adequate time and space is allotted for AFJROTC requirements each year.

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

31.5.2.4.13. Coordinate with Holm Center/DE and school officials to ensure AFJROTC accreditation.

13.5.2.4.14. Interview, evaluate and recommend applicants applying for AFJROTC instructor duty by fully completing the AFJROTC Form 102, *Interview of AFJROTC*

Instructor Applicant. Once completed, forward the AFJROTC Form 102 to Holm Center/JRI.

13.5.2.4.15. Provide an introductory briefing on AFJROTC, to include the contract agreement between the school and Air Force, to a newly assigned principal or superintendent, or other key school officials and board members.

13.5.2.4.16. Give AFJROTC presentations to local schools to raise awareness of the program and encourage new high school students to participate in the program.

13.5.2.4.17. Sponsor new units and new instructors in the geographic area to guide them in getting started.

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

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

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

13.5.2.4.21. Ensure cadets maintain high standards of personal conduct and appearance at all times. If cadet grooming and uniform standards are not fully met by any specific cadet, the SASI will initiate removal of the cadet from the AFJROTC program. See Chapter 2.

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

13.5.2.4.23. 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.

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

13.5.2.4.25. Follow AFJROTC financial procedures and maintain financial accountability in accordance with AFJROTC policy.

13.5.2.4.26. 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.

13.5.2.4.27. 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. Instructors may pay for CPR training using unit O&M funds if available. If funds are not available, this remains a mandatory, individual instructor requirement.

13.5.2.4.28. 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 deadlines.

13.5.2.4.29. 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. Establish a course of academic instruction as outlined in the current school year AFJROTC Curriculum Guide, and offer a variety of non-classroom activities, as outlined per this instruction.

13.5.3. Aerospace Science Instructor (ASI). In each unit, a noncommissioned officer (may also be a commissioned officer in certain cases) is employed as an ASI to complete the unit's basic complement of instructors. In the context of AFJROTC program requirements, operations and activities, the ASI is supervised by and reports directly to the SASI (AFJROTC Department Head). A successful ASI is an effective leader who is action oriented, outgoing, proactive, and self-reliant. Must be of excellent moral character and have an enthusiasm for aerospace science, leadership education, teaching, and the Air Force.

13.5.3.1. The ASI assists with the instruction, supervision and development 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 primary military property custodian (MPC). Academic, administrative, logistical, financial support tasks, and after-school activities are equally shared by all instructors as regular duties.

13.5.4. Specific Duties of the ASI:

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

13.5.4.2. Ensure the integration of the AFJROTC program into the school environment by cultivating a positive atmosphere of cooperation with school, community, veteran's, and parental groups; participating in student information programs and public service actions; and ensuring AFJROTC is established and remains a separate, integral academic and administrative department of the institution.

13.5.4.3. Plan, organize, and instruct aerospace science and leadership education academic courses in compliance with this instruction and other applicable directives. Ensure all courses meet minimum required hours of course content and organize a curriculum model to complement the local school curriculum plan.

13.5.4.4. Develop course syllabi, daily and weekly lesson plans, assignments, demonstrations, training aids, reference materials, and any related data to accomplish course and lesson objectives. Complete lesson plans are furnished to each instructor by the Holm Center and they may be tailored to fit 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.

13.5.4.5. Confer with Holm Center/DE (Academic Affairs) regarding course planning and content, examination procedures, scheduling difficulties, teaching methods and techniques, and other related areas.

13.5.4.6. Instruct students by a variety of means, such as lecture, guided discussion, lecture and discussion combined, student briefing or report, student panel, teaching interviews, guest lectures, team teaching, demonstration-performance, role playing, and brainstorming or problem solving using large and small group interaction.

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

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

13.5.4.9. 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.

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

13.5.4.11. 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).

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

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

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

13.5.4.15. Follow AFJROTC financial procedures and maintain financial accountability in accordance with AFJROTC policy.

13.5.4.16. 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.

13.5.4.17. All instructors are required to have current Adult (ages 14-18) Cardiac Pulmonary Resuscitation (CPR) certifications at all times while on employment contract. These certifications must be granted from a nationally recognized, hands-on style program. Instructors may pay for CPR training using unit O&M funds if available. If funds are not available, this remains a mandatory, individual instructor requirement. Instructors who do not possess a valid CPR certification will not lead or supervise any cadet wellness activities until the certification is properly obtained.

13.5.4.18. 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 deadlines.

13.5.4.19. 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.

13.6. Personal and Program Standards.

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

13.6.1.1. Maintain Standards. Instructors must maintain professional dress and personal appearance, meet and maintain weight and body fat requirements, ensure professional relationships, endure professional communications at all times, ensure professional conduct, as well as abstaining from substance abuse and any other nefarious activity which can bring discredit to AFJROTC or the Air Force. 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.

13.6.1.2. 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 showing 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 14 and 15.

13.6.1.3. Instructor/Student Unprofessional Relationships. AFJROTC Instructors are charged with the incredible responsibility of educating high school students about how to be better citizens. Because of this incredible responsibility, AFJROTC must ensure their every action, including verbal and nonverbal communications, are at a level of professionalism which sets the most positive example possible. Instructors are individually responsible to be aware of, and guard against, behaviors or actions that may generate the *perception* of an unprofessional relationship.

13.6.1.3.1. 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., counseling or talking with students alone behind closed doors, or texting to a student personal phone number.

13.6.1.4. Mandatory Reporting of Adverse Actions. Instructors must report to Holm Center/JRI and their Regional Director within 24 hours of any investigation being initiated/conducted on them by the school, or disciplinary or administrative action taken by the school (including being placed on administrative leave), the 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) or any criminal charge. This reporting may be accomplished via telephone or email within the 24 hour timeframe. A failure to make these notifications as stated may be grounds for probational certification, suspended certification, or decertification as outlined in Chapters 14 and 15.

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

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

13.6.2.2. Wear the Air Force uniform in accordance with Paragraph 13.8.

13.6.2.3. 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 the AFJROTC-approved courses unless the performance of such duties or teaching is outside the normal school day, does not hinder or conflict with any AFJROTC after-school/co-curricular activities, 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 which all other teachers are normally subject to and that are rotated regularly (daily, weekly, monthly, or annually) among all other teachers in the school.

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

13.6.2.5. Instructors are permitted to be a member of a teacher's union. However, instructors must abstain from participation in strikes where prohibited by law. If striking is allowed by law, and an instructor wishes to participate in lawful strikes or lawful demonstrations, wear of any Air Force uniform is not authorized. Additionally, AFJROTC instructors will not officially sanction such activities as an Air Force representative. Use of cadets in uniform in support of strikes or demonstrations is strictly prohibited. Instructors are required to immediately notify their Regional Director and Holm Center/JRI of a pending strike or instructor participation in an actual strike.

13.6.2.5.1. 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.

13.6.2.6. Comply with all Air Force directives governing AFJROTC program requirements, operations and activities.

13.6.2.7. Comply with school district professional standards, policies and regulations.

13.7. Instructor Uniform Wear.

13.7.1. Instructors must wear an approved uniform every regular school day and on all other occasions when acting in the official capacity of a SASI or ASI. Instructors will not create "down days" or any other concept which excuses wear of an approved uniform.

13.7.2. All instructors will wear a blue service uniform combination anytime cadets are in a blue service uniform combination. Additionally, all instructors will wear an equal or higher class of blue uniform than is worn by their cadets. Instructors will also wear the blue service uniform when there is an opportunity for ambassadorship or increased public awareness of AFJROTC and its mission. **EXCEPTION:** Instructors may wear appropriate civilian/school attire, or service uniforms while attending drill meets or participating in AFJROTC events outside of the school setting.

13.7.3. With school principal approval (must have a signed principal approval letter on file in the unit), instructors may choose to wear the ABU/FDU no more than three days per week. ABU/FDU wear will not occur on a day where cadets are in any blue service uniform combination.

13.7.4. During periods of physical exertion, such as physical training (PT), the instructors may wear a unit PT uniform or slacks/polo. **NOTE:** The PT or slacks/polo option may only be worn one day per week, regardless of schedule.

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

13.7.6. Special Uniform Items. AFI 36-2903 prescribes the proper (or prohibited) wear of the various uniform items, badges and accouterments earned before retirement. It is not uncommon for a uniform item which is authorized for wear before retirement, to be no longer authorized afterwards, or while serving as an AFJROTC instructor. Instructors are individually

expected to maintain current knowledge of all dress and appearance requirements and restrictions. Additionally: Retired First Sergeant's and Command Chiefs must consult the applicable AFI for wear of the First Sergeant diamond device or Command Chief star.

13.7.7. AFJROTC Instructor Badge. Wear of this badge is optional, but highly encouraged. AFJROTC does not prescribe the specific location for which the badge is to be placed. Therefore, if worn, the badge will be worn in an authorized badge location per AFI 36-2903. Instructors will be provided one Instructor Badge upon completion of JICC. Additional badges may be ordered through commercial vendors at no cost to the Air Force.

13.7.7.1. Wear of the Gold Instructor Badge is limited to current and past winners of the Region Outstanding Instructor Award as described in Chapter 18.

13.7.8. AETC Instructor Badge. AFJROTC instructors are not authorized to wear the AETC Instructor Badge. Consult AETC-published guidance for further details.

13.8. Transporting Cadets in Privately Owned Vehicles. All school and district policies must be followed regarding cadet transport in instructor Privately Owned Vehicles (POVs). In the absence of a written school or district policy which specifically permits the transportation of AFJROTC cadets in an AFJROTC Instructor's POV, the following policy will be adhered to:

13.8.1. Transporting any cadet in an instructor POV during a non-emergency situation without prior written parental (or legal guardian) consent is prohibited. Written parental permission must be obtained and kept on file by the instructors or school according to school principal direction.

13.8.2. Instructors will not be alone with a single (1) cadet in a POV, regardless of prior written parental consent, in a non-emergency situation. This rule encompasses both moving POVs and stationary POVs.

13.8.3. If an emergency situation arises where a cadet or cadets must be transported in an instructor's POV and prior written parental consent was not obtained, the instructor must fully document the situation in writing and brief their school principal the next regular school day.

13.8.4. Planning ahead is very important to avoid violation of this specific policy.

13.8.5. This POV policy is designed to provide guidance where school guidance does not exist and/or is insufficient, and to appropriately protect our instructors and our cadets. Instructors who are found to be in violation of this policy may face probational certification or decertification.

13.9. Understanding of Communications. All instructors must understand that information related to instructor duty performance and behavior will be shared between Headquarters and school officials when necessary. This includes, but is not limited to, all communications concerning an instructor's certification status.

CHAPTER 14 – INSTRUCTOR CERTIFICATION

14.1. Responsibilities for Certification.

14.1.1. The Director of AFJROTC (Holm Center/JR) is the certifying authority for retired Air Force members to perform instructor duties in an AFJROTC program. A person may not be employed as an official AFJROTC instructor unless they are Certified, Provisionally Certified, or Probationally Certified by the Director of AFJROTC. Experienced instructors who meet specified criterion, may be awarded Advanced Certification.

14.1.2. The Instructor Management Division (Holm Center/JRI) monitors instructor duty performance via unit evaluations, AFJROTC Form 98 evaluations, reports from school officials and regional directors, and various other indicators, including but not limited to meeting mandatory deadlines and data system logon requirements.

14.1.3. AFJROTC instructors are individually responsible to ensure their performance and conduct fully meet the requirements of an AFJROTC instructor and they must continuously operate their unit in full compliance with all program requirements.

14.2. Certification Status.

14.2.1. Provisional Certification. An approved applicant who is newly hired by a school is provided a letter of Provisional Certification until completion of the in-residence Air Force JROTC Instructor Certification Course (JICC). Provisional Certification enables a new instructor to begin employment, teach AFJROTC academic classes, and conduct AFJROTC events and activities while awaiting JICC attendance. All newly hired instructors and their schools are notified in writing by Holm Center/JRI of the Provisional Certification until completion of JICC.

14.2.2. Certified. An instructor is considered Certified after successfully completing JICC. Based upon the availability of funds, Holm Center/JR will fund travel, lodging and per diem costs (no salary included) for newly hired instructors to attend JICC. Certification is valid indefinitely, provided all areas of the instructor's performance remains at a satisfactory level. Certification can be removed by the Holm Center/JR for cause (see Chapter 15).

14.2.3. Advanced Certification. AFJROTC Advanced Certification is not a mandatory requirement for instructor duty. Certified instructors are encouraged to obtain Advanced Certification which may be recognized within their school district/state for higher standing or advanced teacher certification. Instructors may apply for Advanced Certification following satisfactory completion of three full academic years of instructor duty, and completion of an additional academic degree, or 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, 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.

14.2.3.1. 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 14.2.3. Upon completion of Advanced Certification requirements, Holm Center/JRI prepares and issues a certificate of *Advanced Instructor Certification*. In accordance with Chapter 15, the Director of AFJROTC may remove Certification and/or Advanced Certification for cause.

14.2.4. Probational Certification. A period of probational certification is not considered a punitive action, but a means to provide an instructor a specified period of time to correct deficiencies in unit operations, overcome low enrollment, and/or rehabilitate personal conduct or performance. Probational Certification provides instructors an opportunity to improve and meet expectations in lieu of decertification. During a period of probational certification, school officials, regional directors and Holm Center/JRI closely monitor the instructor's performance. While on probational certification, instructors are ineligible to transfer (see Chapter 17) or receive an outstanding instructor award (see Chapter 18).

14.2.4.1. An instructor may be placed on Probational Certification by the Holm Center/JR when they exhibit less than satisfactory performance or professional conduct, or they have failed to be in, or operate their unit in, full compliance with all program requirements. These deficiencies may surface via unit evaluations, AFJROTC Form 98 evaluations, data system entries, reports from school officials or regional directors, and through various other indicators, such as compliance in meeting mandatory deadlines, data system logon requirements, etc.

14.2.4.1.1. Holm Center/JRI prepares correspondence for the Holm Center/JR to notify instructors in writing, of their probational certification status. Probational certification letters will identify the reason(s) for the probational certification, the period of the probational certification, the expected outcomes or conditions necessary for removal of the probational certification, and that decertification may result if probation outcomes or conditions are not satisfactorily met.

14.2.4.1.2. More than one probational certification may be issued to an individual instructor, when multiple reasons are present. If this occurs, each period of probational certification will have its own reasons, its own time period and its own specific conditions for removal.

14.2.4.1.3. School officials will be informed when any instructor is placed on, or removed from, probational certification status.

14.2.4.2. Where individual instructor performance or behavior is the main concern, probational certification is the preferred step preceding decertification. Holm Center/JRI, after coordinating with the SASI (regarding ASIs) and school principal or superintendent, recommends a course of action to the Holm Center/JR.

14.2.4.2.1. In most cases, the term of probation is approximately 120 days but may be adjusted at the discretion of Holm Center/JRI according to individual circumstances or time of school year.

14.2.4.2.2. If an AFJROTC Form 98 evaluation is required at the end of the probationary period, the ratings and comments on that evaluation will serve as evidence on whether the instructor may be removed from probation, continued on an additional period of probation, or decertified. (See Table 14.1, Rules 17 and 18.)

14.2.4.2.3. A probationally certified instructor is personally responsible for ensuring their performance becomes satisfactory in the timeframe provided.

14.2.4.2.4. If an instructor's performance is determined to be extremely deficient, egregious, unprofessional or criminal, Holm Center/JRI may recommend decertification with no period of probational certification period (see Chapter 15).

14.2.4.2.5. An instructor who resigns or retires while on a period of probational certification is permanently withdrawn from the instructor pool and their application will be closed. (See Chapters 15 and 21.) For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

14.2.4.3. Probational certification status can also result from:

14.2.4.3.1. An instructor receiving an administrative or disciplinary action from the school (including from the SASI for an ASI) if Holm Center/JR determines the underlying reasons for the school's actions warrant further documented monitoring. An AFJROTC Form 98 may or may not be required at the end of the probational certification period.

14.2.4.3.2. A School-Initiated or HQ-AFJROTC Requested AFJROTC Form 98 that has one or more Section II Performance Area ratings of "Needs Improvement" with an Section III overall "Satisfactory" rating (see Table 14.1, Rules 12 and 13). When probational certification is the result of the ratings and/or comments on an AFJROTC Form 98, another AFJROTC Form 98 will be required at the end of the probational period.

14.2.4.3.3. A HQ-AFJROTC Requested AFJROTC Form 98 (follow up to a probational certification) that has at least one Section II Performance Area rating of "Needs Improvement" with an Section III overall "Satisfactory" rating (see Table 14.1, Rule 17). When probational certification is the result of the ratings and/or comments on an AFJROTC Form 98, another AFJROTC Form 98 will be required at the end of the probational period.

14.2.4.3.4. Placement on the weight and body fat management program (WBFMP) by Holm Center/JRI for exceeding body fat standards. An AFJROTC Form 98 is not required when an instructor is placed on or removed from the WBFMP (see Table 14.1, Rules 21 through 25 and Chapter 19).

14.2.4.3.5. Unit receives a "Does Not Meet Standards" Unit Evaluation. All instructors assigned to the unit will be placed on probation. However, when a specific instructor's tenure at the unit is deemed to be of insufficient length to have impacted

the unit evaluation outcome, that specific instructor may be exempted from probation. Removal from probation will be contingent upon the follow-up Unit Evaluation earning a minimum of a “Meets Standards” rating. Failure to achieve a minimum of an overall “Meets Standards” Unit Evaluation rating, with no unusual circumstances beyond the instructor’s control, will result in a probationally certified instructor being considered for decertification (see Table 14.1, Rules 19 and 20).

14.2.4.3.5.1. When there are concerns identified with individual instructor performance or behavior, beyond what is typically evaluated and captured on the unit evaluation itself, an AFJROTC Form 98 may be requested by Holm Center/JRI.

14.2.4.3.6. Unit fails to achieve minimum statutory enrollment. All instructors assigned to a unit which does not meet statutory minimum enrollment will be placed on probational certification. However, when a specific instructor’s tenure at the unit is deemed to be of insufficient length to have impacted cadet enrollment, that specific instructor may be exempted from probation. A HQ-AFJROTC Requested Form 98 may be directed upon placement on probational certification as a means to determine if there are any specific concerns with an instructor which may have contributed to the low enrollment situation. An AFJROTC Form 98 in this case will stand independently of the probational certification for low enrollment.

14.2.4.3.7. Instructors who fail to report adverse actions against them may be placed on probational certification for failing to report. Adverse actions include an investigation, a civil or criminal charge (excludes minor traffic violations), a cadet or parental complaint filed with school system, or disciplinary/administrative action taken by the school (See section 13.7.1.1.3).

14.2.4.3.8. Insubordination or unprofessional behavior between officers and NCO instructors, or by instructors towards school officials, will not be tolerated and may result in a period of probational certification. Particularly egregious documented violations may result in decertification with no period of probational certification. (See Chapter 15.)

14.2.5. Suspended Certification. An instructor’s certification to teach AFJROTC may be suspended, in writing, by the Director of AFJROTC if an instructor is arrested or charged for a criminal offense, or is otherwise placed under investigation, either by the school district or a criminal investigative authority, for conduct that could discredit the AFJROTC program.

14.2.5.1. The instructor or instructor’s supervisor shall report such an occurrence to their Regional Director or Holm Center/JRI within 24 hours of the occurrence. Failure to report such an occurrence may result in decertification of the instructor.

14.2.5.2. While an instructor’s certification is suspended, they are prohibited from performing any AFJROTC duties or interacting with any cadets until the reason for their suspended certification is resolved and the Director of AFJROTC reinstates their certification in writing.

14.2.5.2.1. When an instructor's certification is suspended, the paid or unpaid status of an instructor is at the discretion of the school district. If a school district chooses to place the instructor in unpaid status, the Air Force cost share for the instructor must be adjusted to prevent overpayment to the school district.

14.2.5.2.2. School officials will be informed when an instructor's certification is suspended.

14.2.5.3. An instructor who resigns or retires while on Suspended Certification is permanently decertified (see Chapter 15). For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

14.3. Action before Change of Certification Status.

14.3.1. When a school evaluation report, unit evaluation/visit report, 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, as the employer, consider taking corrective action, including consideration of whether the continued employment of the instructor is appropriate. If school officials fail to take corrective measures, Holm Center/JRI may process the case under Chapters 14, 15, or 16 of this instruction as determined by the Director of AFJROTC.

14.3.2. If probational certification is required under paragraph 14.2.4, the Director of AFJROTC will notify the instructor and appropriate school officials, in writing, of the change of certification status. Instructors will acknowledge receipt of the certification status change to Holm Center/JRI in writing (i.e., an email response is sufficient). School officials will be informed when any instructor is placed on, or removed from, probational certification status.

14.3.3. Probation letters will contain the reason(s) for status change, the time period or term of the probational certification, certification reinstatement conditions, and the possibility of decertification if the conditions of the probational certification are not fully met. If an AFJROTC Form 98 is required at the end of the probational certification period, the probation letter will indicate this.

14.3.4. Upon completion of a period of probational certification, the Director of AFJROTC will notify the instructor and appropriate school officials in writing of the instructor's certification status. (See Chapter 15 for an unsuccessful term of probation action).

14.3.5. When necessary and/or when determined prudent by the Director of AFJROTC, a period of probational certification may be continued or extended for an additional period of time. If this occurs the instructor will be notified of the continuation or extension in writing. A continuation or extension of probational certification will list the reasons, the time period or term involved, the conditions of probation removal, and the possibility of decertification if the conditions are not fully met.

Table 14.1. AFJROTC Probation, Certification, Withdrawal, and Decertification Rules.

Rule	If	And	And	Then certification status is
1	An instructor resigns/retires while <i>provisionally</i> or <i>probationally</i> certified	There is no documented humanitarian situation or other unusual circumstances for the resignation/retirement		Withdrawn from the instructor applicant pool (Paragraphs 15.6 and 17.6.2)
2	An instructor resigns or retires 30 days <i>prior to</i> or <i>during</i> the established school year	There is no documented humanitarian situation or other unusual circumstances for the resignation/retirement		Withdrawn from the instructor applicant pool (Paragraphs 15.6 and 17.6.2)
3	An instructor resigns/retires following notification of an investigation into alleged misconduct, while being investigated for alleged misconduct, or after notification of pending decertification action			Decertified (Paragraphs 15.2.3 and 17.6.3)
4	An instructor is sent a decertification letter from the Director of AFJROTC	The decertification decision is not appealed to Holm Center CC or CV within 15 calendar days from receipt of the decertification letter		Decertified (Paragraph 15.5.5)
		The decertification decision is appealed to Holm Center CC or CV within 15 calendar days of receipt of the decertification letter	Appeal is <i>fully</i> granted	Certified
			Appeal is partially granted. Decertification is overturned, but instructor is placed on continued probation with specific terms prescribed	Probationally Certified (Paragraph 14.2.4)
			Appeal is denied	Decertified (Paragraph 15.5.5)
5	An instructor received administrative or disciplinary action from the school	The Director of AFJROTC determines the underlying reason(s) for the school's action(s) warrant further documented monitoring		Probationally Certified (Paragraph 14.2.4)
		The Director of AFJROTC determines the underlying reason(s) for the school's action(s) <i>do not</i> warrant further documented monitoring		Certified
6	An instructor is arrested or charged for a criminal offense, or placed under investigation by the school or criminal investigative authority for conduct that could discredit the AFJROTC program	The Director of AFJROTC determines the circumstances <i>do not</i> warrant temporary removal of the instructor's certification to teach AFJROTC		Certified
		The Director of AFJROTC determines the circumstances warrant temporary removal of the instructor's certification to teach AFJROTC		Suspended Certification (Paragraph 14.2.5)

Rule	If	And	And	Then certification status is
7	An instructor departs (resigns, retires, contract non-renewed) <u>at end of school year and no</u> Departure Form 98 is obtained within 15 calendar days of the effective date of termination (Paragraph 17.6.4)			Withdrawn from the instructor applicant pool (Paragraph 15.6)
8	An instructor receives a Departure Form 98 (resigns, retires, contract non-renewed) <u>at end of a school year and</u> the Form 98 contains <u>only one</u> Performance area rated no lower than “Needs Improvement,” contain no comments that indicate significant performance problems and overall rating is “Satisfactory”			Certified
9	An instructor receives a Departure Form 98 (resigns, retires, contract non-renewed) <u>at end of a school year and</u> the form 98 contains <u>two or more</u> Performance Area ratings below “Satisfactory” and over rating is “Unsatisfactory”	The Form 98 is <u>not</u> appealed per Chapter 16		Decertified (Paragraph 15.2.6)
		The Form 98 is appealed per Chapter 16	The appeal is denied The appeal is partially granted, but two or more Performance Area ratings remain below “Satisfactory” regardless of overall rating	
			The appeal is fully granted or <u>only one</u> Performance Are rating remains no lower that “Needs Improvement” and the overall rating is changed to “Satisfactory”	Certified
10	An instructor receives a Departure Form 98 (resigns, retires, contract non-renewed) <u>at end of a school year and</u> the Form 98 contains <u>two or more</u> Performance Area rating no lower than “Needs Improvement” and overall rating is “Satisfactory”	The Form 98 is not appealed per Chapter 16		Decertified (Paragraph 15.2.6)
		The Form 98 is appealed per Chapter 16	The appeal is <u>denied or</u> results in <u>two or more</u> Performance Area ratings remaining “Needs Improvement”	
			The appeal is fully granted or only one Performance Area rating remains lo lower than “Needs Improvement”	Certified

Rule	If	And	And	Then certification status is
11	A Departure, School-Initiated or HQ AFJOTC-Requested Form 98 has no Performance Area ratings below “Satisfactory,” contains <u>no</u> comments that indicate significant performance problems and the overall rating is “Satisfactory”			Certified
12	A School-Initiated or HQ AFJROTC-Requested Form 98 has <u>only one</u> Performance Area rating of no lower than “Needs Improvement” and the overall rating is “Satisfactory”	The Form 98 is not appealed per Chapter 16	The Director of AFJROTC determines the comments <u>are not</u> significant enough to warrant a follow-up Form 98	Certified
			The Director or AFJROTC determines the comments <u>are</u> significant enough to warrant a follow-up Form 98	Probationally Certified (Paragraph 14.2.4)
		The Form 98 is appealed per Chapter 16	The appeal is <u>denied</u> and the Director of AFJROTC determines the comments <u>are</u> significant enough to warrant a follow-up Form 98	Probationally Certified (Paragraph 14.2.4)
			The appeal is <u>denied</u> and the Director of AFJROTC determines the comments <u>are not</u> significant enough to warrant a follow-up Form 98	Certified
			The appeal process results in <u>the one</u> Performance Area being upgraded above “Needs Improvement”	
13	A School-Initiated or HQ AFJROTC-Requested Form 98 has <u>two or more</u> Performance Areas rated no lower than “Needs Improvement” and the overall rating is “Satisfactory”	The Form 98 is <u>not</u> appealed per Chapter 16		Probationally Certified (Paragraphs 14.2.4 and 15.2.4.)
		The Form 98 is appealed per Chapter 16	The appeal is <u>denied</u> <u>or</u> results in <u>two or more</u> Performance Area ratings remaining “Needs Improvement”	
			Appeal results in <u>only one</u> Performance Area rating remaining no lower than “Needs Improvement” The appeal process results in <u>all</u> Performance Area ratings being upgraded <u>above</u> “Needs Improvement”	Certified

Rule	If	And	And	Then certification status is
14	A School-Initiated or HQ AFJROTC-Requested Form 98 has one or more Performance Areas rated “Unsatisfactory” and the overall rating is “Unsatisfactory”	The Form 98 is <u>not</u> appealed per Chapter 16		Decertified (Paragraph 15.2.5)
		The Form 98 is appealed per Chapter 16	The appeal is <u>denied</u> <i>or</i> results in <u>one or more</u> Performance Area ratings remaining “Unsatisfactory” or overall rating remaining “Unsatisfactory”	
			The appeal process results in <u>one or more</u> Performance Area ratings remaining no lower than “Needs Improvement,” but overall rating is changed to “Satisfactory”	Probationally Certified (Paragraph 14.2.4)
			The appeal process results in a <u>maximum of one</u> Performance Area rating remaining no lower than “Needs Improvement” with overall rating changed to “Satisfactory”	Certified
The appeal process results in all Performance Area ratings being upgraded above “Needs Improvement” with overall rating changed to “Satisfactory”				
15	An instructor <u>involuntarily terminated</u> during the school <u>year</u>	No Departure Form 98 is obtained within 15 calendar days of the effective date of the involuntary termination		Withdrawn from the instructor applicant pool (Paragraph 15.6)
		The Departure Form 98 contains <u>one</u> Performance Area rating no lower than “Needs Improvement” and overall rating of “Satisfactory”		Certified
16	An instructor <u>involuntarily terminated</u> during the school <u>year</u> and they receive a Departure Form 98 having <u>two or more</u> Performance Areas rated below “Satisfactory” regardless of overall rating	The Form 98 is not appealed per Chapter 16		Decertified (Paragraph 15.2.6)
		The Form 98 is appealed per Chapter 16	The appeal process results in <u>two or more</u> Performance Area ratings remaining below “Satisfactory” regardless of overall rating	
			The appeal process results in a <u>maximum of one</u> Performance Area rating remaining no lower than “needs Improvement” and the overall rating is changed to “Satisfactory”	Certified

Rule	If	And	And	Then certification status is
17	A HQ AFJROTC-Requested Form 98 as a <i>follow-up</i> (due to a probational certification) has <i>at least one</i> Performance Area rated below “Satisfactory” with an overall rating of “Satisfactory”	The Form 98 is <u>not</u> appealed per Chapter 16		Decertified (Paragraph 15.2.6)
		The Form 98 is appealed per Chapter 16	The appeal process results in at least one Performance Area rating remaining rated “Needs Improvement”	Probational Certification (Paragraph 14.2.4) or Decertification (Paragraph 15.2.6)
			The appeal process results in <i>all</i> Performance Area ratings being upgraded <i>above</i> “Needs Improvement”	Certified
18	A HQ AFJROTC-Requested Form 98 as a <i>follow-up</i> (due to a probational certification) has <i>at least one</i> Performance Area rated below “Satisfactory” with an overall rating of “Unsatisfactory”	The Form 98 is <u>not</u> appealed per Chapter 16		Decertified (Paragraph 15.2.6)
		The Form 98 is appealed per Chapter 16	The appeal process results in <i>at least one</i> Performance Area rating remaining at or below “Needs Improvement” and the overall rating remaining at “Unsatisfactory”	
			The appeal process results in <i>only one</i> Performance Area rating remaining “Needs Improvement” and the overall rating changed to “Satisfactory”	Probational Certification (Paragraph 14.2.4) or Decertification (Paragraph 15.2.6)
The appeal process results in <i>all</i> Performance Area ratings being upgraded <i>above</i> “Needs Improvement” and overall rating changed to “Satisfactory”	Certified			
19	An instructor is assigned to a unit that receives a <i>Does Not Meet Standards</i> unit evaluation rating (Paragraph 14.2.4.3.1.5)	The instructor is <i>not</i> specifically exempted from sharing the responsibility of the evaluation rating		Probationally Certified (Paragraph 14.2.4)
20	An instructor is on probation for being assigned to a unit that received a <i>Does Not Meet Standards</i> unit evaluation and fails to garner a minimum of a <i>Meets Standards</i> on the official re-inspection (Paragraph 14.2.4.3.5)	There are no unusual circumstances which are beyond the instructor’s control		Probationally Certified (Paragraph 14.2.4) or Decertified (Paragraph 15.2.6)

Rule	If	And	And	Then certification status is
21	An instructor is identified as exceeding the maximum body fat percentage, but <i>is not</i> already in WBFMP Phase I or Phase II			Certified, but entered into the WBFMP 90-day observation period (Paragraph 19.5.4)
22	An instructor completes the 90-day WBFMP observation period and is identified as <u>exceeding</u> the maximum body fat percentage			Probationally certified and entered into WBFMP Phase I (Paragraph 19.5.4)
23	An instructor completes the 90-day WBFMP observation period and is <u>at or below</u> the maximum body fat percentage			Certified, but entered into WBFMP Phase II (Paragraph 19.5.4)
24	An instructor is in WBFMP Phase II and is identified as exceeding the maximum body fat percentage			Probationally certified and entered into WBFMP Phase I (Paragraph 19.5.4 and 19.5.5)
25	An instructor is in Phase I of WBFMP and <i>twice</i> fails to demonstrate satisfactory progress toward Phase I weight/body fat reduction standards or <i>twice</i> fails to submit measurement reports as required or is <i>repeatedly</i> entered into Phase I		There are no reported medical issues or other unique/valid reasons for the unsatisfactory progress/late reports/or repeated placement into Phase I	Decertified (Paragraph 15.2.6 and 19.5.5.4)

CHAPTER 15 – INSTRUCTOR DECERTIFICATION AND WITHDRAWAL

15.1. Responsibilities for Decertification. The Director of AFJROTC may remove an instructor's certification for cause. The Director of AFJROTC must ensure that only those instructors who maintain acceptable standards of performance, professional conduct, and adherence to operational requirements retain their Air Force-provided certification as instructors.

15.1.1. Refer to Table 14.1 for AFJROTC Probation, Certification, Withdrawal and Decertification Rules.

15.1.2. Anytime an instructor is decertified, school officials are informed simultaneously.

15.2. Decertification. Decertification is the permanent removal of an AFJROTC instructor's certification to teach in the AFJROTC program. Decertified instructors cannot be employed by a school in the capacity of an AFJROTC instructor. Decertified instructors are not recommended to serve as a substitute teacher in any AFJROTC program. 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. Following a period of probational certification, if the instructor's performance remains below acceptable standards or the instructor fails to meet the conditions of their probational certification, the instructor may be decertified. Holm Center/JRI will provide evidence of the continued instructor deficiencies to the Holm Center/JR.

15.2.1.1. Based on Holm Center/JR's decision, Holm Center/JRI will prepare the documents for decertification or continued probation.

15.2.1.2. In cases where there appears to be inconsistent information regarding an instructor's performance, Holm Center/JR may appoint an investigating official to conduct research into the performance or behavior of the instructor, or in cases of a potential decertification stemming from an AFJROTC Form 98, appoint an investigating official to determine whether the AFJROTC Form 98 is supported by a preponderance of the evidence (see Section 15.3).

15.2.2. An incident of willful misconduct. An instructor whose performance (includes conduct or maintenance of appropriate school, Air Force, Holm Center, and/or AFJROTC 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. Conduct that does not meet the standards expected of an Air Force officer or NCO, regardless of the instructor's retired status.

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

15.2.2.3. Fraudulent or negligent omission of information on the instructor application that may have led to disapproval of the initial application, regardless of current employment status in AFJROTC, or length of time since initial application was filed.

15.2.2.4. Fraudulent or negligent submission of inaccurate information or forged/fictitious signatures on an official Weight Management and Body Fat Program measurement report.

15.2.2.5. Insubordination or unprofessional behavior between officers and NCO instructors, or by instructors towards school officials.

15.2.2.6. Determination by the Director of AFJROTC 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 or Retirement in Lieu of Decertification or Investigation by School or Law Enforcement Officials. An instructor who resigns or retires any time after notification of any investigation or decertification action, while under an investigation, or in lieu thereof, is decertified and permanently eliminated from the instructor applicant pool. For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

15.2.4. "Needs Improvement" Instructor Evaluation (Not a Departure Evaluation). An instructor who receives a School-Initiated or HQ AFJROTC-Requested Form 98 with two or more Performance Areas rated no lower than "Needs Improvement," and is rated overall "Satisfactory," and does not appeal within the specified timeframe, or if the appeal filed and is denied, is placed on probational certification upon expiration of the time period allotted for appeal action, or after the appeal is decided. (See Table 14.1, Rule 13).

15.2.5. "Unsatisfactory" Instructor Evaluation (Not a Departure Evaluation). An instructor who receives a School-Initiated or HQ AFJROTC-Requested Form 98 with one or more Performance Areas rated "Unsatisfactory" or, regardless of Performance Area ratings, the overall rating is "Unsatisfactory," and does not appeal within the specified timeframe, is decertified upon expiration of the time period allotted for appeal action. If an appeal is submitted, and the outcome of the appeal process results in one or more Performance Areas remaining rated "Unsatisfactory," or the overall evaluation remains "Unsatisfactory," the instructor will be decertified. (See Table 14.1, Rule 14).

15.2.6. Unacceptable Departure Evaluation. An instructor who departs a school at the end of a school year (resigns, retires, contract non-renewal), or is involuntarily terminated during the school year, and has two or more Performance Areas rated below "Satisfactory," or is rated overall "Unsatisfactory," and does not appeal within the specified timeframe, is decertified upon expiration of the time period allotted for appeal action. If an appeal is submitted, and the outcome of the appeal process results in two or more Performance Areas remaining rated "Needs Improvement" or lower, or the overall evaluation remains "Unsatisfactory," the instructor will be decertified. (See Table 14.1, Rules 9, 10 and 16).

15.2.7. Unacceptable Follow-Up AFJROTC Form 98. A HQ-AFJROTC Requested Form 98 as a follow-up (to a period of probational certification) has at least one Performance Area rated below “Satisfactory” with an overall rating of either “Satisfactory” or “Unsatisfactory” and does not appeal within the specified timeframe, will be decertified upon expiration of the time period allotted for appeal action. If an appeal is submitted, and the outcome of the appeal process results in the overall evaluation remaining “Unsatisfactory,” the instructor will be decertified. (See Table 14.1, Rules 17 and 18).

15.2.7.1. If the appeal process results in only one Performance Area remaining rated “Needs Improvement,” but it is an area directly associated with the reason(s) in which the original probational certification was based, the instructor may be decertified or may be placed on another period of probational certification. (See Table 14.1, Rule 18).

15.2.8. Unsatisfactory Progress in Weight and Body Fat Management Program (WBFMP). Unsatisfactory progress in the WBFMP is codified in Section 19.4.9. An instructor who twice fails to reduce weight or body fat at the rates described for satisfactory progress while in in Phase I of the WBFMP (paragraph 19.4.8); an increase in body fat resulting in an individual exceeding body fat standards in Phase II (requiring repeated re-entry into Phase I); or twice fails to report weight and body fat measurements to Holm Center/JRI every 30 days as required may be decertified. (See Table 14.1, Rule 25).

15.2.9. Failure of Follow-Up Unit Evaluation to a Previous Does Not Meet Standards (DNMS) Unit Evaluation. Unless an individual instructor is specifically exempted by Holm Center/JR, all unit instructors will be placed on probational certification following a DNMS Unit Evaluation. If the follow-up evaluation does not result in an overall “Meets Standards” or higher Unit Evaluation rating (with no unusual circumstances beyond the instructor’s control) the probationally certified instructors will be individually considered for decertification (see Table 14.1, Rule 20). **NOTE:** “*Meets Standards with Discrepancies*” is lower rating than “Meets Standards” (See Chapter 8

15.2.10. Failure to Achieve Minimum Statutory Cadet Enrollment. 10 U.S.C. 2031 requires all AFJROTC units to have a minimum cadet enrollment of 10 percent of the school population, or 100, whichever is less. Multiple years of a unit and instructors being on probation for failure to achieve minimum enrollment may lead to instructor decertification or unit deactivation.

15.2.10.1. Prior to instructor decertification or unit deactivation for multiple years of probation for low enrollment, Holm Center/JR will attempt to identify the real or perceived barriers to the low enrollment situation. Holm Center/JR will attempt to re-motivate the instructor(s) and re-educate the instructor(s) and school officials on proven methods to offer and conduct an attractive AFJROTC program. Re-motivation and re-education efforts may be in any form chosen by Holm Center/JR, and may or may not include on-site visits by Headquarters personnel.

15.2.10.2. After re-motivation and re-education, if low enrollment cannot be corrected with the current instructor team, Holm Center/JR will determine, through consultation with school officials, if a change of instructor(s) is a more logical and prudent solution than final

unit deactivation. Holm Center/JR may decertify the current instructor(s) and attempt to give a different instructor team a chance to resolve low enrollment, or Holm Center/JR may recommend final unit deactivation.

15.2.11. Transporting cadets in a Privately Owned Vehicle (POV). Instructors who are found to have violated AFJROTC policy on transporting cadets in a POV may be decertified. (See Section 13.9.)

15.2.12. Failure to report adverse actions. Instructors who fail to report adverse actions against them may be decertified. Adverse actions include an investigation sanctioned or conducted by school officials, a civil or criminal charge (excludes minor traffic violations), a cadet or parental complaint filed with school system, or disciplinary/administrative action taken by the school (see section 13.7.1.1.3).

15.3. Investigations.

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, it is presumed that school employees, acting in their official capacity, follow the rules and act with fairness, integrity, and diligence in carrying out their duties, including when writing instructor evaluations.

15.3.2. Holm Center/JR, after consulting with the school principal, superintendent, or Holm Center Legal Office (JA), may appoint an investigating official to research 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 initiate an Air Force investigation belongs to Holm Center/JR and is not a substantive right conferred to an instructor. Holm Center/JR may generally direct an investigation only when there is sufficient reason to believe:

15.3.2.1. There is a compelling 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 30 days after the exhaustion of all other review procedures.

15.3.3. Investigating Officials. The Director of AFJROTC (Holm Center/JR) may appoint the Deputy Director of AFJROTC, AFJROTC Division Chiefs and Deputies, or AFJROTC Regional Directors to be the investigation official for any instructor or situation. If an Active Duty member is appointed as the investigating official, they must have an equal or higher military grade than the instructor against whom the investigation is centered on (this includes retired grade). The guidelines for Inspector General and Commander-Directed investigations should be used as a general guide 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 as to probational certification, decertification or otherwise. The instructor is notified of the final decision in writing.

15.4. Decertification Actions.

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 school officials or Holm Center/JR has failed to correct the unsatisfactory performance, Holm Center/JRI 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 the criteria listed in this instruction. Decertification recommendations are presented to Holm Center/JR for evaluation and approval. If the decertification is approved, Holm Center/JR notifies the instructor and appropriate school officials of decertification via memorandum and Holm Center/JRI confirms receipt of the notification letter.

15.4.3. Upon transmission of a decertification notification letter, Holm Center/JRI will begin advertising the pending vacancy. However, Holm Center/JRI will ensure no final hiring actions (to replace the decertified instructor) are finalized until the decertification appeal time period has expired (if no appeal is filed), or the decertification appeal is finalized.

15.5. Appeal of Decertification. When an instructor receives written notification of decertification from Holm Center/JR (the Director of AFJROTC), the instructor has the right to appeal that decision one level above the decertification authority, which is the Holm Center command level. Holm Center command level appeals may be reviewed and decided by either the Holm Center Vice Commander (CV) or Holm Center Commander (CC), as determined by the Holm Center Commander.

15.5.1. An appeal package must be made in writing, with supporting documentation, no later than 15 calendar days from the date of receipt of the notification of decertification. An appeal package must include all necessary information to show the decertification action is inaccurate, unsubstantiated, or served unfairly.

15.5.2. All appeal packages are submitted to Holm Center/JRI for routing. If more time is required to assemble an appeal, the instructor must contact Holm Center/JRI (in writing) within the 15 calendar day timeframe to request an extension.

15.5.3. Holm Center/JRI will receive, compile and route the entire appeal package through Holm Center/JA for Holm Center/CV or CC decision.

15.5.4. Holm Center/CV or CC will review and render a decision on the appeal. The appeal may be fully granted, granted in part, or denied (See Table 14.1, Rule 4).

15.5.5. Failure to submit an appeal package in the timeframe specified, or failure to request an extension to the timeframe specified (request to Holm Center/JRI), will result in the decertification becoming permanent.

15.5.6. Holm Center/JRI will ensure the instructor's AFJROTC records contains all pertinent information related to the decertification, and appeal with appeal decision (if applicable).

15.6. Withdrawal. "Withdrawal" of an instructor means they are no longer an eligible applicant and their AFJROTC application will be closed (See Chapter 21). Unless there are documented humanitarian or other unusual reasons, withdrawal may result from the following actions:

15.6.1. An instructor resigns/retires while provisionally certified, or while on probational certification. (See Table 14.1, Rule 1). For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

15.6.2. An instructor who 1) resigns or retires with a final work day occurring anytime within 30 calendar days prior to the start of the school year in which they have already committed to (via a signed DD Form 2767, *JROTC Instructor Annual Certification of Pay and Data Form*), or 2) resigns or retires with a final work day during the established school year (instructors are expected to serve full and complete school years). (See Table 14.1, Rule 2.)

15.6.3. An instructor departs (resigns, retires, contract non-renewed) at end of a normal school year and no Departure Form 98 is obtained within 15 calendar days of the effective date of termination. (See table 14.1, Rule 7).

15.6.4. An instructor is involuntarily terminated during the school year and no Departure Form 98 is obtained within 15 calendar days of the effective date of termination. (See Table 14.1, Rule 15.)

CHAPTER 16 – INSTRUCTOR EVALUATION AND AFJROTC FORM 98

16.1. Purpose. The AFJROTC Form 98 is a proprietary evaluation instrument governed by AFJROTC directives. By agreeing to host an AFJROTC program, school officials agree to utilize the AFJROTC Form 98 process, when required, in addition to, or in conjunction with, normal district evaluation procedures. The formulation of the AFJROTC Form 98 and criteria for evaluation of instructors is the responsibility of Holm Center/JRI.

16.1.1. The AFJROTC Form 98 evaluates and communicates an instructor's performance across multiple areas of AFJROTC operations, not just classroom teaching. Traits that are essential to instructor success in the AFJROTC program categorized and evaluated on the AFJROTC Form 98. The AFJROTC Form 98 communicates how well an instructor meets AFJROTC program standards, including logistics, finance and after school activities, and how well an instructor meets and maintains the minimum standards of professional conduct, including fostering positive relationships within the school and community. The Form 98 is primarily used to evaluate and communicate an instructor's performance over a period of time, but may be used to capture a singular, significant incident.

16.1.2. The AFJROTC Form 98 may serve as the initial notification to an instructor of deficient performance, poor behavior, and the associated improvement expectations. The report provides an opportunity for the Rater to evaluate the Ratee (the instructor), to discuss their strengths and weaknesses with them, and to recommend means of improving their performance.

16.2. Responsibility of the Air Force. The Director of AFJROTC must ensure that only those instructors who maintain acceptable standards of professional conduct and performance retain their Air Force-provided certification as instructors. The Director of AFJROTC or the Chief of Instructor Management may request an AFJROTC Form 98 be accomplished on an instructor at any time.

16.3. Responsibility of Schools. Per the Air Force/School District agreement, the institution's principal (or equivalent) is the on-site person in charge of the supervision of the AFJROTC program. Accordingly, the ratings, comments, and endorsement of the AFJROTC Form 98 can initiate action which could result in AFJROTC instructor being recognized for an award, being placed on a period of probational certification, or being decertified. Schools may complete an AFJROTC Form 98 on an instructor at any time.

16.3.1. School districts may always take appropriate personnel action under school district policy and procedures based on teacher evaluations of performance or conduct. However, when an AFJROTC Form 98 is written, school officials must follow the specific procedures listed in this instruction. Any completed AFJROTC Form 98 (all signatures obtained) must be forwarded to Holm Center/JRI within one business day.

16.4. Responsibility of Instructors. Instructors are expected to closely follow both school and AFJROTC policies. Instructors will ensure their personal conduct, maintenance of standards and communications are of the highest caliber. The ability of an instructor to detect and avoid negative perceptions is paramount. 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 (in the context of AFJROTC program requirements, operations and activities). Instructors must meet and maintain school and Air Force requirements and standards at all times.

16.5. Monitoring and Evaluating. Monitoring and evaluating are normally accomplished through appraisal of instructors by the SASI and/or school officials in day-to-day operations. Effective evaluations are those which are supported with written documentation such as performance feedback, counseling, or performance improvement plans. School officials may also use information or observations provided by Headquarters AFJROTC representatives during official school visits to assess the performance of their instructors.

16.6. Raters and Endorsers:

16.6.1. Raters:

16.6.1.1. The SASI is the normal Rater for all ASIs (officer or enlisted) in the same unit.

16.6.1.2. The Principal is the normal Rater for the SASI.

16.6.1.3. Principals may, when necessary, be the Rater for any/all of the AFJROTC instructors in their school.

16.6.1.4. Superintendents, in unusual circumstances, may be the Rater on any AFJROTC instructor within their district. **NOTE:** The reasons for a Superintendent being the Rater must be clearly stated in the AFJROTC Form 98 comments.

16.6.2. Endorsers:

16.6.2.1. When a SASI is the Rater, the school Principal is the Endorser.

16.6.2.2. When a Principal is the Rater, the Superintendent is the Endorser.

16.6.2.3. When a Superintendent is the Rater, no further district endorsement is required.

16.7. When to Complete an AFJROTC Form 98. There is no mandated frequency for accomplishment of an AFJROTC Form 98, since they are event-driven. The following are the typical events that drive accomplishment of an AFJROTC Form 98.

16.7.1. Outstanding Instructor Performance. School officials are encouraged to recognize their instructor's dedicated service and professional performance. Each year the AFJROTC Outstanding Instructor Award (OIA) process provides an opportunity for instructors to receive AFJROTC-level recognition for their dedication, hard work and community contributions. See Chapter 18 for specific OIA submission criteria.

16.7.2. Substandard or Unacceptable Instructor Performance. A Rater (see 16.6.1) may write a School-Initiated Form 98 on an instructor at any time during the school year when the instructor's performance or conduct does not meet acceptable standards. Before finalizing the report, the reporting official must contact Holm Center/JRI to discuss the pending report. In

addition, the Director of AFJROTC or Chief of Instructor Management may request an AFJROTC Form 98 be accomplished when deemed appropriate (HQ AFJROTC-Requested Form 98), even if the school does not initiate one.

16.7.3. Follow Up to a Period of Probational Certification. A letter of probational certification may mandate a specific timeframe for the instructor to improve and the subsequent completion of a HQ AFJROTC-Requested Form 98. This “follow-up” AFJROTC Form 98 must show the Performance Area in Section II that generated the original (or latest) probation has improved to “Satisfactory” or above with overall Section III rating of “Satisfactory,” or the probationally certified instructor will be considered for decertification (See Chapter 15).

16.7.4. Resignation, Retirement, or Contract Non-Renewal. Instructors who resign or retire at the end of a school year, whose contracts are not renewed, or instructors who do not seek/accept contract renewal must obtain a properly completed Departure Form 98 within 15 days of their final termination date. Failure to obtain an AFJROTC Form 98 will result in the instructor’s withdrawal from the applicant pool (See Table 14.1, Rule 7). Only an AFJROTC Form 98 with no more than one Performance Area rated no lower than “Needs Improvement” in Section II, and an overall rating of “Satisfactory” in Section III, will permit an instructor to be considered for subsequent nominations to schools with a vacancy.

16.7.5. Transferring to Another School. Instructors who meet all requirements to apply for a transfer, who apply for a transfer and subsequently accept a position at another school, will resign their positions at their current school effective at the end of the current school year. Therefore, they must obtain a properly completed Departure Form 98 within 15 calendar days of accepting the new job offer. Only an AFJROTC Form 98 with no more than one Section II Performance Area rated no lower than “Needs Improvement” and an overall rating of “Satisfactory” in Section III, will permit an instructor to actually transfer. See Chapter 17 for a complete list of transfer requirements.

16.7.6. Involuntary Termination during the School Year. If an instructor is involuntarily terminated during the established school year, a Departure Form 98 is mandatory within 15 days of the instructor’s last workday. The AFJROTC Form 98 must specifically address the reason(s) for involuntary termination during the established school year, or the AFJROTC Form 98 will be returned to the school for further clarification. Failure to obtain a fully-clarified and complete AFJROTC Form 98 will result in the instructor’s withdrawal from the applicant pool (see Table 14.1, Rules 15 and 16). The ratings and comments on the AFJROTC Form 98 will dictate the instructor’s future eligibility in AFJROTC.

16.8. Preparing the AFJROTC Form 98:

16.8.1. Rating Official Instructions. Competent evaluation requires separate consideration of the various Performance Areas in Section II, items 1 through 8. If a rating factor does not apply, it may be left blank. Item 8 is optional and to be used at the Rater's discretion to capture any performance not adequately addressed in items 1 through 7.

16.8.1.1. Substantiating comments are mandatory in Section IV, Rater’s Comments, for any Performance Area rating in Section II below “Satisfactory,” or when nominating an

instructor for the Outstanding Instructor Award (Chapter 18). Any other comments in Section IV are optional.

16.8.1.2. The Rater must discuss the AFJROTC Form 98 with the instructor being rated. If this is the original notification of performance deficiencies, the Rater must be clear as to the specific problem areas. If this is a follow up to a previous AFJROTC Form 98 or it is an AFJROTC Form 98 generated due to continuing improvement efforts/improvement plan, the Rater must note the degree of improvement made by the instructor from the time he/she was originally advised of such deficiencies.

16.8.1.3. 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 will not be completed by the Ratee.

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

16.8.1.4.1. Satisfactory. The instructor met all minimum standards and is achieving program objectives. It is not necessary for the instructor to receive "Satisfactory" or higher ratings in all eight Performance Areas in Section II to receive an overall evaluation rating of "Satisfactory" in Section III.

16.8.1.4.2. Unsatisfactory. If any Performance Area rating in Section II is marked "Unsatisfactory," the overall rating in Section III must be marked "Unsatisfactory." Additionally, if an 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" should be checked.

16.8.1.4.3. 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; continued lack of effective 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.

16.8.1.4.4. An overall "Unsatisfactory" rating in Section III must be specifically substantiated by checking the appropriate Performance Area ratings in Section II and providing specific comments in Section IV, "Rater's Comments." **NOTE: The appropriate school administrator or SASI will contact Holm Center/JRI before finalizing an Unsatisfactory AFJROTC Form 98.**

16.8.1.5. Endorsing Official Instructions. The endorsing official *must* either concur or non-concur with the overall evaluation by the rating official and sign and date Block V of the AFJROTC Form 98. The endorsing 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 endorsing official does not concur with the rating official, the endorsing official must indicate why by initialing the appropriate blocks in Section II and the appropriate block in Section III (Satisfactory or Unsatisfactory) which more accurately depicts the overall performance of the instructor, or by providing specific comments in Section V to substantiate the change(s) or the disagreement.

16.8.1.6. Ratee Instructions. The Ratee must review, sign, and date the AFJROTC Form 98 in Section VI, Ratee Comments and Signature, place an "X" in the box to indicate concurrence or non-concurrence, and make comments, if desired. The Ratee may appeal any of the AFJROTC Form 98 ratings and comments. Appeal procedures are in paragraph 16.9.

16.8.2. Routing of AFJROTC Form 98:

16.8.2.1. Rating officials will forward the AFJROTC Form 98 to Holm Center/JRI (scanned and sent via email) after the Ratee indicates concurrence or non-concurrence and signs and dates the report.

16.8.2.2. Incomplete forms will be returned for correction. Forms must be completed correctly before any subsequent actions are taken.

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

16.8.2.4. Holm Center/JRI will advise the school and the Ratee of the next steps, possible outcomes, and the projected timeline.

16.9. Appeals. An instructor may appeal any Form 98 ratings or comments anytime a Form 98 is issued, regardless of Performance Area ratings or overall rating. Filing an appeal is the sole responsibility of the Ratee.

16.9.1. School Level Appeal. If the superintendent is *not* the Rater or Endorser on an AFJROTC Form 98, the first avenue of appeal is to the school superintendent. Written appeals must be submitted to the superintendent (with a courtesy copy to Holm Center/JRI) within 15 calendar days after signing and dating the AFJROTC Form 98. If the school superintendent is the Rater or Endorser on an AFJROTC Form 98, the school level appeal process is considered exhausted.

16.9.2. If more time is required to assemble and submit an appeal, the instructor must contact the superintendent (in writing) within the 15 calendar day timeframe to request an extension. Failure to submit an appeal to the superintendent in the timeframe specified (absent an approved extension from the Superintendent) results in the AFJROTC Form 98 standing as written.

16.9.2.1. Upon notification of an appeal submitted to a superintendent, Holm Center/JRI will contact the superintendent and request a written appeal decision within 15 calendar days after receipt of the written appeal. If the superintendent does not respond by the deadline, and after reasonable attempts to contact results in no success, the case may be

elevated to Holm Center/JRI for resolution. If the school district is unresponsive, the Director of AFJROTC reserves the right to resolve any unsettled school appeal.

16.9.2.2. Once the superintendent decides on the appeal, the superintendent responds to the Ratee, in writing, of the results. Holm Center/JRI must also receive a copy of the written appeal decision. If the appeal is granted in full, the appeal process is completed. If the appeal is partially granted or denied, the Ratee may also appeal to the Director of AFJROTC.

16.9.3. AFJROTC Director-Level Appeal. After exhaustion of the school level appeal process of an AFJROTC Form 98 (or if the superintendent is the Rater or Endorser on the AFJROTC Form 98), an instructor may appeal to the Director of AFJROTC. The appeal must be made in writing, with supporting documentation, no later than 15 calendar days from the date of receipt of the School Level Appeal decision (or 15 calendar days from the date the Ratee signed the AFJROTC Form 98 if the Superintendent is the Rater or Endorser).

16.9.3.1. Appeal packages are submitted to Holm Center/JRI. If more time is required to assemble and submit an appeal, the instructor must contact Holm Center/JRI (in writing) within the 15 calendar day timeframe to request an extension.

16.9.3.2. Failure to submit an appeal package in the timeframe specified, or failure to request an extension to the timeframe specified (request to Holm Center/JRI), will result in the AFJROTC Form 98 standing as written, or as amended by the school level appeal, if applicable.

16.9.4. Contents of Appeals. The instructor must be clear as to what they are appealing and what they are requesting the outcome of the appeal to be. The instructor must include all necessary information to show the AFJROTC Form 98 ratings or comments are inaccurate, unsubstantiated, or served unfairly. The instructor may request that the appeal authority:

16.9.4.1. Change or delete any of the comments on the AFJROTC Form 98.

16.9.4.2. Change any of the ratings on the AFJROTC Form 98.

16.9.4.3. Void the entire AFJROTC Form 98.

CHAPTER 17 – INSTRUCTOR TRANSFER, RESIGNATION AND RETIREMENT

17.1. Transfer Purpose: Transfer is the process where a AFJROTC currently instructor serving at one unit, applies for a specific vacancy at another unit, interviews for that position, and accepts the position. Transferring enables instructors to serve at different AFJROTC units.

17.2. Air Force Responsibilities. Holm Center/JRI is the gatekeeper for the transfer process. All nominations of instructors to schools with vacant positions are managed by Holm Center/JRI. Only instructors who meet specific eligibility criteria may transfer to another unit.

17.3. Instructor Responsibilities.

17.3.1. Instructors must thoroughly read, understand, and meet the transfer prerequisites and timelines listed in this chapter.

17.3.2. Instructors shall *not* initiate contact with school officials concerning vacancies unless specifically nominated by Holm Center/JRI. Instructors contacting school officials without an official nomination may gain an unfair advantage, may inadvertently provide misleading or incomplete information about their transfer eligibility or the transfer process itself, all of which may lessen the credibility of the AFJROTC program and the individual instructor concerned. If this occurs, the instructor may be rendered ineligible for that particular vacancy.

17.3.3. Current instructors, who interview for, are offered, and decline a position may be ruled ineligible for transfer for one (1) school year.

17.3.4. Department of Defense Dependent Schools (DoDDS). All candidates nominated to DoDDS schools must be experienced AFJROTC instructors who are eligible for transfer per this chapter. Inexperienced AFJROTC instructors may not be considered for DoDDS openings.

17.4. Timelines. The transfer application window is 1 November to 30 April each school year. Current instructors who are eligible to apply for transfer, may not apply for transfer outside of the application window. Actual transfers will only take place in the summer months, outside of the established school year, unless a documented humanitarian need or unique circumstance is present and the Chief of Instructor Management grants a waiver, in writing.

17.4.1. For the purposes of stability in individual units and the overall instructor corps, Holm Center/JRI's goal is to clearly identify all vacancies generated by upcoming instructor retirements, resignations, and transfer-created openings by 1 May each year. Therefore, the transfer application window ends 30 April each year.

17.4.2. Instructors who meet all of the transfer prerequisites listed in Paragraph 17.5 may apply within the transfer application window.

17.4.3. Instructors wishing to apply for a transfer must contact Holm Center/JRI and request their name be added to the specific vacancy nomination list(s) within the application window (1 October – 30 April). No new transfer requests will be accepted by Holm Center/JRI after

30 April each year, unless a documented humanitarian situation or unique circumstance is present and the Chief of Instructor Management grants a waiver, in writing.

17.4.4. The transfer application window ends 30 April each year. Beginning 1 May of each year, no new transfer requests will be accepted. Any instructor not already in the transfer process (“in the process” means they have asked that their name be added to a specific vacancy list on or before 30 April) are excluded from new requests. Those instructors already in the transfer process will be allowed to complete the interviews at schools they were nominated to, but may not be added to additional vacancy lists after the 30 April cutoff.

17.4.5. Beginning 1 May each year, any eligible instructor not already in the transfer process will be considered to be “on contract” for the upcoming school year at their current school (whether or not a new, signed DD Form 2767 has been submitted). Beginning 1 May, if a current instructor wishes to apply for a vacancy at another school, they must officially tender their resignation with their current school district, and they must obtain a qualifying Departure Form 98 (see Paragraph 17.5). Once Holm Center/JRI receives copies of the official resignation and qualifying Departure Form 98, the instructor’s record will be updated to reflect their resignation, the instructor’s pending vacancy will be added to the master vacancy list, and the instructor’s name can be nominated as a candidate to fill any vacancy of their choice. **NOTE:** If the AFJROTC Form 98 contains two or more Section II Performance Area ratings below *Satisfactory*, or an overall rating of *Unsatisfactory* in Section III, the instructor faces decertification and will not be permitted to apply for any vacancies until the AFJROTC Form 98 is resolved.

17.5. Transfer Prerequisites. The following prerequisites apply to all transfer requests:

17.5.1. Instructors must serve two full school years with their current unit. Partial school years do not count. If an instructor will complete two full school years prior to actually moving (summer moves only) to a new unit, they will be allowed to apply for the vacancy.

17.5.2. Instructors must have undergone a formal, graded unit evaluation at their assigned unit where a rating of either “*Meets Standards*” or “*Exceeds Standards*” was achieved. (**NOTE:** Instructors who receive a “*Meets Standards with Discrepancies*” rating are ineligible to apply for transfer in the same school year in which that rating was earned). Instructors who earned or “*Does Not Meet Standards*” rating are ineligible for transfer because they are on probation. This criteria includes experienced instructors at their second or subsequent unit. If the unit is scheduled to undergo a graded evaluation late in the school year (e.g. April), Holm Center/JRI will not process transfer requests until the unit evaluation rating is confirmed by the evaluator in WINGS. Normal headquarters unit evaluation cycles and timelines will not be altered to accommodate a potential instructor transfer.

17.5.3. Instructors must be fully certified. Instructors who are Provisionally Certified or who are on Probationary Certification (for any reason) are ineligible. Additionally, instructors who are on either an approved medical deferment or the 90-day observation period under the Weight and Body Fat Management Program may not apply for transfer consideration.

17.5.4. Current instructors wishing to apply for transfer must meet all current application prerequisites in Chapter 21. **NOTE:** Instructors who were granted a conditional waiver to submit their initial application must have satisfied that agreement before requesting transfer.

17.5.5. Instructors must apply for specific vacancies within the transfer application window of 1 November to 30 April. Instructors may not have their name added to additional schools after 30 April unless Holm Center/JRI has a copy of the officially tendered resignation and qualifying Departure Form 98 on file (see Paragraph 17.4.5).

17.5.6. Instructors must be in good standing with their current school. Instructors who apply for a transfer and accept a position must 1) immediately and officially resign their current position effective at the end of their current contracted school year within 15 calendar days of acceptance of the new position, and 2) provide Holm Center/JRI a qualifying Departure AFJROTC Form 98 from their current school within 15 calendar days of acceptance of the new position. The Departure AFJROTC Form 98 must have no more than *one* Performance Area rating of no lower than “Needs Improvement” in Section II and an overall rating of “Satisfactory” in Section III.

17.5.6.1. An instructor who receives a Departure Form 98 which contains two or more Performance Area ratings of less than *Satisfactory* in Section II, or an overall rating of *Unsatisfactory* in Section III, faces possible decertification. Therefore, the instructor is ineligible to continue in the transfer process until the AFJROTC Form 98 is resolved.

17.5.6.1.1. Should this situation occur, Holm Center/JRI will cease processing of the transfer action. Holm Center/JRI will notify the affected instructor and school officials (current school and hiring school) of the ineligibility situation pending resolution of the AFJROTC Form 98.

17.5.6.1.2. Should this situation occur, it is the hiring school official’s decision to request and/or consider additional applicant names or choose to wait for the resolution of the AFJROTC Form 98. If the hiring school official wishes to request additional names and move to hire someone else, the vacancy advertisement may be reposted or other previously-referred applicant names may be reconsidered.

17.5.6.1.3. Should this situation occur, the date the AFJROTC Form 98 is finally resolved will be the date used to determine transfer eligibility. If the resolution date is after 30 April, and the hiring school stills wishes to hire the specific instructor, the transfer may still be completed. However, should the hiring school have moved on to other candidates, the instructor’s eligibility to apply for transfer to additional schools is no longer valid and paragraph 17.4.5 applies. All other requirements for transfer eligibility must be met.

17.5.6.2. Once Holm Center/JRI receives copies of the official resignation and qualifying Departure Form 98, the instructor’s record will be updated, their pending vacancy will be added to the master vacancy list, and WINGS will be updated to reflect the upcoming transfer.

17.5.7. Instructors assigned to units undergoing closure actions may be added to interview lists for units they desire as long as they meet all other prerequisites and the closure was not attributed to their performance. Waivers may be considered on a case by case basis by the Chief of Instructor Management, when in the best interest of the AFJROTC program.

17.6. Annual Instructor Intent. Annually, during the period of 1 December to 15 January, any instructor who intends to resign/retire at the end of the year, update this information in WINGS under Self Service-Instructor Intent.

17.6.1. Instructors who update their departure intent in WINGS during this timeframe must follow up with an official document NLT 31 January which indicates they have notified their school of their pending departure. Holm Center/JRI can only advertise the pending vacancy once written confirmation is received that the school/district is aware of the pending departure.

17.6.2. Instructors who are applying for a transfer do not need to update the Instructor Intent to indicate they are leaving, unless they have already accepted another position.

17.7. Resignation/Retirement Procedures. Instructors who intend to resign or retire must notify Holm Center/JRI as soon as they determine this. For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

17.7.1. To formally resign from a current position, instructors must follow normal district procedures for resignation notifications and simultaneously notify Holm Center/JRI, in writing. In absence of specific district guidelines on resignations, the instructor will submit a written letter of resignation to their principal indicating last date of employment and provide a courtesy copy to Holm Center/JRI. Once Holm Center/JRI receives a formal notification of the pending vacancy, the position can be advertised.

17.7.2. Instructors who resign/retire while provisionally certified, probationally certified, or resign/retire with a final day of work within 30 days of the start of the school year (in which they have already committed to via a signed DD Form 2767), or with a final day of work during the established school year will be permanently withdrawn from the instructor pool. Humanitarian/hardship cases or unusual circumstances will be considered on a case by case basis by the Chief of Instructor Management (see Table 14.1, Rules 1 and 2).

17.7.3. An instructor who is notified of a pending investigation, who is already under investigation, or has been notified of a decertification action, 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 (see Table 14, Rule 3).

17.7.4. To remain as an eligible applicant for future AFJROTC instructor positions, a Departure Form 98, with an overall rating of "Satisfactory" in Section III and no more than one Performance Area rating of no lower than "Needs Improvement" in Section II, must be submitted to Holm Center/JRI within 15 calendar days of the effective day of termination.

17.7.5. Instructors who resign effective at the end of a school year and obtain a qualifying Departure Form 98, will remain eligible to apply for vacancies for five years following their most recent termination date. Holm Center/JRI ensures WINGS is updated with the resignation and the AFJROTC Form 98, and the instructor's application expiration date will be adjusted as required by Chapter 21.

CHAPTER 18 – OUTSTANDING INSTRUCTOR PROGRAM

18.1. Purpose of the Outstanding Instructor Award (OIA) Program. To recognize the diligent work and outstanding achievement of AFJROTC instructors and to encourage excellence through recognition of superior accomplishment. Holm Center/JRI is responsible for administering the OIA program for Holm Center/JR.

18.2. OIA Eligibility Criteria. To be considered for the OIA, AFJROTC instructors must meet the following criteria:

18.2.1. Must submit an AFJROTC Form 98 with an overall “Satisfactory” rating in Section III and Section II Performance Area ratings of “Outstanding.” **EXCEPTION:** a Region Director may consider any instructor within their region for the OIA, regardless of an AFJROTC Form 98 submission, as long as all other eligibility criteria are met.

18.2.2. Must not be Provisionally Certified.

18.2.3. Must not be on Probational Certification for any reason.

18.2.4. All major reporting deadlines must have been met for the current school year.

18.2.5. Must not have received a unit evaluation result of “Meets Standards with Discrepancies” or “Does Not Meet Standards” during the current school year.

18.3. Region Outstanding Instructor Award (ROIA). Each Regional Director may choose one SASI and one ASI as their respective region’s top instructors for the year. To be considered for the ROIA, AFJROTC instructors must meet the following criteria:

18.3.1. Must be selected for the OIA in the current school year.

18.3.2. Must have a current school year unit evaluation rating of “Exceeds Standards.” Instructors who were not evaluated in the current school year are not eligible for ROIA.

18.4. Outstanding Instructor of the Year (OIY). To be considered for the OIY, AFJROTC instructors must have been selected for the ROIA in the current school year.

18.5. Nomination and Selection Process.

18.5.1. Nominations will be submitted using the AFJROTC Form 98, *AFJROTC Instructor Evaluation Report*. Rater’s comments to support the award nomination should clearly communicate outstanding achievement using three specific headings: 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 2.

18.5.2. Nominations must be submitted to Holm Center/JRI no earlier than 1 April and no later than 1 May. Nominations received after the 1 May deadline will not be considered. It is the responsibility of the submitting school to ensure their nominations were received. No extension of the 1 May deadline will be given for incomplete or incorrectly formatted

nominations. Nominations are limited to Section IV and Section V (if used by an endorsing official) of the AFJROTC Form 98 with no additional space or attachments; any additional information provided will not be considered.

18.5.3. Holm Center/JRI will screen all nominations for compliance with the eligibility criteria listed in paragraph 18.2. All nominations will be forwarded to the Regional Director with an annotation as to their compliance with the eligibility criteria.

18.5.4. All nominations will be evaluated by their respective Regional Director. In addition to the AFJROTC Form 98, Regional Directors may also consider the following areas: instructor impact on unit meeting or exceeding enrollment viability, co-curricular unit activities, community service, unit evaluation results, and instructor observation during unit visits (if applicable).

18.5.5. Regional Directors will forward names of their region's OIA selectees and ROIA winners to Holm Center/JRI.

18.5.6. Holm Center/JRI will convene a selection board to evaluate all ROIA winners for the OIY. The board will consist of the Regional Directors, Deputy Director, Chief of Operations, Chief of Instructor Management and Chief of Support. Of the ROIA winners, the board will recommend the top SASI and top ASI for recognition as OIY recommendations. The Director of AFJROTC resolves any board disputes or ties and approves the OIY recommendations.

18.6. Awards.

18.6.1. OIA: The OIA consists of a congratulatory letter, signed by the Director of AFJROTC.

18.6.2. ROIA: In addition to the OIA congratulatory letter, ROIA winners receive a certificate signed by the Director of AFJROTC, a Gold Instructor Badge, and \$250 in targeted unit funding, based on availability of funds.

18.6.3. OIY: In addition to the OIA and ROIA awards, OIY winners will receive a trophy or plaque (funds permitting) and an additional \$250 in targeted unit funding, based on availability of funds. When applicable, the OIYs will be the AFJROTC nominees for other organizational (e.g., Holm Center, AFA, AFSA, etc.) annual award recognition.

18.7. Award Announcements: The Director of AFJROTC will publish a program-wide announcement of all award winners NLT 15 June. The principals and superintendents of the ROIA and OIY winners will also receive a copy of the program-wide announcement. Should a supplemental award announcement be necessary, it will be distributed only to the affected instructor(s) and school(s).

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

19.1. Responsibilities:

19.1.1. Responsibility of the Air Force. A professional, military image must be projected and preserved by all who wear the uniform, even if they are retired military members working in AFJROTC. AFJROTC policies on this topic exist to ensure instructors maintain body fat and acceptable military 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 the AFJROTC Instructor Management Division (Holm Center/JRI).

19.1.2. 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 removed.

19.1.3. Responsibility of Instructors. 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. Instructors must know and adhere to the prescribed body fat and military appearance standards contained in this instruction. If entered into the WBFMP, instructors are expected to conscientiously pursue a reasonable and satisfactory body fat loss program. Instructors 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. Instructors must understand that failure to reach their body fat standard and/or a professional military appearance in a specified period of time may result in decertification.

19.2. 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 positions who exceed weight and body fat standards and/or do not present an acceptable appearance in uniform. The WBFMP also monitors the body fat status and appearance of all instructors, contains provisions to accommodate medical conditions which may temporarily prevent meeting weight and body fat standards, and to decertify instructors who do not conform to body fat standards.

19.3. 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.

19.4. Terms Explained.

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

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

19.4.3. 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.

19.4.4. 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.

19.4.5. 90-Day Observation Period. 90-day period to allow instructors identified as being over their maximum body fat to adjust their diet and lifestyle for proper classification into the WBFMP.

19.4.6. 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.

19.4.7. Over Body Fat. The condition of an individual when the body fat percentage exceeds 26 percent for men and 36 percent for women.

19.4.8. 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.

19.4.9. 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 and returning to Phase I; or a failure to report weight and body fat measurements to Holm Center/JRI every 30 days as required. See paragraph 19.5.5.4.

19.5. Procedures.

19.5.1. Applicants. Applicants for AFJROTC instructor duty must meet AFJROTC body fat standards and present an acceptable Air Force image in uniform before the application is accepted. This is evaluated by having the applicant submit a current, full length photo in a blue service uniform (no coat), and collecting the applicant's height/weight and body fat percentage. If the body fat standard is not met, the application will not be approved.

19.5.2. Instructor Weight Checks. Weight tables at Attachment 4 reflect the point at which body fat standards may have been exceeded. Instructors are required to report their height and weight annually on unit self-assessment reports (**NOTE:** instructors must have their height/weight data recorded by a third party, using the most current Weight and Body Fat Measurement Worksheet found in WINGS. Additionally, height and weight for all instructors is checked during new unit visits, new instructor visits, staff assistance visits and unit evaluations, or when otherwise directed by Holm Center/JRI. Procedures for weight checks and height measurements are in Attachment 5.

19.5.3. 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.

19.5.4. 90-Day Observation Period. Instructors identified as being over their maximum allowable weight (MAW) will provide a body fat measurement to Holm Center/JRI in accordance with 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.

19.5.5. 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, the principal, and region director. The following procedures apply:

19.5.5.1. Unless a temporary medical deferral is granted (see paragraph 19.6), 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.

19.5.5.2. Instructors are placed on probational certification when they are placed in Phase I of the WBFMP (Table 14.1, Rules 22 and 24). They are not eligible for transfer consideration while in Phase I (since they are on probational certification). Should they resign/retire while in probational status, they will be withdrawn from the instructor pool (see Table 14.1, Rule 1). For the purposes of AFJROTC, a resignation also includes an instructor's decision not to seek/accept a contract renewal at their current school of employment.

19.5.5.3. 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, approved medical practitioners, Regional Directors, or other AFJROTC personnel. The measurements will be provided monthly to Holm Center/JRI no earlier than 5 days prior to, but no later than, the due date established by Holm Center/JRI and provided to the member in writing. If the due date falls on a holiday or weekend, the WBFM report is due NLT the first duty day following the holiday or weekend. **NOTE:** School staff personnel are considered certified to perform body fat measurements required 1) once they have reviewed Attachments 6 and 7 of this instruction, and 2) upon appointment by the principal. Failure to provide required body fat reports as required could result in decertification.

19.5.5.4. 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 removed. Informational copies of correspondence are provided to the SASI, principal, and region director.

19.5.5.5. Instructors who *twice* demonstrate unsatisfactory progress towards meeting Phase I body fat standards as prescribed in paragraph 19.4.8 or who *twice* fail to report a 30-day measurement IAW paragraph 19.5.5.2 to Holm Center/JRI, or who are *repeatedly* entered into Phase I, will be subject to decertification.

19.5.5.6. Summer Break Requirements. During the summer break, instructors who are in Phase 1 are not required to submit 30-day WBFMP measurements, but are expected to continue to losing the required monthly weight/body fat percentage. Immediately upon the start of the school year (within first 5 calendar days of school), instructors in Phase 1 must submit a measurement worksheet to Holm Center/JRI. The first-of-the-school-year measurement will be compared to the last officially-submitted measurement to assess the required accumulation of monthly progress of weight/body fat loss during the summer break. If progress is successful, the instructor is credited for those months as having successful progress in 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. Instructors who fail to meet Phase I requirements during the summer break will be subject to decertification due to unsatisfactory progress. **EXCEPTION:** Instructors who are in Phase I and are attending the AFJROTC Instructor Certification Course (in any capacity) will undergo an official weight and body fat assessment. The resulting measurements will be recorded as an official report.

19.5.6. 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 be returned to Phase I or be considered for decertification.

19.5.6.1. Summer Break Requirements. During the summer break, instructors who are in Phase 2 are not required to submit 30-day WBFMP measurements, but are expected to continue to meet their weight/body fat percentage. Immediately upon the start of the school year (within first 5 calendar days of school), instructors in Phase 2 must submit a measurement worksheet to Holm Center/JRI. If the instructor continues to meet their weight/body fat standard, they are credited for those months in Phase 2. **NOTE:** Instructors who are in Phase II and are attending the AFJROTC Instructor Certification Course (in any capacity) will undergo an official weight and body fat assessment. The resulting measurements will be recorded as an official report. **EXCEPTION:** Instructors who are in Phase II and are attending the AFJROTC Instructor Certification Course (in any capacity) will undergo an official weight and body fat assessment. The resulting measurements will be recorded as an official report.

19.6. 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 minimum body fat loss, or in meeting body fat standards. A medical practitioner must recommend a temporary medical deferral to Holm Center/JRI 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, or the inability of the instructor to lose weight/body fat at the prescribed rates in this instruction. The Chief of Instructor Management 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, the Chief of Instructor Management 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.**

19.7. 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 Chief of Instructor Management, the instructor does not appear overly fat. In such cases a body fat standard adjustment may be warranted. The following procedures will normally apply:

19.7.1. 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.

19.7.2. 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 a blue service uniform, no coat. The Chief of Instructor Management will act on each case according to the information provided.

19.7.3. The Chief of Instructor Management 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. The instructor will be placed/continued in the WBFMP.

19.7.4. If the Chief of Instructor Management concurs that the proposed body fat standard adjustment will not detract from the instructor's military appearance, the request will be approved and returned to the instructor. The instructor must maintain the adjusted body fat percentage and may not exceed it after it is approved.

19.7.5. 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. The Chief of Instructor Management revoke a body fat adjustment at any time if the instructor ceases to present a professional military appearance.

19.8. Submission of Fraudulent Measurements. If Holm Center/JRI finds a submission of measurements is incorrect, inaccurate, or is otherwise believed to have been accomplished

incorrectly, another measurement may be requested, or the incident may be investigated under Paragraph 15.3.3.

19.8.1. Instructors who are found to have purposely or negligently submitted fraudulent measurements, or to have provided inaccurate or misleading information to the person measuring them, may be decertified under Paragraph 15.2.2.

CHAPTER 20 – ADDITIONAL INSTRUCTOR AUTHORIZATIONS

NOTE: Each AFJROTC Program must be staffed with a minimum of two instructors (see Chapter 2). Any instructor above the minimum of two is considered an additional instructor.

20.1. Additional Instructor Positions. Additional instructor positions are not mandatory unless cadet enrollment exceeds specific thresholds. When cadet growth warrants, schools may choose to hire an additional instructor (cost shared by the Air Force) or cap cadet enrollment for the number of instructors they currently have. Additional instructor positions are determined based on a unit's average "teaching load." Refer to Attachment 3 for examples.

20.1.1. Additional instructors are authorized when the average "teaching load" (defined as the number of cadets actively enrolled in Aerospace Science academic classes, or the average number enrolled in academic classes per semester for certain non-traditional schedules) reaches 151 or higher and will remain above that number during the coming school year. Further increases in instructors are authorized when "teaching load" increases in increments of 100 (i.e., 251, 351, 451, *etc.*).

20.1.2. In absence of school support for an additional instructor position, schools will cap enrollment at a maximum of 20% above the threshold 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.*).

20.1.3. Requesting an Additional Instructor Position. A request for an additional instructor position (to be cost shared by the Air Force) must be made by the school principal (or other designated school administrator - not an AFJROTC instructor), in writing, to Holm Center/JRI. Prior to rendering a decision, unit enrollment data will be analyzed to determine if authorizing an additional instructor (and the associated Air Force cost-share) is appropriate. The written request must include:

20.1.3.1. Certification that the active cadet enrollment is currently at, and will likely remain at or above the teaching load threshold of 151 (251, 351, *etc.* as applicable) or higher in subsequent years. Schools should always consider using the 20% variance stated in Paragraph 20.1.2 to ensure their active cadet enrollment is stable at or above the threshold for an additional instructor prior to making the request.

20.1.3.1.1. **IMPORTANT:** Units must use only the official Program Status Report (PSR) and associated class rosters (not enrollment projections) to determine if their active cadet enrollment is at or above the threshold for an additional instructor authorization.

20.1.3.1.2. *Exception for mandatory AFJROTC enrollment schools:* Schools where the entire student population is a mandatorily enrolled in AFJROTC (i.e. military academies) may use projected enrollment data to request an additional instructor authorization since their entire faculty staffing is developed on projected enrollment. However, if actual cadet enrollment (PSR and associated class rosters) fails to reach the minimum threshold, paragraphs 20.3.1 and 20.3.2 apply.

20.1.3.2. Specification for the type (officer or NCO) of instructor. Requests for a second officer versus an NCO as the additional instructor may be approved with compelling justification, and based on school district budget capabilities.

20.1.3.3. Confirmation that the school district is willing and capable of funding the additional position.

20.2. Calculating Teaching Load. Teaching load is based upon an examination of active cadet enrollment, or the “teaching load” within a program. Additionally, it is important to fully understand the schedule type used in the school. Refer to Attachment 3 for calculation examples based on schedule type. Only the officially reported PSR (and associated class rosters) will be used to determine teaching load.

20.2.1. For Traditional schedule, Modified 4x4 Block (keep same cadets all year), A/B Block and Trimester units, the active cadet enrollment (cadets in AFJROTC academic classes) as captured on the October PSR is the teaching load. A school may request an additional instructor position after submission of the October PSR when teaching load meets or exceeds the minimum threshold.

20.2.2. For 4x4 Block schedule types, the teaching load is determined by calculating the average number of cadets taught per semester. The total number of active cadets taking AFJROTC academic classes in the current school year’s first semester (i.e. October class roster) is added to the total number of cadets taking AFJROTC academic classes in the current school year’s second semester (i.e. February class roster). Cadets taking academic classes in both semesters are counted in each respective semester’s numbers. The sum of both semesters is then divided by two to get the per-semester average, or teaching load for that school year. A school may request an additional ASI position after submission of the February PSR when per semester average teaching load meets or exceeds the minimum threshold.

20.3. Reduction in Instructor Authorizations. When a unit’s teaching load falls below the minimum threshold to support the number of instructor positions being cost shared by the Air Force, the following actions will be taken:

20.3.1. First school year under the minimum threshold. When a unit’s current school year teaching load falls below the minimum threshold for an additional instructor, Holm Center/JRI will provide a written notice to the school that the Air Force cost share for that additional position will be terminated at the end of the following school year, should the following school year’s teaching load remain below the minimum threshold.

20.3.2. Second consecutive school year under the minimum threshold. When a unit’s teaching load falls below the minimum threshold for a second consecutive school year, Holm Center/JRI will provide a written notice to the school that the Air Force cost share for the additional instructor position will be terminated at the end of the current school year.

20.3.2.1. Enrollment projections will not be used to support continuance of the Air Force cost share for an additional instructor position beyond the end of the current school year, when the unit has reported two consecutive years below the minimum threshold. Only the

official PSR (and associated class rosters) will be used to calculate teaching load when continuance of an additional instructor cost share is in question.

20.3.2.2. If the school believes the following school year's teaching load will return to the minimum threshold, the school may choose to retain an additional instructor into the following school year without the Air Force cost share. Should the officially reported teaching load again support an additional instructor, the Air Force cost share for an additional instructor can be reinstated, effective no earlier than the day following the appropriate PSR date (i.e. 10 October or 10 February, academic schedule-dependent) which validated the teaching load.

20.4. Automatic Recalculation of Additional Instructor Positions. When an instructor departs, or is projected to depart from a school (retire, resign, terminated, contract non-renewal), regardless of the time of calendar year or school year, Holm Center/JRI will reassess the total number of instructor positions being cost-shared at that unit. If the current school year teaching load does not support continuance of the additional instructor position, Holm Center/JRI will notify the school, in writing, that the Air Force cost share for the additional instructor will be terminated upon departure of the current additional instructor and no advertisement will be posted. Exceptions may be made if the school agrees to fund 100% of the additional instructor cost with no Air Force reimbursement.

CHAPTER 21 – INSTRUCTOR PAY

21.1. Instructor Pay Program. Per the Air Force/School agreement to host an AFJROTC program, an AFJROTC instructor's salary is 100% paid by the school district in which they work. The Air Force reimburses schools or school systems hosting AFJROTC units for a portion of AFJROTC instructor salaries in accordance with the Air Force /school agreement to host an AFJROTC program. The Air Force does not directly pay any AFJROTC instructor.

21.1.1. The Holm Center Support Directorate, Finance Division (Holm Center/SDF) administers the Instructor Pay program. Except for initial hires, all documentation, forms, or requests pertaining to instructor pay or district reimbursements for the AFJROTC Program should be uploaded into WINGS or emailed to HQ-InstructorPay@AFJROTC.com.

21.2. Terms Explained.

21.2.1. 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.

21.2.2. 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 is applicable at overseas locations. Minimum Instructor Pay (MIP) for AFJROTC instructors is determined using only the amounts listed above. AFJROTC instructors do not actually receive active duty pay or allowances.

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

21.2.4. 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 recalled to active duty, and the instructor's gross retired pay entitlement. Since MIP is the required minimum salary it should not be considered a cap or limit 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.

21.2.5. 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.

21.2.6. 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.

21.3. 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.

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

21.4.1. DD Form 2767 provides inclusive dates of an instructor's work in support of AFJROTC for the upcoming AY. Holm Center/S DFA 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.

21.4.2. Holm Center/S DFA 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 in WINGS no later than 1 June (for returning instructors) each year.

21.4.3. Submission of DD Form 2767.

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

21.4.3.2. **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 must submit the form via WINGS.

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

21.4.4. Changes or corrections to Reported Dates of Work.

21.4.4.1. 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 must immediately forward a written notice of the change or correction to Holm Center/S DFA. The notice must be signed by a school official.

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

21.4.4.3. 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, via e-mail to HQ-InstructorPay@AFJROTC.com.

21.5. Computation of MIP. The zip code of the school of employment, not the school district zip code nor the instructor's residence is used in computation for MIP.

21.5.1. In order to determine the appropriate rates for calculating MIP, instructors must provide a DD Form 2754, *JROTC Instructor Pay Certification Worksheet for Entitlement Computation*. Each instructor must provide this information upon initial hire to Holm Center/JRI, upon request from Holm Center/SDFA, or any time there is a change in information. The BAH rate calculated is based on the zip code of the school address, not the instructor's residence zip code. 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 OCONUS COLA. **If instructors do not provide the required information, BAH at the 'without' dependent rate will be used in the MIP computation and COLA and OHA will not be included in the MIP computation.** Instructors must inform Holm Center/SDFA immediately of any change in the information reported.

21.5.1.1. Documents required to ensure BHA, OHA, COLA, and BAH are accurately calculated include: Marriage certificate with visible official seal, birth certificates, official letter from dependent's university stating they are currently enrolled in school, and court documents for child support.

21.5.2. Initial Hire. Holm Center/JRI estimates the monthly MIP for each new instructor and notifies school officials and the instructor of the amount. Holm Center/JRI will require the new instructor to complete a DD Form 2754 to provide certification of housing expenses and dependent status. Upon receipt of the completed DD Form 2767 and DD Form 2754, Holm Center/JRI enters these documents into the new instructor's record. Soon after, Holm Center/SDFA ensures 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.

21.5.3. Instructors Returning after Previously Resigning in Good Standing. After receipt of the required documentation for the upcoming year a returning instructor's pay records will be reactivated.

21.6. Monthly Reimbursement of AFC. Holm Center/SDFA 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 approximately around the 10th of the following month.

21.7. 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.

21.8. Pay Statements. Statements showing pay amounts are produced during the computerized reimbursement process. Statements from DFAS are provided to instructors and school officials after the end of the reimbursement month. Instructor statements are located in MyPay and District statements are mailed using the address located in WINGS.

21.8.1. AFJROTC Instructor Monthly Statement. The instructor's statement 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 21.11.) **NOTE:** Active duty pay is an amount used only in determining MIP; instructors do not receive active duty pay or allowances.

21.8.2. AFJROTC School/School System Monthly Statement. The statement sent to the District Payroll POC provides the amount of the EFT reimbursement for the month. It shows name, MIP and AFC for each instructor, total reimbursement for each instructor, and total reimbursement for the school district. Instructors are required to input/verify/validate "District Payroll POC" information in WINGS NLT 1 Aug each year.

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

21.9.1. 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.

21.9.2. Retired Pay Increases. MIP decreases when a raise in retired pay becomes effective. Written notification of the retired pay increase will be on the appropriate District Monthly Statement and will be reflected on the individual MyPay statement(s).

21.9.3. 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.

21.9.4. 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 will change if an instructor's dependent status changes.** Instructors are required to report all changes to Holm Center/SDFFA. Changes will be reflected on statements provided by DFAS.

21.9.5. 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/SDFFA. Changes will be reflected on statements provided by DFAS.

21.9.6. 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.

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

21.10.1. 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. Retired officer instructors receive a standard amount each month based on the active duty pay charts.

21.10.2. Overseas COLA Rates. COLA is included in the computation of MIP for instructors at overseas locations. 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.

21.10.3. 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).

21.11. 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.

21.12. 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).

21.13. Inquiries. Direct all questions or requests for instructor pay information to Holm Center/SDFA at: HQ-InstructorPay@AFJROTC.com.

CHAPTER 22 – INSTRUCTOR APPLICATION AND HIRING PROCESS

22.1. Responsibility of the Air Force. The Instructor Management Division of Headquarters AFJROTC (Holm Center/JRI) manages the AFJROTC instructor application lifecycle. Holm Center/JRI processes new instructor applications, approves/disapproves new applicants, and nominates approved applicants to schools for hiring consideration. Once a school makes a hiring selection, Holm Center/JRI works with schools to complete the hiring process, including providing the initial pay estimate and collecting all necessary paperwork.

22.1.1. Requests for waivers to any of the minimum application requirements must be approved by the Chief of Instructor Management. Waivers will be considered when in the best interest of the overall AFJROTC program. Additionally, documented Humanitarian reasons or other unique circumstances may be considered for a waiver on a case-by-case basis.

22.1.2. Holm Center/JRI will screen all applicants per this instruction. Full background checks are the responsibility of the hiring schools (See 22.2.2 and 22.10.2).

22.2. Responsibility of Applicants. Only Air Force Active Duty, Air National Guard and Air Force Reserve members with an approved retirement may apply to be an AFJROTC instructor. No person can apply to be an AFJROTC instructor unless they meet all the minimum application requirements, or have an approved waiver from the Chief of Instructor Management.

22.2.1. All applicants must have an approved instructor application on file with Holm Center/JRI before they can be officially nominated to fill any particular vacancy. Applicants will not attempt to interview with any school unless they are officially nominated to that school by Holm Center/JRI.

22.2.2. Once an applicant is nominated to a specific school, it is the responsibility of the candidate to establish contact with the school to complete any local application requirements, undergo background checks, and set up interview times.

22.3. Minimum Application Requirements. All new applicants:

22.3.1. Must hold a retired grade of E6 to E9 or O4 to O6.

22.3.1.1. For officers, the official retirement orders usually reflects two grades: the retired grade and the highest grade held. When the two grades are not the same, AFJROTC uses the retired grade for title, term of address, and which rank is worn on the uniform while serving as an AFJROTC instructor. Refer to the official Retirement Orders for this information. If there is a conflict between the official retirement orders and what an applicant believes he/she is authorized to wear, it is the applicant's responsibility to contact AFPC/ARPC/NGB to get their retirement orders updated, or to obtain an official clarifying document which fully explains the situation.

22.3.2. Must be retired less than 5 years.

22.3.3. Must have a published retirement order. No application will be approved until a published retirement order is received by Holm Center/JRI. **NOTE:** For active duty applicants

only, written confirmation from AFPC of an approved retirement within nine months is acceptable to begin an application, but application approval remains contingent on the actual retirement order being made part of the official application.

22.3.4. Must hold a minimum of a Bachelor's degree in any discipline. Applicants must include a copy of the diploma or transcripts reflecting the degree(s) awarded from an accredited institution. **NOTE:** For enlisted members, waivers to this requirement may be considered (for nomination to designated hard-to-fill locations only) and the applicant agrees (in writing) to fully complete their bachelor's degree within a specified timeframe, not to exceed 36 months from waiver approval date. If granted, the applicant must diligently pursue, and complete, the bachelor's degree within the specified timeframe.

22.3.5. Must have a commercial (i.e. ".com," ".net," ".org") e-mail address. Email addresses ending in ".mil" may not be used anywhere in the application process.

22.3.6. Must disclose any and all derogatory information. The act of disclosing derogatory information does not disqualify an applicant, but the nature and details of actual derogatory information may disqualify an applicant. Applicants must fully explain any derogatory information and include supporting documents in their original application submission. **NOTE:** An applicant who fails to fully disclose derogatory information may be disqualified, even if the information itself is not disqualifying. Automatic disqualification may stem from:

22.3.6.1. A civilian felony conviction.

22.3.6.2. A military courts-martial conviction.

22.3.6.3. Military non-judicial punishment records (or civil convictions) involving a violent act, a threatening act, domestic violence, child or spouse abuse, sexual abuse or sexual-related offenses (physical or verbal), pornography, larceny (theft), forgery, or abuse of rank/position.

22.3.7. Must provide a current, head to toe color photograph, wearing an Air Force blue shirt and Air Force blue pants with no coat/jacket.

22.3.8. Must provide legible electronic copies of their last 10 Performance Reports (not to include any LOEs).

22.3.8.1. ANG members only: If performance reports were not accomplished or cannot be located in any archive, a minimum of three current letters of recommendation are required from the applicant's commanders, supervisors, and/or First Sergeants attesting to their quality of military service, professionalism, integrity and leadership ability.

22.3.9. Gray Area Retirees (ANG/AFRES only) must provide verification of points showing at least 20 satisfactory service years. Applicants may request this via HQ ARPC.

22.3.10. Must include three references with daytime contact information (with complete 10-digit phone numbers). One reference should be the most recent/current supervisor. None of

the references should be related to the applicant in any way. A standardized set of questions will be used when references are contacted.

22.3.11. Must have a Senior Aerospace Science Instructor (SASI) interview. This in-person interview is conducted by a current AFJROTC SASI using the AFJROTC Form 102, which includes height, weight, and if necessary, applicable body fat measurements. Once completed, the interviewing SASI will forward the completed interview (electronically) to Holm Center/JRI.

22.3.12. Must meet weight and body fat standards as defined by this instruction. Air Force Physical Fitness Test results will not be accepted. Applicants over their maximum body weight but at or under the calculated maximum allowable body fat (males 26% and females 36%) are still eligible to apply and be approved (see Attachments 5, 6 and 7).

22.3.13. Must complete an Occupational Screening Questionnaire attesting to their ability to perform the Essential Functions of an AFJROTC instructor. An inability to fully perform the Essential Functions of an AFJROTC instructor may result in disapproval of an application. Falsification of the Occupational Screening Questionnaire will be considered grounds for application disapproval and/or decertification.

22.3.14. Holm Center/JRI will process all new applicant names through Holm Center/JA for screening of any previous judicial/non-judicial punishment records.

22.3.15. Holm Center/JRI may request derogatory information from AFPC as necessary.

22.4. Application Submittals. Applications are normally submitted using the online application located on AFJROTC's public website (www.afjrotc.com).

22.4.1. Waivers to any of the minimum application requirements must be submitted in writing to Holm Center/JRI. The Chief of Instructor Management is the waiver approval authority.

22.4.2. When a manual application process is necessary, Holm Center/JRI will coordinate with the applicant to obtain all necessary items.

22.5. Application Processing. Holm Center/JRI will process all submitted applications in the order they are received (first in, first out). To ensure fairness to all applicants, new applications will not be processed out of order to facilitate an individual applicant meeting a published nomination deadline.

22.5.1. If an application is submitted with missing or incomplete items, the applicant will be contacted for correction. It is the applicant's responsibility to respond in a timely manner to any requests for missing or incomplete data. If Holm Center/JRI is not provided the missing or incomplete data, or notified of difficulties or delays in obtaining the missing or incomplete data, the application may be closed. If the applicant eventually provides the missing or incomplete information, the application can be reopened. Holm Center/JRI will not approve any application unless it is complete.

22.5.2. Holm Center/JRI will review all application documents for accuracy, omissions, or abnormalities, such as low performance report ratings or negative performance report comments. References will be contacted as determined by Holm Center/JRI.

22.5.3. The Chief of Instructor Management is the approval authority for all new applications. If an applicant has submitted all required/requested application items and there are no omissions, inaccuracies or other abnormalities, the application is deemed complete can be approved without delay. However, if an applicant fails to correctly meet all requirements, has a disqualifying factor, or fails to adequately address any omissions or abnormalities, the application will be disapproved.

22.5.4. Once an application decision is reached, Holm Center/JRI will notify the applicant, via memorandum, of the outcome.

22.5.4.1. If the application is approved the applicant must read, sign and return the application approval letter, indicating their agreement to abide by AFJROTC behavior and program performance requirements. This agreement includes the applicant's understanding of AFJROTC certification, and the applicant's acknowledgement of the need for an information exchange between the school and Headquarters AFJROTC related to the instructor's duty performance and behavior, including communications concerning an instructor's certification status. Once returned, Holm Center/JRI will update WINGS with the applicant-endorsed approval letter and update the application expiration date.

22.5.4.2. If the application is disapproved, the reason(s) will be annotated in the memorandum.

22.6. Application Duration. All approved applications have an expiration date.

21.6.1. Newly approved applications are valid up to five years from the applicant's retirement effective date, if the applicant is not hired into a vacancy before the application expires. Once an applicant is hired and remains hired, the expiration date is not applicable until they depart AFJROTC employment.

22.6.2. For instructors who depart AFJROTC, but remain in good standing per Chapters 14, 15 and 16 of this instruction, their application will remain valid for five years from their final day of employment as an AFJROTC instructor. Holm Center/JRI will update the application expiration date in WINGS and include supporting documentation.

22.6.3. When an instructor is decertified or withdrawn per Chapter 15 of this instruction, or is deceased, their application will be closed. Holm Center/JRI will update the application records in WINGS and include supporting documentation.

22.6.4. For newly-approved applicants who are within six months of their five year expiration date, Holm Center/JRI may automatically extend the expiration date for an additional six months. Any other extensions to an application expiration date must be requested by the applicant prior to the application expiring. Extension approvals must be in the best interest of the AFJROTC program, such as to allow a specific applicant to be nominated for a hard-to-fill location.

22.7. Falsification of an Application. If an applicant is found to have negligently omitted or otherwise provided false or misleading information in their application that would have resulted in a disapproved application, the instructor's application may be closed, regardless of the timeframe since the initial application or current employment status. If a certified instructor is found to have falsified their initial application, they may be decertified (see Paragraph 15.2.2.3).

22.8. Application Closure. If an application is disapproved, has expired, or if a current instructor is withdrawn, decertified, fails to obtain an AFJROTC Form 98 as required, or they are deceased, the application will be closed. If an instructor's application is closed, they are removed from the eligible instructor applicant pool. Holm Center/JRI will ensure WINGS updates are accomplished as required to reflect the correct status of all applications.

22.8.1. Applications that are closed due to expiration of time only may be reopened by the Chief of Instructor Management if it is in the best interest of AFJROTC. In this case, reopening of a closed application must be to satisfy a nomination for a specific hard-to-fill location, not to allow the applicant to be nominated for any advertised vacancy.

22.9. Nominations to Schools. Individuals with a valid application on file with Holm Center/JRI may request to be nominated for any advertised vacancy in their grade category (officer or enlisted). **EXCEPTION:** Waivers to application requirements that were granted for designated hard-to-fill locations, or for academic degree completion are granted for a specific location only.

22.9.1. Vacancies are posted on the www.afjrotc.com website. Vacancies are updated a minimum of once per week. To ensure fairness to all applicants, Holm Center/JRI will not withhold any known vacancy from public advertisement.

22.9.2. Eligible applicants will communicate to Holm Center/JRI the locations of the vacancies they wish to be nominated for.

22.9.3. Holm Center/JRI collects names of eligible candidates in a 3-week collection cycle. At the end of a collection cycle, Holm Center/JRI will nominate all eligible candidates to their requested schools, in no particular order. To ensure complete fairness, Holm Center/JRI will use no application scoring, rank-ordering, or other method in the nomination process. If a candidate is eligible, desires to be added to a specific vacancy list, meets timelines and qualifications, they will be referred to that school.

22.9.3.1. When a school is sent a list of four or more candidates, Holm Center/JRI may retract the vacancy advertisement until the school makes a determination on the currently-nominated candidates.

22.9.3.2. For schools with long term vacancies or those designated hard-to-fill, Holm Center/JRI may immediately nominate an interested candidate to the school for hiring consideration, regardless of the published hiring cycle timeline.

22.9.3.3. Schools wishing to hire a specific person (i.e. a by-name request) may do so, if the person they wish to hire has an approved application on file with Holm Center/JRI. However, if the vacancy was advertised and has received other interested applicants (other than the person the school wants by-name), all candidates will be referred at the end of the

hiring cycle. Current instructors seeking to transfer must meet eligibility requirements and timelines per Chapter 17.

22.9.4. Nominations are sent to the school Principal via email with each candidate's name and contact information included. Nominated applicants will receive a separate email with the school's contact information.

22.9.5. Applicants who are nominated to a particular school must be proactive and contact the school within 72 hours of being notified of their referral to discuss an interview or any other local application requirements. **NOTE:** Holm Center/JRI does not send instructor application documents to any school. If that is required, it is the responsibility of the applicant to provide that information to the school.

22.9.6. No later than 10 calendar days after a list of candidates is sent to a school, Holm Center/JRI will contact that school to ask about the interview and potential to hire one of the candidates sent. Holm Center/JRI will continue to follow up with the school until a hire is determined, or the nominated candidates have all been eliminated from consideration. Per 22.9.3.1, if the school was sent four or more candidates and the vacancy advertisement was removed, it may be re-posted once all previously referred candidates are confirmed to have been declined/not selected for hire.

22.9.7. Department of Defense Dependent Schools (DoDDS). All candidates nominated to DoDDS schools must be experienced AFJROTC instructors who are eligible for transfer per Chapter 17. Inexperienced AFJROTC instructors may not be considered for DoDDS openings.

22.10. Responsibility of Schools. Per public law, DoD policy and the signed agreement between the school district and the Air Force, a minimum of two instructors are required at each unit, regardless of the number of cadets. Schools may not choose to delay hiring the two minimum instructors while cadet enrollment is building or recovering. Additional instructors are required when specific thresholds of cadet enrollment is reached (see Chapter 13).

22.10.1. Once a school receives a candidate list from Holm Center/JRI, it is the responsibility of the school and the candidate(s) to contact each other, set up interview times, and ultimately make a hiring decision on each candidate.

22.10.2. Any background checks are the responsibility of the hiring school (See 22.1.2 and 22.2.2).

22.10.3. No school can be compelled by the Air Force to hire any specific candidate. However, failure to hire the required minimum number of instructors to operate the unit may lead to the unit being placed on probation, or being deactivated.

22.10.4. Schools will contact Holm Center/JRI (HQ-InstructorMgmt@afjrotc.com) when a selection has been made or if there are any questions about the process. Holm Center/JRI will then provide the school an estimate of the selectee's Minimum Instructor Pay and request a DD Form 2767 and DD Form 2754 be completed on the selectee.

22.11. Substitute Teachers. In the event of an instructor vacancy, host schools are encouraged to provide a substitute teacher to assist with academic portion of the AFJROTC Program. Substitute teachers employed in AFJROTC classrooms do not need to have any prior military service or have any military-related experience. If used, substitute teachers are not funded or cost-shared by the Air Force, nor will they be granted AFJROTC data system access. Long term substitutes/volunteers do not count toward the two-instructor minimum, nor do they satisfy the requirement for additional instructors when cadet growth warrants. **NOTE:** It is not recommended that any decertified AFJROTC instructor be employed in a substitute AFJROTC instructor role. Questions on a previous AFJROTC instructor being utilized in a substitute role can be addressed to Holm Center/JRI.

BILLY THOMPSON
Brig Gen, USAF
Commander, Holm Center

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

AFROTCI 36-2011, *Cadet Operations*, 12 August 2013

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 17-100, *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 36-2909, *Professional and Unprofessional Relationships*, 1 May 1999

AFI35-104, *Air University Supplement, Public Affairs*, 26 May 2011

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

AS016, *Special Purpose Clothing and Personal Equipment*

AS706B, *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*

Holm Center 65-103, *The Air Force Junior ROTC (AFJROTC) Program*

Public Law 104-208, Section 625

Public Law 88-647, *Junior Reserve Officer Training Corps Program*

Title 10, United States Code, Section, *Junior Reserve Officer Training Corps*

Title 10, United States Code, Section 102, 2031-2033, *Junior Reserve Officer Training Corps*

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 Acknowledgement for AFJROTC Instructor Duty*

AFJROTC Form 308, *Certificate of Recognition*

AFJROTC Form 310, *AFJROTC Certificate of Completion*

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 1256, *Certificate of Training*

DD 200, *Financial Liability Investigation of Property Loss*

DD 2754, *JROTC Instructor Pay Certification Worksheet for Entitlement Computation*

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

Abbreviations and Acronyms

AETC—Air Education and Training Command

AFC—Air Force Contribution

AFJROTC—Air Force Junior Reserve Officer Training Corps

AFWA—Air Force Weather Agency

AIM—Asset Inventory Management

AMA—Academy of Model Aeronautics

APT—Awareness Presentation Team

AS—Aerospace Science

AS—Allowance Source

ASI—Aerospace Science Instructor

AU—Air University

AY—Academic Year

BAH—Basic Allowance for Housing

BAS—Basic Allowance for Subsistence

BDU—Battle Dress Uniform

BFM—Body Fat Measurement

CIA—Curriculum in Action

CMPPFG—Curriculum, Materials, Publications, and Forms Guide

COLA—Cost-Of-Living Allowance

CONUS—Continental United States

COSSA—Council on Secondary School Affairs

CPS—Classroom Performance System

DNMS—Does Not Meet Standards

CRA—Clothing Replacement Allowance

DOD—Department of Defense

DRMO—Defense Reutilization Marketing Office

DUA—Distinguished Unit Award

EAL—Eligible Applicant List

EFT—Electronic Funds Transfer

ER—Evaluation Report

FAR—Federal Aviation Regulations

Holm Center—Jeanne M. Holm Center for Officer Accessions and Citizen Development

Holm Center/CC—Commander, Holm Center

Holm Center/JR—Director, AFJROTC

Holm Center/JRI—Instructor Management Division, AFJROTC

Holm Center/JRO—Operations Division, AFJROTC

Holm Center/JRS—Support Division, AFJROTC

IAW—In Accordance With

IFR—Instrument Flight Rules

IT—Information Technology

ITA—Information Technology Asset

ITEC—Information Technology Equipment Custodian

JICC—Junior Reserve Officer Training Corps Instructor Certification Course

JROTC—Junior Reserve Officer Training Corps

KHAS—Kitty Hawk Air Society

LE—Leadership Education

LDR—Leadership Development Requirements

MILPER—Military Personnel

MIP—Minimum Instructor Pay

MPC—Military Property Custodian

NASA—National Aeronautics and Space Administration

NDCC—National Defense Cadet Corps

NP—Nurse Practitioner

OHA—Overseas Housing Allowance

OIA—Outstanding Instructor Award

OIY—Outstanding Instructor of the Year

O&M—Operation and Maintenance

PA—Public Affairs; Physician Assistant

PIC—Pilot in Command

PT—Physical Training

RD—Regional Director

ROIA—Regional Outstanding Instructor Award

ROS—Report of Survey

ROTC—Reserve Officer Training Corps

SASI—Senior Aerospace Science Instructor

SCL—School Candidate List

S DFA—Support Division Finance Accounting

SECAF—Secretary of the Air Force

SEA—Service Educational Activities

SSN—Social Security Number

TA—Table of Allowance

USC—United States Code

VCO—Vehicle Control Officer

VCR—Video Cassette Recorder

VFR—Visual Flight Rules

VJICC—Virtual JROTC Instructor Certification Course

WBFMP—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 when deemed necessary by Holm Center/JRI. In the context of AFJROTC program operations in a school, 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—All cadets actively enrolled in an Aerospace Science class.

Attachment 2

NOMINATION FORMAT FOR OUTSTANDING INSTRUCTOR AWARD

(Section IV, Rater's Comments, AFJROTC Form 98)

A2.1. Nominations. Nominations must clearly communicate 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 consideration and rating by Regional Directors and HQ AFJROTC Board members.

A2.2. Nomination length is limited to Section IV (front and back of form) and Section V, if used, for optional endorsing official comments. No added attached pages will be accepted.

Figure A2.1. Example Nomination Format for Section IV of the AFJROTC Form 98.

1) IMPACT ON CADETS:

a. MSgt Smith conducted five field trips to city government agencies—events included question and answer sessions with Mayor and County Judge—broadened the knowledge of 67 cadets

b. Developed an additional drill practice period during school hours—sacrificed personal teacher planning period to provide 29 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 chaperone extra-curricular AFJROTC functions—dedication resulted in a 10% increase in cadet retention

b. Organized 17 cadets to plan, build & install picnic tables and trash receptacles in school cafeteria courtyard—alleviated overcrowded cafeteria space and provided students with a safe, alternative lunch area

c.

3) IMPACT ON COMMUNITY:

a. Directly supervised 113 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 22 at-home sporting events. He ensured appropriate respect for the flag was demonstrated to a cumulative total of over 15,000 local citizens and school visitors

c.

Attachment 3

**EXAMPLES OF CALCULATING ENROLLMENT FOR INSTRUCTOR
AUTHORIZATION**

A3.1. Traditional, Modified 4X4 Block (keep the same cadets the entire school year), Trimester, and A/B Block Scheduling. If there is a yearly average “teaching load” of 151 cadets or more actively enrolled in Aerospace Science academic classes and it is projected to remain in excess of that number, then an additional instructor is authorized. Reserve cadets are not in academic classes and do not count. Authorization of more instructors is based on increments of 100 cadets actively enrolled in an Aerospace Science academic class. EXAMPLE:

TRADITIONAL SCHEDULE: Total number of cadets actively enrolled in AFJROTC academic classes 10 October.

MODIFIED 4X4 BLOCK SCHEDULING: (Keep the same cadets the entire school year) calculate the same as Traditional Scheduling.

TRIMESTER SCHEDULE: calculate the same as Traditional Scheduling.

A/B BLOCK SCHEDULE

This unit **IS** authorized a third instructor

A Block	85 Cadets
B Block	<u>75</u> Cadets
	160 TOTAL (>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 **IS** authorized a third instructor under 4x4 Block scheduling

1st Term	150 Cadets (reported on 10 October class rosters)
2d Term	165 Cadets (reported on 10 February class rosters)

315 TOTAL divided by 2 = yearly average “teaching load” of 157.5 (>151)

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

1st Term 175 Cadets

2d Term 120 Cadets

295 TOTAL divided by 2 = yearly average “teaching load” of 147.5 (<151)

A3.3. Modified Block Scheduling (very rare). 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 **IS** authorized a third instructor

Monday 200 Cadets

Tuesday 145 Cadets

Wednesday 145 Cadets

Thursday 145 Cadets

Friday 220 Cadets

835 TOTAL divided by

5 = average of 175

This unit **MAY BE** authorized a third instructor

Monday 170 Cadets

Tuesday 135 Cadets

Wednesday 135 Cadets

Thursday 135 Cadets

Friday 180 Cadets

755 TOTAL divided by

5 = average of 151

Attachment 4

WEIGHT TABLES

Table A4.1. Weight Table – Males.

Height (in inches)	Maximum Allowable Weight (MAW)	Interpolated Weight 1/2"
58	131	134
59	136	138
60	141	143
61	145	148
62	150	153
63	155	158
64	160	163
65	165	168
66	170	173
67	175	178
68	180	183
69	186	189
70	191	194
71	197	200
72	202	205
73	208	211
74	214	217
75	220	223
76	225	229
77	231	235
78	237	241
79	244	247
80	250	253

NOTE: If the height fraction is less than 1/2 inch, round down to the nearest inch. If the height fraction is 1/2 inch or greater, round up to the nearest inch.

Table A4.2. Weight Tables – Females.

Height (in inches)	Maximum Allowable Weight (MAW)	Interpolated Weight 1/2"
58	119	122
59	124	126
60	128	130
61	132	134
62	136	139
63	141	143
64	145	148
65	150	152
66	155	157
67	159	162
68	164	167
69	169	172
70	174	177
71	179	182
72	184	187
73	189	192
74	194	197
75	200	202
76	205	208
77	210	213
78	216	219
79	221	225
80	227	230

NOTE: If the height fraction is less than 1/2 inch, round down to the nearest inch. If the height fraction is 1/2 inch or greater, round up to the nearest inch.

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 (i.e., tools, keys, etc.) or outer clothing (i.e., 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 each time.

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, with no upward head tilt.

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: Instructors may not measure each other. Measurements are conducted in a private room or in a partitioned area away from the view of other 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 (belly button)* 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: Instructors may not measure each other. Measurements are conducted in a private room or in a partitioned area away from the view of other 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.



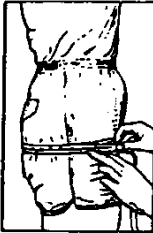
A7.2.2. With the individual standing with arms at her sides and at the end of a normal relaxed exhalation, measure the natural waist circumference. The natural waist circumference is the narrowest point, usually located about half-way between the navel and the lower end of the sternum (breast bone). 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
53.5	31	31	31	30	30	30	29	29	29	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

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
61.5	35	34	34	34	33	33	33	32	32	32
62.0	35	35	35	34	34	34	33	33	33	32
62.5	36	35	35	35	34	34	34	34	33	33
63.0	36	36	36	35	35	35	34	34	34	34
63.5	37	37	36	36	36	35	35	35	34	34
64.0	37	37	37	36	36	36	36	35	35	35
64.5	38	38	37	37	37	36	36	36	36	35
65.0	38	38	38	38	37	37	37	36	36	36
65.5	39	39	38	38	38	37	37	37	37	36
66.0	40	39	39	39	38	38	38	37	37	37
66.5	40	40	39	39	39	39	38	38	38	37
67.0	41	40	40	40	39	39	39	39	38	38
67.5	41	41	41	40	40	40	39	39	39	38
68.0	42	41	41	41	40	40	40	40	39	39
68.5	42	42	42	41	41	41	40	40	40	39

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

