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SECRETARY OF THE AIR FORCE**



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Air Force Culture

AIR FORCE STANDARDS

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SUMMARY OF CHANGES

This publication has been substantially revised to update guidance and references throughout and must be completely reviewed.

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Chapter 1

THE AIR FORCE ENVIRONMENT

1.1. Overview. The importance of the Air Force's mission and inherent responsibility to the Nation requires its Airmen to adhere to higher standards than those expected outside of Military Service. Airmen are proud of our high standards. Through self-discipline, Airmen adhere to them and hold our fellow Airmen accountable to follow our standards. The Air Force environment, whether at home station or forward deployed, encompasses the actions, values and standards Airmen live by each and every day, whether on or off duty.

1.2. Mission, Vision, and Core Functions.

1.2.1. United States Air Force Mission. The mission of the United States Air Force is to Fly, Fight, and Win... Airpower anytime, anywhere.

1.2.2. Air Force Vision. To achieve the Air Force mission, the Air Force vision is: The United States Air Force will be a trusted and reliable joint partner with our sister services known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling airpower capabilities for employment by the combatant commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach, and Power for the Nation.

1.2.3. Air Force Core Functions. The Air Force Core Functions articulate, to internal and external audiences, how the Air Force fulfills its statutory Title 10 role to organize, train and equip forces for combatant commanders to execute their assigned missions. The Core Functions are Air Superiority; Global Strike; Rapid Global Mobility; Intelligence; Surveillance, and Reconnaissance; and Command and Control.

1.3. Air Force Core Values. The Air Force Core Values are Integrity First, Service Before Self, and Excellence In All We Do. The Air Force individual Core Values represent the enduring and guiding principles for which we as individuals and as an organization stand. Our Core Values are so fundamental they define our identity, and for those of us who join this proud community of Airmen, being a part of the Air Force family requires that we commit to living these values, on and off duty.

1.3.1. The Air Force Core Values exist for all members of the Air Force family - officer, enlisted, and civilian; Active, Guard, Reserve, and retired. We must internalize these Core Values and model the behaviors that demonstrate them. We must inspire others, set an example through personal conduct, and promote leadership and accountability across the force.

1.3.2. The Air Force Core Values are much more than minimum standards. They remind us of what is required to get the mission done. They inspire us to do our very best at all times. They are the fundamental common bond among all Airmen of the United States Air Force. They are the values that strengthen and sustain the Total Force and tie us to the great warriors and public servants of the past.

1.3.3. For those who join this proud community of Airmen- whether officer, enlisted, civilian, Active, Guard, or Reserve - being a part of the Air Force family requires commitment to living these values, on and off duty. This is the expectation of our profession and is the standard against which our fellow Service members and the American public hold us. The Air Force

Professional is a trusted servant of our Nation who adheres to the highest standards of character, courage, and competence. How Airmen act represents to others the collective identity of the Air Force.

1.3.4. Living the Air Force Core Values.

1.3.4.1. Understanding the Air Force Core Values is easy. The true challenge is to live them. It is a commitment that never ends, and one that always matters.

1.3.4.2. Each of our Core Values are further defined by virtues (desired behaviors and characteristics) Airmen must practice and demonstrate in their daily lives, showing they truly value Integrity, Service, and Excellence. Consistently practicing these virtues results in habits of honorable thought and action, producing an Air Force Professional. Air Force Professionalism is a shared belief in, and a commitment to, honorable service based on our Air Force Core Values.

1.3.5. Integrity First. Simply doing the right thing, all the time, whether everyone is watching, or no one is watching. This Air Force core value is the compass that keeps us on the right path when confronted with ethical challenges and personal temptations, and it is the foundation upon which trust, and respect are built. An individual realizes integrity when thoughts and actions align with what he or she knows to be right. The virtues that demonstrate one truly values integrity include:

1.3.5.1. Honesty. The hallmark of integrity is honesty. As public servants, Airmen are trusted agents. Honesty requires us to evaluate our performance against standards, and to conscientiously and accurately report findings. It drives us to advance our skills and credentials through our own effort. Our word must be unquestionable. This is the only way to preserve the trust and respect that we hold so dear for one another and the population we serve.

1.3.5.2. Courage. Not the absence of fear but doing the right thing despite fear. Courage empowers us to take necessary personal or professional risks, make decisions that may be unpopular, and admit to our mistakes; having the courage to take these actions is crucial for the mission, the Air Force, and the Nation. A person of integrity does what is right even if the personal cost is high.

1.3.5.3. Accountability. Accountability is the responsibility to an audience. That audience may be the American people, our units, our supervisors, our fellow Airmen, our families, our loved ones, and even ourselves. Accountable individuals maintain transparency, seek honest and constructive feedback, lead and live with respect for themselves and others, and take ownership of the outcomes of their actions and decisions. They are responsible to themselves and others and refrain from actions which discredit themselves or our Service.

1.3.5.4. Humility. A person of integrity grasps and is sobered by the extraordinary task of defending the Constitution of the United States. We practice humility by putting others before ourselves. We seek to add value through community and humanitarian support. We serve with gratitude and without arrogance.

1.3.6. Service Before Self. The choice to serve is a decision to hold ourselves to a higher standard; it is a calling, a daily commitment that takes energy, dedication, and sacrifice. Selfless services places demands upon us which are not levied upon the American public or

those who choose other professions. Selfless service begins when our Airmen take the Oath of Office or Enlistment, but it does not mean that we let go of all that we hold dear – our family, loved ones, and sincerely held beliefs. We embrace a disciplined approach to self-control, respect for authority, and respect for the beliefs and worth of others. Additionally, Airmen must practice self-care first to be able to serve others. The virtues that demonstrate one truly values service include:

1.3.6.1. **Duty.** The obligation to perform what is required for the mission. While our responsibilities are determined by the law, the DoD, and DAF instructions, directives, and guidance, our sense of duty is a personal one and bound by the oath of service we took as individuals. Duty sometimes calls for sacrifice unlike any other profession. Airmen who truly embody *Service Before Self* consistently choose to make necessary sacrifices to accomplish the mission, and in doing so, they honor those who made such sacrifices before us.

1.3.6.2. **Loyalty.** An internal commitment to the success and preservation of something bigger than ourselves. An Airman's loyalty is to the Nation first, the values and commitments of the Air Force second, and finally to those with whom they serve. Loyalty to leaders requires Airmen to trust, follow, and execute leader's decisions, even when they disagree. We offer alternative solutions and innovative ideas most effectively through the chain of command. Leaders demonstrate loyalty by respecting those who serve and treating them with dignity, compassion, and true concern for their wellbeing. Ultimately, loyalty is demonstrated by helping each other act with respect and honor.

1.3.6.3. **Respect.** Encompasses self-respect, mutual respect, and organizational respect. This three-dimensional view requires us to embrace the unique value of all individuals and treat everyone with dignity. We must always act in the certain knowledge that all Airmen must be treated with respect and *Boldy* speak up, even when it is uncomfortable, to assert this truth. Further, respecting others requires a commitment to recognize and root out prejudices, biases, and stereotypes. Airmen must engage genuinely, honestly, and with an empathetic and open mind. We must honor the Air Force and others by following our words with actions. Respect must be embraced mutually by military and civilian personnel in all grades or positions and demonstrated in the everyday actions of all Airmen. Without it, we simply cannot stand strong in the defense of our Nation. Mutual respect strengthens teamwork, supports increased communication, reduces stress, and diminishes conflict. Put simply, respect means treating others the way you would want to be treated and creating an environment, through your words and actions, where every Airman can serve to their full potential.

1.3.7. **Excellence In All We Do.** This Air Force core value does not mean that the Air Force demands perfection in everything from everyone. Instead, it directs Airmen to continuously advance their craft and increase their knowledge as Airmen. Airmen must have a passion for continuous improvement and innovation that propels America's Air Force in quantum leaps towards accomplishment and performance. The virtues that demonstrate one truly values excellence include:

1.3.7.1. **Mission.** The mission focus must encompass operations and excellence in stewardship. The complex undertaking of the Air Force mission requires us to harness the ingenuity, expertise, and elbow grease of all Airmen. Airmen approach it with the mindset

of respect, pride, innovation, and a continued commitment to anticipate and embrace change. Our work areas, our processes, and our interpersonal interactions must be undeniably professional and positive. Our people are the platform for delivering innovative ideas, strategies, and technologies to the fight.

1.3.7.2. Discipline. An individual commitment to uphold the highest personal and professional standards. Airmen commit to a life of discipline and self-control. They demonstrate it in attitude, work ethic, and effort directed at continuous improvement, whether it be pursuing professional military education or nurturing ourselves physically, intellectually, emotionally, or spiritually. Each Airman represents the entire Air Force. Our appearance, actions, and words shape the culture of the Air Force and the reputation of the entire military profession.

1.3.7.3. Teamwork. Essential to triumph at every level. Airmen recognize the interdependency of every Airman's contributions towards the mission and strive for organizational excellence. They not only give their personal best, but also challenge and motivate each other to perform their best. They gain respect through their actions and strong work ethic to build team trust, and they give respect to others for their contributions. Airmen carry their own weight and do whatever is necessary to help our wingmen carry theirs. They embrace the idea that their part of the Air Force meets the Air Force's world-class standard.

1.4. Major Performance Areas (MPAs) and Airmen Leadership Qualities (ALQs). How well a member does their job and the qualities the individual brings to the job are of paramount importance to the Air Force. It is also important for development of skills and leadership abilities and in determining who will be selected for advancement through assignments, promotions, and other personnel actions. The Officer and Enlisted Evaluation Systems, DAFI 36-2406, emphasizes the importance of performance using periodic performance feedback as the basis for formal evaluations and through the use of Airman Leadership Qualities (ALQs). ALQs are used as a competency-based assessment of the qualities we value in all Airmen. DAFI 36-2406 groups ten ALQs under four Major Performance Areas (MPAs)—Executing the Mission, Leading People, Managing Resources, and Improving the Unit—derived from AFI 1-2, *Air Force Culture: Commander's Responsibilities*. MPAs represent key processes, procedures and requirements based on public law, executive orders, directives, and instructions. DAFI 36-2406 outlines the feedback and evaluation methods for assessing Airmen under the framework of MPAs and ALQs.

1.4.1. Executing the Mission. Effectively uses knowledge, initiative, and adaptability to produce timely, high quality/quantity results to positively impact the mission. The ALQs are Job Proficiency; Initiative; and Adaptability.

1.4.1.1. Job Proficiency. Demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

1.4.1.2. Initiative. Independently assesses and takes action to complete a task or mission that produces meaningful results.

1.4.1.3. Adaptability. Adjusts to changing conditions, to include plans, information, processes, requirements, and obstacles in accomplishing the mission.

1.4.2. **Leading People.** Fosters cohesive teams, effectively communicates, and uses emotional intelligence to take care of people and accomplish the mission. The ALQs are: Inclusion & Teamwork; Emotional Intelligence; and Communication.

1.4.2.1. **Inclusion & Teamwork.** Collaborates effectively with others to achieve an inclusive climate in pursuit of a common goal or to complete a task or mission.

1.4.2.2. **Emotional Intelligence.** Exercises self-awareness, manages their own emotions effectively; demonstrates an understanding of others' emotions, and appropriately manages relationships.

1.4.2.3. **Communication.** Articulates information in a clear and timely manner, both verbally and non-verbally, through active listening and messaging tailored to the appropriate audience.

1.4.3. **Managing Resources.** Manages assigned resources effectively and takes responsibility for actions/behaviors to maximize organizational performance. The ALQs are: Stewardship; and Accountability.

1.4.3.1. **Stewardship.** Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.

1.4.3.2. **Accountability.** Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.

1.4.4. **Improving the Unit.** Demonstrates critical thinking and fosters innovation to find creative solutions and improve mission execution. The ALQs are: Decision Making; and Innovation.

1.4.4.1. **Decision Making.** Makes well-informed, effective, and timely decisions under one's control that weigh constraints, risks, and benefits.

1.4.4.2. **Innovation.** Thinks creatively about different ways to solve problems, implements improvements and demonstrates calculated risk-taking.

1.5. Oath. Upon entering the Air Force, all Airmen voluntarily took an oath. Each time we accept continued service or reenlist, we reaffirm our belief in and commitment to that oath. We promise to protect and defend our American freedoms and agree to live by a set of military rules and standards. The oath is consistent with and encompasses the Air Force Core Values of Integrity, Service, and Excellence. An Airman's actions must always be consistent with this oath. *See 10 U.S.C. § 502; 5 U.S.C. § 3331; DAFI 36-2606, Reenlistment in the United States Air Force; DAFI 36-2501, Officer Promotions and Selective Continuation.*

1.5.1. **Oath of Enlistment.**

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." (**Note:** Members may omit the words "So help me God," if desired.)

1.5.2. **Oath of Office (Commissioning Oath).**

“I,___, having been appointed a (grade in which appointed) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God.” (Note: Members may omit the words “So help me God,” if desired.)

1.6. The Airman’s Creed. The Airman’s Creed reminds all Airmen that we are far more than a conglomeration of diverse specialties, skill sets, or jobs. Airmen are in the profession of arms made up entirely of volunteers sworn to defend the Constitution of the United States against all enemies. Those “arms” may be classical weapons of physical warfare or the vastly complex structures and activities that enable the Air Force to project sophisticated power on behalf of America. The Creed allows Airmen to think and act with one mind, and with a commitment to victory in any armed conflict. Airmen are warriors, and are dedicated to flying, fighting, and winning in every domain of operations.

I AM AN AMERICAN AIRMAN.
I AM A WARRIOR.
I HAVE ANSWERED MY NATION’S CALL.

I AM AN AMERICAN AIRMAN.
MY MISSION IS TO FLY, FIGHT, AND WIN.
I AM FAITHFUL TO A PROUD HERITAGE,
A TRADITION OF HONOR,
AND A LEGACY OF VALOR.

I AM AN AMERICAN AIRMAN,
GUARDIAN OF FREEDOM AND JUSTICE,
MY NATION’S SWORD AND SHIELD,
ITS SENTRY AND AVENGER.
I DEFEND MY COUNTRY WITH MY LIFE.

I AM AN AMERICAN AIRMAN:
WINGMAN, LEADER, WARRIOR.
I WILL NEVER LEAVE AN AIRMAN BEHIND,
I WILL NEVER FALTER,
AND I WILL NOT FAIL.

1.7. Code of Conduct. The Code of Conduct, established by President Eisenhower through Executive Order 10631 17 Aug 1955, outlines basic responsibilities and obligations of members of the U.S. Armed Forces. The Air Force expects all Airmen to measure up to the standards described in the Code of Conduct. Originally developed to guide Service members who became prisoners of war, the spirit and intent remain equally applicable to Service members subject to hostile detention. Such Service members should consistently conduct themselves in a manner that brings credit to themselves and our country. The six articles of the Code of Conduct address situations and decision areas that any Service member could encounter to some degree. The Code of Conduct includes basic information useful to prisoners of war to help them survive honorably

while resisting captors' efforts to exploit them. Such survival and resistance require knowledge, understanding and a commitment to the articles:

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

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

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

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

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

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

1.8. Customs and Courtesies. Our customs and courtesies reflect the unique nature of our profession and guide significant aspects of our behavior. We emphasize our strong bond with other military members, as well as our mutual respect for one another and our civilian leadership. See AFI 34-1201, *Protocol*; Air Force Pamphlet (AFPAM) 34-1202, *Guide to Protocol*.

1.8.1. Saluting. Saluting is a courtesy exchanged between members of the uniformed Services as both a greeting and a symbol of mutual respect. The basic rules regarding saluting are:

1.8.1.1. Airmen salute the President, Vice President, Secretary of Defense, Department Secretaries, all superior commissioned and warrant officers, all Medal of Honor recipients, and superior officers of friendly foreign nations.

1.8.1.2. Airmen salute the President, the Vice President, Secretary of Defense, Department Secretaries, and senior officers in vehicles when distinguished by vehicle plates and/or flags.

1.8.1.3. Airmen do not, typically, salute indoors. However, it is appropriate to salute when formally reporting to a superior officer and during ceremonial events.

1.8.1.4. Airmen salute outdoors when in uniform, both on and off base, unless:

1.8.1.4.1. Precluded by duties, safety, injury, carrying objects which cannot be transferred to the left hand, or other legitimate reason. In this case, a respectful oral greeting is appropriate. If the senior member's right arm is incapacitated, Airmen will still salute.

1.8.1.4.2. In a designated no-salute area.

- 1.8.1.4.3. In military formation or work detail, in which case, only the senior member of the formation or detail salutes.
- 1.8.1.5. Saluting while in physical training gear is authorized, but not required.
- 1.8.1.6. Salutes between individuals are not required in public gatherings, such as sporting events, meetings, or when a salute would be inappropriate or impractical.
- 1.8.2. Respect for the United States Flag. Guidance on proper United States Flag protocols is addressed in AFI 34-1201. Airmen should be familiar the guidance and requirements concerning proper respect to the United States Flag.
- 1.8.2.1. When in uniform, Airmen salute the flag as it passes in front of them in a procession or parade. Airmen salute six paces before the flag passes before them and hold the salute until the flag has passed six paces beyond their position.
- 1.8.2.2. National Anthem. Airmen must show respect for the flag during the playing of the National Anthem, both indoors and outdoors, in uniform and while in civilian clothing.
- 1.8.2.2.1. Indoor Ceremonies. When in uniform, face the flag (if visible) or music. Stand at attention at the first note and maintain that position until the last note without rendering a salute. If in civilian clothing, Airmen stand at attention and place their right hand over their heart.
- 1.8.2.2.2. Outdoor Ceremonies. When in uniform, face the flag (if visible) or music. Stand at attention and salute at the first note of the National Anthem and hold until completion of the last note. If in civilian clothing, Airmen should either stand at attention and place their right hand over their heart or render a salute. Civilian hats will be removed.
- 1.8.2.3. During the playing of the national anthems of recognized nations, render the same customs and courtesies as those given during the playing of the United States National Anthem.
- 1.8.2.4. Reveille and Retreat. Flags on stationary flag staffs are only saluted during reveille, retreat, or special ceremonies. In these cases, when outside and in uniform, consistent with safety and mission requirements, Airmen stop what they are doing, face the direction of the flag (if visible) or the music. Stand at parade rest during the sounding of retreat (which precedes the lowering of the flag), then come to attention and salute during the playing of the National Anthem or “To the Colors.” If driving a vehicle, stop if consistent with safety and mission requirements. Airmen and their passengers should sit quietly until the music ends.
- 1.8.2.5. Taps. Many installations play “Taps” to signify lights out at the end of the day. For these purposes, there are no formal protocol procedures required. However, upon hearing “Taps” at a military ceremony (military funeral/memorial ceremony), proper protocol dictates Airmen in uniform render appropriate honors consistent with protocol for the National Anthem (see [paragraph 1.8.2.2](#)), indoor and outdoor, until the music is complete.
- 1.8.2.6. Pledge of Allegiance. When in uniform and outdoors, stand at attention, face the flag, remain silent, and salute. If indoors, stand at attention, face the flag, and remain silent (where the participants are primarily civilians or in civilian attire, reciting the Pledge of

Allegiance is optional for those in uniform). When not in uniform, Airmen stand at attention, face the flag, place their right hand over their heart, and recite the Pledge of Allegiance. Civilian hats will be removed.

1.8.3. Respect for Retirees. Retirees are entitled to the same respect and courtesies as active military personnel. They will be addressed by their retired grade on all official records and official correspondence, except for correspondence and other matters relating to a retiree's civilian employment. *See AFI 36-3106, Retiree Activities Program.*

1.8.4. Respect for Authority. Junior personnel shall employ a courteous and respectful bearing and mode of speech toward senior personnel. When addressed by an officer senior to them, junior personnel shall stand (unless seated at mess or unless circumstances make such action impracticable or inappropriate). Junior personnel shall walk or ride to the left of senior personnel whom they are accompanying. Senior personnel enter an aircraft or automobile last and leave first.

1.8.5. Titles of Address. Military personnel are addressed by their grade or title. Pay grade terms (e.g., E-9, O-6) are not to be used to address or identify military personnel. Officers are addressed by their grade name (e.g., Captain, Major, General) or "sir" or "ma'am." Physicians and dental officers may be addressed as "Doctor." Chaplains may be addressed as "Chaplain" or by their ecclesiastical title. Enlisted personnel are addressed in **Figure 1.1**.

Figure 1.1. Air Force Enlisted Terms of Address.

TITLE	TERM OF ADDRESS
Chief Master Sergeant of the Air Force	Chief Master Sergeant of the Air Force or Chief
Chief Master Sergeant	Chief Master Sergeant or Chief
Senior Master Sergeant	Senior Master Sergeant or Senior or Sergeant
Master Sergeant	Master Sergeant or Sergeant
Technical Sergeant	Technical Sergeant or Tech Sergeant or Sergeant
Staff Sergeant	Staff Sergeant or Sergeant
Senior Airman	Senior Airman or Airman
Airman First Class	Airman First Class or Airman
Airman	Airman
Airman Basic	Airman Basic or Airman

1.9. Diversity, Equity, Inclusion, and Accessibility. Diversity, equity, inclusion, and accessibility are key to Air Force standards and missions. Diversity of thought, experience, and perspectives is critical to innovation and maintaining the Air Force's competitive advantage. At their core, diversity, equity, inclusion, and accessibility provide our Total Force an aggregation of strengths, perspectives, and capabilities that transcends individual contributions. Our ability to attract a larger, highly talented, diverse pool of applicants for service with the Air Force, both military and civilian, and develop and retain our current personnel will impact our future Total

Force. Diversity, equity, inclusion, and accessibility are about strengthening our force and ensuring our long-term viability to support Air Force missions with dignity and respect. *See* AFPD 36-70, *Diversity & Inclusion*; AFI 36-7001, *Diversity and Inclusion*.

Chapter 2

CONDUCT

2.1. Overview. The high standards of the Air Force mandate that personnel conduct themselves consistent with those standards. This includes treating others with genuine dignity, fairness, and respect at all times. Each Airman is entitled to fair, just, and unbiased treatment. Each Airman has the obligation to care for, teach, and lead others. Behavior that departs from those standards not only degrades public trust in the Air Force, but also puts mission accomplishment at risk. This chapter provides details of conduct that is either expected of all Airmen or prohibited and the basis for possible discipline.

2.2. Professional Relationships. While personal relationships between military members are normally matters of individual choice and judgment, they can in certain circumstances become matters of official concern. They become such matters when the relationships adversely affect, or have the reasonable potential to adversely affect, the Air Force by eroding morale, good order, discipline, respect for authority, unit cohesion, or mission accomplishment. *See AFI 36-2909, Air Force Professional Relationships and Conduct.*

2.2.1. Professional relationships are those interpersonal relationships that reflect Air Force standards of conduct and the Air Force Core Values. Effective professional relationships enhance morale, unit cohesion, good order and discipline and improve the operational environment while, at the same time, preserving proper respect for authority and focus on the mission.

2.2.2. With respect to relationships between superiors and subordinates, whether they are other military members or civilian employees, there is a balance that recognizes the appropriateness of a relationship. Social interaction that contributes appropriately to unit cohesiveness and effectiveness is encouraged. Relationships are unprofessional when they detract from the supervisor-to-subordinate authority or reasonably create the appearance of favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. This is true whether pursued and conducted on or off duty.

2.2.3. Unprofessional relationships can develop between officers, between enlisted members, between officers and enlisted members, between officers or enlisted members and cadets, and between military personnel and civilian employees or contractor personnel when standards are not maintained. Unprofessional relationships conducted via electronic means (e.g., by phone, text messaging, social media) are no less corrosive to good order and discipline, and abuse by members in these forums shall result in the same degree of accountability. This includes avoiding inappropriate electronic friendships that compromise and degrade the officer/enlisted command and supervisory relationships.

2.2.4. The rank of cadet is a unique military rank reserved for cadets at the United States Air Force Academy and the Reserve Officers' Training Corps. A cadet is neither enlisted, nor an officer. Dating, close friendships, or sexual relationships between cadets and officers or cadets and enlisted personnel are prohibited. More specific guidance concerning relationships among different classes of cadets is provided through the leadership of the United States Air Force Academy and Reserve Officers' Training Corps programs.

2.2.5. There is a long-standing and well-recognized custom in military service, as well as set forth in the UCMJ and DAF issuances, that officers and enlisted personnel shall not fraternize. Fraternization exists when a relationship between an officer and an enlisted member puts the enlisted member on terms of military equality with the officer in such a way that prejudices good order and discipline in the armed forces or is of a nature to bring discredit upon the armed forces. Excessive socialization and undue familiarity, real or perceived, degrades leadership and interferes with command authority and mission effectiveness. With the proliferation of social media and online video conferencing, the task of maintaining professionalism requires a heightened awareness to ensure full compliance regardless of the medium of interaction used.

2.2.6. Relationships in which one member exercises supervisory or command authority over another can become unprofessional. Similarly, differences in grade increase the risk that a relationship will be, or will be perceived to be, unprofessional because senior members in military organizations exercise authority, or have some direct or indirect organizational influence, over the duties and careers of junior members. The danger for abuse of authority, or the perception of such abuse, is always present. The ability of the senior member to influence assignments directly or indirectly, promotion recommendations, duties, awards, and other privileges and benefits, places both the senior member and the junior member in vulnerable positions. Once established, unprofessional relationships, such as inappropriate personal relationships and favoritism, do not go unnoticed by other members of a unit and call into question the superior's impartiality toward the subordinate and his or her peers. Failure to maintain relationships between members in a strictly professional manner undermines morale, good order, and discipline, and corrodes the indispensable respect for the chain of command and unit cohesion.

2.2.7. Unprofessional relationships can develop between members of different Military Services when the relationships adversely affect or have the reasonable potential to adversely affect the Air Force by eroding morale, good order, discipline, respect for authority, unit cohesion, or mission accomplishment.

2.2.8. Civilian employees and contractor personnel are an integral part of the Air Force. These fellow Airmen and teammates contribute directly to readiness and mission accomplishment. Consequently, military members of all grades must maintain professional relationships with civilian employees and government contractor personnel they work with, supervise or direct, and must avoid relationships that adversely affect or are perceived to adversely affect morale, discipline, respect for authority, and unit cohesion, or that violate law or regulation.

2.3. Standards of Ethical Conduct. As Air Force members, Airmen must practice the highest standards of conduct and integrity, not only in our jobs, but also in our relationships with other people, in our personal financial dealings, and in our interaction with the civilian community; and must not engage in any conduct that is illegal or otherwise brings discredit to the Air Force. An Airman's code of ethics must be such that our behavior and motives do not create even the appearance of impropriety. Each Airman's commitment to integrity will lead the way for others to follow.

2.3.1. Title 5 Code of Federal Regulations (CFR), Section 2635.101 establishes the basic ethical principles that must be followed by federal employees:

2.3.1.1. Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.

2.3.1.2. Employees shall not hold financial interests that conflict with the conscientious performance of duty.

2.3.1.3. Employees shall not engage in financial transactions using nonpublic government information or allow the improper use of such information to further any private interest.

2.3.1.4. An employee shall not solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

2.3.1.5. Employees shall put forth honest effort in the performance of their duties.

2.3.1.6. Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the government.

2.3.1.7. Employees shall not use public office for private gain.

2.3.1.8. Employees shall act impartially and not give preferential treatment to any private organization or individual.

2.3.1.9. Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

2.3.1.10. Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official government duties and responsibilities.

2.3.1.11. Employees shall disclose fraud, waste, abuse, and corruption to appropriate authorities.

2.3.1.12. Employees shall satisfy, in good faith, their obligations as citizens, including all just financial obligations, especially those—such as federal, state, or local taxes—that are imposed by law.

2.3.1.13. Employees shall adhere to all laws and regulations that provide equal opportunity for all persons regardless of protected class.

2.3.1.14. Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or ethical standards. Whether circumstances create an appearance that the law or ethical standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

2.3.2. Conflicts of Interest. A conflict of interest is a personal interest or relationship that conflicts with the faithful performance of official duty. Under 18 U.S.C. § 208, a Federal employee is prohibited from participating personally and substantially in an official capacity in any matter in which, to his knowledge, he, or any person whose interests are imputed to him under this statute has a financial interest, if the particular matter will have a direct and predictable effect on that interest.

2.3.2.1. One method of identifying potential conflicts of interest and preventing them is by the timely filing of financial disclosure reports if the individual is a required filer.

2.3.2.2. Ethics counselors help required filers by reviewing financial reports, educating on the law and regulatory guidance, and assisting with remedies.

2.3.3. Gifts from outside sources. Federal Regulation 5 CFR 2635.202, *et seq* provides guidance for gifts from outside sources:

2.3.3.1. As a general rule, employees may not solicit or accept gifts given to them from a prohibited source or given to them because of their official position. A prohibited source is an entity or company that: 1) is seeking official action by DoD; 2) does business or seeks to do business with DoD; 3) conducts activities regulated by DoD; or 4) has interests that may be substantially affected by the performance or nonperformance of a DoD employee's official duties.

2.3.3.2. There are limited exemptions and exceptions to the general rule including, but not limited to: 1) modest food and refreshments (non-alcoholic) not offered as part of a meal; 2) items intended primarily for presentation that have little intrinsic value (such as plaques, certificates, and trophies); 3) discounts and favorable rates offered to all government or all military personnel; 4) non-cash items with a value of \$20 or less (not to exceed \$50 per calendar year from a single source); and 5) gifts based on outside personal/family or business relationships (of the Airman or their spouse).

2.3.4. Gifts Between Employees. Federal Regulations (5 CFR 2635.301, *et seq.*) provides guidance on gifts between employees:

2.3.4.1. Employees may generally not accept gifts from subordinates or employees that make less pay than themselves.

2.3.4.2. Employees may not: 1) solicit a donation or a contribution from other personnel for a gift to a superior; 2) make a donation for a gift to a superior official, or 3) accept a gift from subordinate personnel, except under these circumstances: (a) voluntary gifts or contributions of nominal value (the solicitation of which should not exceed \$10); (b) on occasions of special personal significance (e.g., marriage, birth of a child, bereavement); however, the gift must be appropriate to the occasion; (c) or on occasions that terminate the superior-subordinate relationship (e.g., retirement, permanent change of station or assignment); however, there is a \$300 limit for a gift from any group that includes a subordinate.

2.3.5. Use of Government Resources, Time, and Title.

2.3.5.1. In accordance with 5 CFR 2635.704, federal employees have a duty to protect and conserve Government property as well as refrain from using or allowing its use for purposes other than those for which it is made available to the public or those authorized in accordance with law or regulation.

2.3.5.2. Federal Employees shall use official time in an honest effort to perform official duties, unless authorized under law or regulation to use official time for other purposes. See 5 CFR 2635.705[a].

2.3.5.3. Per 5 CFR 2635.705(b), an employee shall not encourage, direct, coerce, or request a subordinate to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with law or regulation.

2.3.5.4. Employees may not use or permit the use of their government positions, titles, or authority in a manner that could be reasonably construed to imply official endorsement or sanction of personal activities or non-Federal entities, 5 CFR 2635.702. However, per the

Joint Ethics Regulation (JER) 5500.07-R, 3-300(a)(1), use of grade and branch of Service are usually considered customary terms of address and do not imply official endorsement.

2.3.6. The *Joint Ethics Regulation* (JER), DoD 5500.07-R, provides additional guidance concerning acceptable ethical conduct by DoD personnel:

2.3.6.1. Employees may not engage in any personal commercial solicitation or sale to any military personnel junior in grade at any time—on or off-duty, in or out of uniform. This does not apply to the one-time sale of personal property, such as a home, boat, or car, where the junior buyer approaches the senior seller to engage in the transaction and the junior buyer receives fair market value for any purchase made. It also does not apply to off-duty DoD personnel employed—with appropriate supervisor permission—in retail stores or other situations that do not include solicited sales. *See* JER, paragraph 2-205.

2.3.6.2. Employees may not gamble or bet while on government-owned or leased property or while in a duty status, unless specifically authorized. *See* JER, paragraph 2-302.

2.3.6.3. Employees may not endorse, or appear to endorse, fundraising for any charitable purpose. However, there are limited exceptions to this prohibition including endorsement or the appearance of endorsement of fundraising for the Combined Federal Campaign (CFC), the Air Force Assistance Fund (AFAF), and other organizations composed primarily of DoD employees or their dependents when fundraising among their own members for the benefit of welfare funds for their own members or their dependents. Supervisors may encourage subordinate participation in the AFAF Campaign and in the CFC generally (but may not endorse individual component charities). *See* JER, paragraph 3-210.

2.3.6.4. As members of private nonprofit and professional organizations, employees must avoid using, or appearing to use, their title, position, or DAF organization in a way that might suggest DAF or DoD endorsement of the private organization. Employees may participate in the management of such an organization so long as those duties do not interfere with their official DAF duties and the position of responsibility was not offered to them because of their official DAF position. *See* JER, paragraph 3-300.

2.4. Duty Performance. Our primary responsibility as Airmen is to do our part to accomplish the mission; however, accomplishing the mission requires more than just technical proficiency. Airman must be team members. We must be responsive and accomplish our duties in a timely and efficient manner. We must be dependable and responsible for our own actions and avoid the need for supervisors and commanders to constantly monitor or follow up on our activities. Quality and quantity of work are both important since they are our primary measures of efficiency and productivity. Our conduct and performance must be guided by the Air Force Core Values and the principles of mission command.

2.5. Mission Command. Mission command is a philosophy of leadership that empowers Airmen to operate in uncertain, complex, and rapidly changing environments through trust, shared awareness, and understanding commander's intent. The key attribute of mission command is decentralized execution through the delegation of authority to empower subordinate decision making and enable flexibility, initiative, and responsiveness in the accomplishment of commander's intent. Airmen at all levels should be comfortable making decisions and operating

based on commander's intent and the principles of mission command. *See* Air Force Doctrine Publication, AFDP 1, *The Air Force*

2.6. Wingmen. Airmen at all levels of command and supervision, have a role as wingmen. The Air Force culture is centered on the idea that a wingman will always safeguard their lead, and it adheres to the belief that a lead never lets his or her wingman stray into danger. All Airmen are encouraged to be good wingmen. Being a good wingman means taking care of fellow Airmen and taking action when signs of trouble or distress are observed, especially in situations where Airmen appear as if they are about to make a poor decision, are in despair, or show signs of hurting themselves or others. Commanders also need to recognize when their people need help and know where to send them to get it. Supervisors are the first line of defense for the well-being of the people they supervise. And as leaders, supervisors are often in a position to spot the first signs of trouble and are in the best position to listen and provide, or arrange for, needed assistance.

2.7. Unlawful Discrimination. The DAF does not tolerate unlawful discrimination and harassment (including bullying, hazing, and sexual harassment) against military members on the basis of race, color, national origin, sex (including pregnancy), gender identity, sexual orientation, and religion. The DAF does not tolerate unlawful discrimination and harassment against civilian employees on the basis of race, color, national origin, sex (including pregnancy, gender identity, and sexual orientation), religion, age (40 or older), disability, genetic information, and retaliation that contributes to a hostile work environment. The right to non-discrimination on the basis of religion includes the right to reasonable accommodation of one's religious beliefs and practices. *See* DAFI 36-2710, *Equal Opportunity Program*.

2.7.1. Unlawful harassment includes creating an intimidating, hostile working environment for another person on the basis of a protected class. The use of disparaging terms with respect to a person's protected class contributes to a hostile work environment and must not be tolerated. It is the obligation of each Airman (military and civilian) in the chain of command or supervision to identify and prevent such conduct. Commanders and supervisors are responsible for establishing a work climate free from unlawful discrimination and harassment and are responsible for fostering a work climate that can readily identify and appropriately address these behaviors.

2.8. Harassment. The DAF will not tolerate harassment that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults, or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment. Types of harassment include, but are not limited to, sexual harassment, bullying, and hazing. *See* DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*; DAFI 36-2710, *Equal Opportunity Program*.

2.8.1. Bullying includes acts of aggression by military members or civilian employees, with a nexus to military service, with the intent of harming a Service member either physically or psychologically, without a proper military or other governmental purpose. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because

he or she is considered different or weak. It often involves an imbalance of power between the aggressor and the victim.

2.8.2. Hazing includes conduct which physically or psychologically injures or creates a risk of injury without a proper military or governmental purpose for the initiation into, admission into, affiliation with, change in status or position within, or a condition for continued membership in any military or DoD civilian organization.

2.8.3. Sexual Harassment.

2.8.3.1. Sexual harassment under Article 134, UCMJ, involves knowingly making unwelcome sexual advances, demands or requests for sexual favors, or knowingly engaging in other conduct of a sexual nature. Under the circumstances, the conduct would cause a reasonable person to believe that submitting (or refusing to submit) to such conduct would be made (either explicitly or implicitly) a term or condition or be used as a basis for a decision affecting, the person's job, career, pay, benefits, or entitlements. The conduct may also constitute the offense if it is so severe, repetitive, or pervasive that a reasonable person would perceive it as creating an intimidating, hostile, or offensive working environment and under the circumstances, the conduct affects good order and discipline in the armed forces, or of a nature to bring discredit upon the armed forces.

2.8.3.2. Sexual harassment under DAFI 36-2710 involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; (2) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive environment; and is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive. Use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the armed forces is prohibited. Any deliberate or repeated unwelcome verbal comments or gestures of a sexual nature by any member of the armed forces or civilian employee of the Department of Defense is prohibited. There is no requirement for concrete psychological harm for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive. Sexual harassment can occur through electronic communications, including social media, other forms of communication, and in person.

2.8.4. Retaliation. Airmen shall not retaliate against any person for reporting or planning to report a criminal offense, or making or planning to make a protected communication, or with the intent to discourage any person from reporting a criminal offense or making or planning to make a protected communication. Retaliation is taking or threatening to take an adverse personnel action, or withholding or threatening to withhold a favorable personnel action, with respect to a military member because the member reported a criminal offense. *See DAFI 36-2710, Equal Opportunity Program.*

2.9. Sexual Assault. The DAF will not tolerate sexual assault. Sexual assault undermines our mission readiness, directly contradicts the Air Force Core Values, and erodes the trust and confidence upon which our institution is built. All Airmen have the enduring responsibility to foster a climate of dignity and respect and to promote and ensure a culture that will not tolerate sexual assault or behaviors that support it. *See* Article 120 UCMJ and DAFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*.

2.10. Drug Abuse. The illegal use of drugs, or improper use of legal drugs, is not just against federal law, but is also completely inconsistent with Air Force Core Values and DAF standards of behavior, performance, and discipline necessary to accomplish the Air Force missions. Drug abuse can seriously damage an Airman's physical and mental health, jeopardize their safety and the safety of others, and adversely affect the success of Air Force missions and national security. It can result in criminal prosecution or nonjudicial punishment under Article 112a, UCMJ, as well as administrative discharge. It can also subject members to prosecution under federal, state, and local criminal law. *See* AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*.

2.10.1. The knowing use or attempted use of any intoxicating substance (other than the lawful use of alcohol, tobacco products, or prescription drugs), which is inhaled, injected, consumed, or introduced into the body in any manner to alter mood or function is prohibited and will not be tolerated. These substances include, but are not limited to designer drugs, such as inhalants, propellants, solvents, household chemicals, and other substances used for "huffing"; prescription or over-the-counter medications when used in a manner contrary to their intended medical purpose or in excess of the prescribed dosage; and naturally occurring intoxicating substances. The possession of any intoxicating substance, with the intent to use the substance in a manner that would alter mood or function without legal authorization, or distribution of any intoxicating substance is also prohibited and will not be tolerated.

2.10.2. Airmen with substance abuse problems are encouraged to seek assistance from the unit commander, First Sergeant, substance abuse counselor, or a medical professional through the Alcohol and Drug Abuse Prevention and Treatment Program.

2.11. Alcohol Abuse. DAF standards call on all members to prevent alcohol abuse and alcoholism. Air Force leaders will assist Airmen in resolving alcohol-related problems. DAF standards ensure humane management and administrative disposition of those who are unable or unwilling to be restored to full, effective functioning. Alcohol abuse, such as driving while intoxicated, can also lead to disciplinary action, including criminal prosecution under the UCMJ or state and local law. Airmen are responsible for exercising good judgment in the use of alcohol. This includes ensuring alcohol use does not adversely affect an Airman's ability to be recalled, if specifically required (e.g., when serving in an on-call status), to the duty station during scheduled off-duty time. Further, State, and foreign nation drinking age laws, including those in a deployed environment, must be obeyed both on- and off-duty. Airmen may be enrolled in the Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program by Self-Identification, Command Referral, Medical Referral, or Addictive Behavior Referral if their misuse of alcohol negatively affects individual behavior, duty performance, and/or physical and mental health. *See* AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*.

2.12. Financial Responsibility. Just like physical fitness is important for an Airman's health, "fiscal fitness" is equally important to their overall well-being as an Air Force member. Failure to

satisfy just financial obligations is not consistent with the standards of conduct expected of Airmen. Two of the key tools to individual financial responsibility are the development and maintenance of a personal budget and effective management of one's debt. Airmen are expected to review leave and earnings statements on a regular basis to ensure the accuracy of pay and allowances, file travel vouchers in a timely manner, and use the government travel card for authorized purchases only. Additionally, Airmen are expected to provide regular and adequate support for dependents, including payments required by court order. To assist with financial affairs, the Air Force provides financial management information and personal counseling, as well as legal assistance. *See DAFI 36-2906, Personal Financial Responsibility.*

2.13. Dependent Care. The Air Force must have people in the right place at the right time, unencumbered and ready to perform the jobs for which they have been trained. Unless specifically deferred or exempted, all military personnel must be available at all times to perform a full range of military duties and assignments, including but not limited to, permanent change of station or assignment, unaccompanied tours, temporary duty (including short- or no- notice deployments), alerts, recalls, extended hours, or shift work. *See DoDI 1342.19, Family Care Plans; AFI 36-2908, Family Care Plans.*

2.13.1. Each Airman must make and maintain dependent care arrangements that will allow the member to be worldwide deployable at all times.

2.13.2. Dependent care plans must cover all possible situations in both the short- and long-term and must be sufficiently detailed and systematic to provide for a smooth, rapid transfer of responsibilities to another individual during the absence of the military sponsor.

2.13.3. Single parents and military couples with dependents face additional challenges. Nevertheless, these parents must be worldwide deployable on short notice. Suitable arrangements must be planned in advance for a nonmilitary member to assume custody of dependent(s) in the event the Service member(s) is/are unavailable to provide dependent care due to military obligations.

2.14. Self-Reporting Criminal Conviction. All Air Force commissioned officers, enlisted members above the grade of E-6, and any member serving in a Designated Special Duty assignment who are in the Regular Air Force or in an active duty status in the Reserve Component will report, in writing to their commander, any conviction for a violation of a criminal law of the United States or while serving overseas. The member must report a conviction whether or not the member was on active duty or inactive duty at the time of the conduct that provides the basis for the conviction. *See AFI 36-2909, Air Force Relationships and Conduct.*

2.15. Free Exercise of Religion and Religious Accommodation. Airmen should confidently practice their own beliefs while respecting others whose viewpoints differ from their own. Every Airman is free to practice the religion of their choice or subscribe to no religious belief at all. Every Airman also has the right to individual expressions of sincerely held beliefs, to include conscience, moral principles, or religious beliefs, unless those expressions would have an adverse impact on military readiness, unit cohesion, good order, discipline, health and safety, or mission accomplishment.

2.15.1. Airmen's right to practice their religious beliefs does not excuse them from complying with directives, instructions, and lawful orders; however, they may request religious accommodation in the form of deviations from directives, instructions, or lawful orders. With

the exception of medical practice or immunization accommodation requests, Airmen will continue to comply with directives, instructions, and lawful orders for which the member seeks accommodation until their religious accommodation request has been approved. *See DoDI 1300.17, Religious Liberty in the Military Services; AFPD 52-2, Accommodation of Religious Practices in the Air Force; DAFI 52-201, Religious Freedom in the Department of the Air Force.*

2.16. Balance of Free Exercise of Religion and Establishment Clause. Leaders at all levels must balance constitutional protections for free exercise of religion and the constitutional prohibition against governmental establishment of religion. They must ensure their words and actions do not discriminate against any individual or group because of their faith, belief, or absence of belief, or extend preferential treatment for the same. Leaders must ensure that their personal expression is not reasonably associated with their government role, but may engage in such expression per DAFI 52-201, *Religious Freedom in the Department of the Air Force.*

2.17. Political Activities. Generally, as individuals, Airmen enjoy the same rights and have the same responsibilities as other citizens. However, because they are Airmen in the United States Air Force, the manner in which they exercise their rights is limited in some cases. Under our democratic system, the military, as a group, must remain politically neutral and divorced from partisan politics per AFI 51-508, *Political Activities, Free Speech, and Freedom of Assembly of Air Force Personnel.* There are some general rules that Airmen should remember:

2.17.1. Airmen have the right as American citizens to vote and to voice their opinions concerning political matters; however, they must be careful that their personal opinions and activities are not directly, or by implication, represented as those of the Air Force. Airmen must take care not to appear to represent the Air Force when they express their personal opinions and engage in activities associated with voting and political matters. Airmen must also refrain from contemptuous words against certain federal and state officials; the details of such rules are included in Articles 88 and 134 of the UCMJ.

2.17.2. Airmen may attend partisan political rallies or speeches when not in uniform, not on duty, and when solely acting as a spectator. Airmen, including Air Force Reserve and Air National Guard when in an active status, may not speak before a partisan political event, ride, or participate in a partisan political parade, or engage in partisan political fundraising activities, regardless of whether they are in uniform.

2.17.3. Airmen may make a monetary contribution to a political organization, party, or committee favoring a political candidate or slate of candidates, subject to the limitations of 52 USC § 30116.

2.17.4. Airmen may support or endorse a particular political candidate, party, cause, or issue through displaying a single standard-sized bumper sticker on personally owned vehicles. No larger vehicle signs are permitted. Airmen may not display any type of political sign, banner, poster, or similar device in their office or work area or at their on-base residence, even if that residence is part of a privatized housing development.

2.17.5. Federal installations and workplaces are not traditional public forums for free speech and political discussions are generally not appropriate. Airmen may not attempt to influence the view, position, or vote of any subordinate except to generally encourage participation in the voting process.

2.18. Protest and Extremist Activities. Airmen have a constitutional right of freedom of assembly. However, our ability to exercise that right is largely dependent on the setting. Demonstrations or other activities within military installations, which could result in interference with or prevention of the orderly accomplishment of a mission of the installation or which present a clear danger to loyalty, discipline, or morale of members of the Armed Forces, are prohibited. Military members are also prohibited from participating in demonstrations when they are on duty, when they are in a foreign country, when they are in uniform, when their activities constitute a breach of law and order, or when violence is likely to result. *See DAFI 51-508, Political Activities, Free Speech, and Freedom of Assembly.*

2.18.1. Airmen are prohibited from actively participating in extremist activities. Extremist activities are inconsistent with the responsibilities and obligations of military service, as well as the oaths of office and enlistment, and can be prohibited even in some circumstances in which such activities would be constitutionally protected in a civilian setting. Extremist activities as defined below is prohibited and, as appropriate, may be punishable under Article 92 of the UCMJ.

2.18.1.1. Extremist activities include, but are not limited to: (a) advocating or engaging in unlawful force, unlawful violence or other illegal means to deprive individuals of their constitutional rights; (b) advocating or engaging in unlawful force or violence to achieve goals that are political, religious, discriminatory or ideological in nature; (c) advocating or engaging in or supporting terrorism within the United States or abroad; (d) advocating or engaging in or supporting the overthrow of the U.S. Government (or a political subdivision thereof), by force or violence, or seeking to alter the form of these governments by unconstitutional or unlawful means; or (e) advocating or encouraging military, civilian, or contractor personnel within the DoD or United States Coast Guard to violate the laws of the United States, or any political subdivision thereof; (f) advocating widespread discrimination based on race, color, national origin, religion, sex (including pregnancy), gender identity, or sexual orientation. DAF regulations broadly define prohibited active participation to include a large range of organizing, recruiting for, fundraising on behalf of, and execution of extremist activities. *See AFI 51-508, Political Activities, Free Speech, and Freedom of Assembly.*

2.19. Public Statements. Only DAF military and civilian employees may be authorized to act in the capacity of an official DAF or Air Force spokesperson. Although military and civilian employees (including 10 U.S.C. § 1588 volunteers) may be asked to author or review proposed information releases such as statements press, releases, articles, imagery, or other content, only authorized DAF, and Public Affairs representatives, as appropriate, are permitted to publicly release such information on behalf of their DAF organization and its leaders, or to express an official position. Ensuring that official statements are properly worded and approved avoids statements that do not reflect official DAF policy or that, if taken out of context, could be misleading to the public. Public statements should be fully coordinated with the appropriate Public Affairs office, for security and policy review, before release. *See AFI 35-101, Public Affairs Operations; AFMAN 35-101, Public Affairs Procedures.*

2.19.1. The Air Force is committed to making its operations as transparent as possible to the American public. To that end, requests for information should be forwarded to the Public Affairs office or other appropriate Air Force offices. Those offices include the Freedom of Information Act office, legal office (for litigation matters), Air Force Office of Special

Investigations or Security Forces (for law enforcement information), etc. Air Force policy provides for clearance by the Public Affairs officer at the lowest level where competent authority exists to judge the security and policy aspects of the information submitted for review.

2.19.2. All personnel are responsible for safeguarding classified and controlled unclassified information, personally identifiable information and the identities of deployed Service members and their families. Failure to do so may result in disciplinary action.

2.20. Personal Use of Social Media. Airmen are personally responsible for what they say and do, including through any electronic medium and on any social media or similar platform. Regardless of the method or style of communication used, DAF standards must be observed by Airmen at all times, on and off duty. For further guidance regarding personal use of social media, see Air Force Handbook (AFH) 33-337, *Tongue and Quill*; AFI 35-101, *Public Affairs Operations*, DoDI 5400.17, *Official Use of Social Media for Public Affairs Purposes, for DoD Social Media*.

2.20.1. Operations security is vital to the accomplishment of the Air Force mission. The use of social media and other forms of communication that allow Airmen to communicate with a large number of people brings with it the increased risk of magnifying potential vulnerabilities to a DAF activity. Classified, controlled unclassified information, and other official DoD information and documents are prohibited from being released to unauthorized recipients, including posting on social media or transmitted via non-DoD e-mail accounts without proper authorization. See DoDM 5200.01, Volume 1_DAFMAN 16-1404, Volume 1, *Overview, Classification and Declassification*; DoDM 5200.01, Volume 2_AFMAN 16-1404, Volume 2, *Information Security Program: Marking of Information*; DoDM 5200.01, Volume 3_DAFMAN 16-1404, Volume 3, *Information Security Program: Protection of Classified Information*.

2.20.2. Airmen are obliged to communicate and conduct themselves appropriately with officer and enlisted personnel, peers, superiors, and subordinates (to include civilian superiors and subordinates). This obligation is applicable whether they communicate via social media or other forms of communication, such as e-mail, instant messaging, or texting. Do not add slogans, quotes, or other personalization to a signature block in official correspondence.

2.20.3. Airmen should strive to avoid offensive and/or inappropriate language or behavior on social media and through other forms of communication that could bring discredit upon on the Air Force or themselves as a member of the Air Force, or that would otherwise be harmful to good order and discipline. Bullying or harassment of other Airmen, via social media platforms, is likewise corrosive to good order and discipline, and strictly prohibited. See paragraph 2.6.

2.20.4. When Airmen express personal opinions on social media sites and can be identified as a member of the Air Force, they should make clear that they are speaking for themselves and not on behalf of the Air Force. While Service members may generally use their grade and Service even when acting in their personal capacity, they should not do so in situations where the context may imply official sanction or endorsement of their personal opinions (e.g., through the use of images in uniform).

2.20.5. Airmen should recognize that social network “friends” and “followers” may potentially constitute relationships that could affect determinations in background investigations and periodic reinvestigations associated with security clearances.

Chapter 3

APPEARANCE

3.1. Overview. First impressions are often drawn based upon appearance. Projecting a good military image reflects not only on the members personally, but also on the Air Force. Appearance matters both on and off duty and involves more than just the clothes Airmen wear. Projecting a professional image is paramount. See DAFI 36-2903, *Dress and Personal Appearance of Air Force and Space Force Personnel*.

3.2. Dress and Personal Appearance. Pride in one's personal appearance and wearing of the uniform correctly enhances the *esprit de corps* and the professional image essential to an effective military force. All Airmen must maintain a high standard of dress and personal appearance and comply with DAFI 36-2903. This standard consists of five elements: neatness, cleanliness, safety, uniformity, and military image. The first four elements are absolute, objective criteria needed for the efficiency and well-being of the Air Force. Although the fifth element—military image—is subjective, it is critical. Individuals, both military and civilian, draw certain conclusions about the individual members and the Air Force based on what they see. When in uniform or civilian clothes, in an official capacity, Airmen must present a professional image.

3.3. Personal Grooming. While every Airman may, within limits, express individuality, and their racial and cultural identity, through their appearance, the Air Force has defined what is and is not an acceptable professional military image in terms of personal grooming. All uniformed Air Force personnel must comply with the grooming standards found in DAFI 36-2903. Commanders have the responsibility to determine whether an Airman's personal grooming is within standards. Supervisors also have the responsibility to determine compliance and to correct violations of DAFI 36-2903, *Dress and Personal Appearance of Air Force and Space Force Personnel*.

3.4. Uniforms. Wearing Air Force uniforms means carrying on a tradition—one that identifies you as an Airman in the profession of arms. While in uniform, Airmen must adhere to standards of neatness, cleanliness, safety, uniformity, and military image. Airmen will procure and maintain all mandatory uniform items; follow local supplements and procedures regarding wear of the uniform; and keep their uniforms neat, clean, buttoned, and properly maintained. Airmen are responsible for knowing the authorized uniform combinations and the correct placement of ribbons, insignia, and other uniform items.

3.4.1. Authorized Wear of the Uniform:

3.4.1.1. **Military Duties.** Airmen wear the appropriate uniform while performing military duties unless authorized to wear civilian clothes. Airmen assigned to non-Air Force organizations wear the Air Force-equivalent uniform to the dress observed in the assigned organization. If authorized to wear civilian clothes on duty, Airmen must still comply with Air Force appearance and grooming standards unless the member has obtained a proper waiver for operational necessity.

3.4.1.2. **Travel.** If departing from or arriving at commercial airports in the continental United States, any authorized combination of uniform, except the flight duty uniform, may be worn. If departing from and arriving at a military airfield via United States government aircraft or contracted United States government commercial flights, any authorized combination of the uniform is appropriate. When traveling in an official capacity on

commercial air overseas, members should consult the DoD Foreign Clearance Guide for authorized and expected uniform wear. Airmen who wear civilian clothes during official travel must ensure that their clothing is neat, clean, and appropriate for the mode of travel and destination.

3.4.1.3. Social Functions. Airmen attending a military event must wear the appropriate uniform or civilian attire as requested by the host or hostess or directed by the commander. If the uniform is worn to civilian social functions, Airmen should wear a uniform commensurate with the attire worn by civilian attendees typically, service dress uniform, mess dress uniform, or semiformal uniform.

3.4.2. Prohibitions on Wear of Uniform. Airmen will not wear any uniform combination or any uniform items in the following situations:

3.4.2.1. When attending a meeting of, or sponsored by, an organization, association, movement, or group that: the Attorney General of the United States has named as totalitarian, fascist, communist, or subversive; advocates or approves acts of force or violence to deny others their rights under the United States Constitution; or seeks to change the United States government by unconstitutional means.

3.4.2.2. When participating in or attending public political speeches, interviews, picket lines, marches, or rallies, or in any public demonstration when participation might imply Air Force sanction of the cause or if the purpose may be to advocate, express, or approve opposition to the armed forces.

3.4.2.3. When it would discredit the armed forces.

3.4.2.4. When furthering political activities, private employment, or commercial interests.

3.4.2.5. When engaged in off-duty, civilian employment.

3.4.2.6. When participating as a defendant in civilian court proceedings if a conviction would bring discredit to the Air Force.

3.4.2.7. When using frequent flyer miles to upgrade to business or first class. Thus, even when an upgrade to business or first-class accommodations is legitimate, military personnel should not wear the uniform to avoid the public perception of misuse of government travel resources.

3.4.2.8. When distinctive uniform items are mixed with civilian clothes. Distinctive uniform items are those items that are unique to the uniform, such as grade insignia, ribbons, cap devices, badges, uniform jackets and other United States or Air Force insignia. **Note:** items of physical training gear are not considered distinctive uniform items.

3.4.2.9. When eating at off-base restaurants where most diners wear business attire, or at establishments that operate primarily to serve alcohol, members will not wear the operational camouflage pattern uniform, or flight duty uniform.

3.5. Physical Fitness. Airmen must be physically fit to support the Air Force mission. An active lifestyle increases productivity, optimizes health, and decreases absenteeism, which helps maintain a higher level of readiness. Also, by maintaining a fit appearance, we project the proper military image. The Physical Fitness Assessment (PFA) and the Body Composition Assessment (BCA) provides commanders with a tool to assist them in determining the overall fitness of their military

personnel. The fitness assessment uses a composite score based on various scientifically established physical fitness components. Age- and gender-specific fitness assessment score charts are provided in DAFMAN 36-2905, *Air Force Physical Fitness Program*. The body composition assessment uses the Waist-to-Height Ratio (WHtR) to calculate body composition to determine an associated health risk. Commanders and supervisors should incorporate fitness into their organizational culture to encourage members to maintain physical fitness and good health to meet expeditionary mission requirements. However, each Airman is ultimately responsible for keeping themselves in good physical condition. *See* DAFMAN 36-2905, *Air Force Physical Fitness*.

CHARLES Q. BROWN, JR. General, USAF
Chief of Staff

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

5 USC § 3331, *Oath of Office*

10 USC § 502, *Enlistment Oath: Who May Administer*

10 USC § 892, *Failure to obey order or regulation*

10 USC § 893, *Cruelty and maltreatment*

10 USC § 893a, *Prohibited activities with military recruit or trainee by person in position of special trust*

10 USC § 912a, *Wrongful use, possession, etc., of controlled substance substances*

10 USC § 917a, *Wrongful broadcast or distribution of intimate visual images*

Title 18 USC

52 USC § 30116, *Limitations on Contributions and Expenditures*

5 CFR § 2635.101, *Basic Obligation of Public Service*

5 CFR § 2635.202, *General Prohibition on Solicitation or Acceptance of Gifts*

5 CFR § 2635.302, *General Standards*

5 CFR § 2635.702, *Use of Public Office for Private Gain*

5 CFR § 2635.704, *Use of Government Property*

5 CFR § 2635.705, *Use of Official Time*

DoD 5500.07-R, *Joint Ethics Regulation (JER)*, August 1993

DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*, Change 2, 20 December 2022

DoDI 1300.17, *Religious Liberty in the Military Services*, 1 September 2020

DoDI 1342.19_ *Family Care Plans*, Change 2, 30 November 2017

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AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

DAFI 90-160, *Publications and Forms Management*, Change 1, 21 Jun 2023

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

AFI 34-1201, *Protocol*, 18 August 2020

DAFI 35-101, *Public Affairs Operations*, 20 November 2020

AFI 36-703, *Civilian Conduct and Responsibility*, 30 August 2018

AFI 36-7001, *Diversity and Inclusion*, 19 February 2019

AFI 36-2109, *Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Enlisted Council*, 5 January 2021

AFI 36-2113, *The First Sergeant*, 11 June 2020

AFI 36-2501, *Officer Promotions and Selective Continuation*, 16 July 2004

AFI 36-2606, *Reenlistment and Extension of Enlistment in the United States Air Force*, Change 2, 1 February 2023

DAFI 36-2710, *Equal Opportunity Program*, 18 June 2020

DAFI 36-2903, *Dress and Personal Appearance of Air Force and United States Space Force Personnel*, Change 4, 12 Apr 2022

DAFI 36-2906, *Personal Financial Responsibility*, 13 May 2021

AFI 36-2909, *Air Force Professional Relationships and Conduct*, Change 1, 28 September 2022

AFI 36-3106, *Retiree Activities Program*, 2 Apr 2020

AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*, 18 July 2018

DAFI 51-101, *The Air Force Judge Advocate General's Corps (AFJAG) Operations, Accessions, and Professional Development*, 30 Jun 2023

DAFI 51-201, *Administration of Military Justice*, 14 April 2022

DAFI 51-202, *Nonjudicial Punishment*, 4 January 2022

AFI 51-304, *Legal Assistance, Notary, Preventive Law, and Tax Programs*, 22 August 2018

DAFI 51-508, *Political Activities, Free Speech, and Freedom of Assembly*, 24 March 2023

AFI 52-101, *Planning and Organizing*, 15 July 2019

DAFI 52-201, *Religious Freedom in the Department of the Air Force*, 23 June 2021.

DAFI 90-201, *The Inspection System of the Department of the Air Force*, 15 March 2023

AFI 90-301, *Inspector General Complaints Resolution*, Change 1, 30 September 2021

DAFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*, Change 1, 26 March 2021

DAFI 91-202, *The US Air Force Mishap Prevention Program*, 12 March 2020

AFI 33-332, *Records Management and Information Governance Program*, Change 1, 28 Jul 2021

DAFMAN 36-2905, *Air Force Physical Fitness Program*, 21 April 2022

AFH 33-337, *Tongue and Quill*, 27 May 2015

AFPAM 34-1202, *Guide to Protocol*, 8 May 2019

DoD Foreign Clearance Guide

The Manual for Courts-Martial, United States (2019 edition)

A Profession of Arms: Our Core Values (May 2022)

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFDP—Air Force Doctrine Publication

AFH—Air Force Handbook

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

CFR—Code of Federal Regulations

DAFI—Department of the Air Force Instruction

DAFMAN—Department of the Air Force Manual

DoD—Department of Defense

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

JER—Joint Ethics Regulation

POW—Prisoner of War

USC—United States Code

Terms

Airmen—All members of the Air Force family - officer, enlisted and civilian representing the Regular Air Force, Air Force Reserve and Air National Guard.

Air Force Core Values—Integrity First, Service Before Self and Excellence In All We Do. The Air Force Core Values are more than minimum standards. They inspire us; remind us what it takes to get the mission done. They are the common bond among all professional Airmen, past and present.

Air Force Professional—An Airman (Regular, Reserve, Guard) is a trusted servant to our Nation who demonstrates unquestionable competence, adheres to the highest ethical standards and is a steward of the future of the Air Force profession. Air Force professionals are distinguished from other Airmen by a willing commitment and loyalty to their Service's Core Values.

Air Force Professionalism—A personal commitment and loyalty to Air Force standards and expectations framed within an environment of shared trust, guided by each Service's Core Values.

Airmen Leadership Qualities—Ten qualities grouped into four major performance areas (MPAs) that are valued in our Airmen; used to develop and evaluate Airmen; and which are indicative of potential for greater responsibility. In the MPA, Executing the Mission, the ALQs are: Job Proficiency; Initiative; and Adaptability. In the MPA, Leading People, the ALQs are: Inclusion & Teamwork; Emotional Intelligence; and Communication. In the MPA, Managing Resources, the ALQs are: Stewardship; and Accountability. In the MPA, Improving the Unit, the ALQs are: Decision Making; and Innovation. ALQs are evaluated via a proficiency-level scale. See DAFI 36-2406, *Officer and Enlisted Evaluations Systems*.

Bullying—A form of harassment that includes acts of aggression by Service members or DoD civilian employees, with a nexus to Military Service, with the intent of harming a Service member either physically or psychologically, without a proper military or other governmental purpose. Bullying may involve the singling out of an individual from their coworkers, or unit, for ridicule because they are considered different or weak. It often involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

Goal—An expression of the desired future state of the Air Force in a particular area or theme. Goals define and prioritize broad direction and are inherently long-term in nature.

Hazing—Includes conduct which physically or psychologically injures or creates a risk of injury without a proper military or governmental purpose for the initiation into, admission into, affiliation with, change in status or position within, or a condition for continued membership in any military or DoD civilian organization.

Mission—Fundamental reason for being purpose of the organization/effort, and why it exists beyond present day operations.

Mission Command—A philosophy of leadership that empowers Airmen to operate in uncertain, complex, and rapidly changing environments through trust, shared awareness, and understanding of commander's intent.

Objective—A major milestone or action required to achieve a goal. Objectives are specific action statements establishing what, not how.

Profession of Arms—A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

Reprisal—Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action on a military member for making or preparing or being perceived as making or preparing to make a protected communication.

Restriction—Preventing or attempting to prevent members of the Armed Forces from making or preparing to make lawful communications to Members of Congress and/or an IG.

Retaliation—Retaliation is taking or threatening to take an adverse personnel action, or withholding or threatening to withhold a favorable personnel action, with respect to a military member because the member reported a criminal offense, or reported a potential violation of the law, DAF Policy, or guidance to the authorities, chain of command/supervision and/or the Inspector General.

Vision—Mental image of the future, the preferred end state, including how to approach those who are served and to satisfy the mission, how services are delivered, how to organize and manage people and other resources.

Attachment 2

ROLES, RESPONSIBILITIES, AND STRUCTURE

A2.1. Roles, Responsibilities, and Structure. To perform effectively in the Air Force, Airmen must understand the structure and some of the systems that govern its operation.

A2.2. Chain of Command and Supervision. The chain of command and supervision is critical to the establishment and maintenance of high standards of conduct and performance throughout the DAF. It provides the command, control, and communication necessary to accomplish the mission. Each link in the chain is a level of responsibility and authority extending from the Secretary of the Air Force through each commander at every level. Different levels within the chain have different responsibilities and authority; however, all levels have some things in common. Each level in the chain is responsible for all lower levels and accountable to all higher levels. The chain cannot work without loyalty to every level. Loyalty up and down the chain makes a system efficient and effective. It is most effective when issues are resolved at the lowest possible level. If practicable, one should request assistance at each level before going to the higher level and ensure each level is kept informed.

A2.3. Command Chief Master Sergeant and Senior Enlisted Leader. The Command Chief Master Sergeant is the senior enlisted leader of the command at wing or higher levels and is a key member of the command's key enlisted advocates and advisors. Command Chief Master Sergeants are the commander's key enlisted advocate and advisor on operational effectiveness and the organization, training and equipping of enlisted Airmen. Command Chief Master Sergeants ensure the commander's directions and policies are carried out and the Airmen understand and are dedicated to the mission of the command. Command Chief Master Sergeants are responsible for the professional development and proper utilization of the command's enlisted force. Command Chief Master Sergeants work in concert with other enlisted leaders such as Group Senior Enlisted Leaders and First Sergeants to oversee the readiness, training, health, morale, welfare, and quality of life of assigned personnel. *See AFI 36-2109, Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Enlisted Council.*

A2.4. First Sergeant. This senior noncommissioned officer is especially important to command as a role model and member of the enlisted corps who not only exemplifies, but also holds others to DAF standards of conduct and appearance. A First Sergeant is an enlisted leader serving in a time-honored special duty position, rich in custom and tradition. The position is critical to the execution of the unit mission. Although the First Sergeant does not typically have a specific operational or technical expertise requirement, he or she must thoroughly understand how decisions affect unit performance. The First Sergeant primarily supports the mission through interaction, support, and management of Airmen and families. The First Sergeant works directly for and derives authority from the unit commander and serves as the commander's critical link within the unit for all matters concerning assigned personnel. The First Sergeant must ensure that the force understands the commander's policies, goals, and objectives, and must also ensure support agencies, i.e., security forces, civil engineering, medical facilities, force support, etc., are responsive to the needs of unit personnel and their families. *See AFI 36-2113, The First Sergeant.*

A2.5. Staff Agencies. Other agencies support and strengthen the chain of command. These include the different staff functions (such as, the Chaplain Corps, Staff Judge Advocate, Equal Opportunity, Sexual Assault Prevention and Response Program, Safety, Public Affairs and

Inspector General). These agencies are sources of professional advice or assistance in particular areas. These agencies are not a substitute for the chain of command, but instead, support the chain and make it more efficient and effective.

A2.5.1. Chaplain Corps. The Air Force Chaplain Corps provides religious accommodation, spiritual fitness, and leadership advisement.

A2.5.1.1. The Chaplain Corps directly or indirectly provides for the free exercise of religion for all Airmen from all faith groups. This support takes a variety of forms such as religious rites, pastoral care, religious education, additional faith-group-appropriate religious practices and programs, and roles in the formal religious accommodation process.

A2.5.1.2. Spiritual fitness is the ability to adhere to beliefs, virtues, or values needed to develop a fulfilling life with quality of service. Spirituality is the means to find ultimate meaning and life.

A2.5.1.3. Chaplains and Religious Affairs Airmen advise DAF leaders at all echelons on all matters pertaining to religion, spiritual fitness, morale, morals, and ethics. See AFI 52-101, *Planning and Organizing*, for additional information.

A2.5.2. Judge Advocate. Judge advocates, with the support of paralegals and civilian attorneys, advise commanders on a broad spectrum of legal and policy issues. This includes advice on military justice and disciplinary matters; prosecution of courts-martial; representation of the government in administrative separation hearings; advice to military investigative agencies; representation of DAF interests in environmental, civilian labor and utility matters; advice on contract law and related civil law issues; advice on military operations, and review of actions for legal sufficiency in a wide variety of areas. Judge advocates also provide personal legal assistance to eligible DAF Airmen and their dependents. See DAFI 51-101, *The Air Force Judge Advocate General's Corps (AFJAGC) Operations, Accessions, and Professional Development*.

A2.5.2.1. Uniform Code of Military Justice. A special system of laws and courts is required to maintain good order and discipline because military discipline enhances combat capability, the military environment and duties are unique, and military personnel serve throughout the world. The Uniform Code of Military Justice (UCMJ) is the system of criminal justice that helps protect Airmen's constitutional rights while in the armed forces, and it safeguards the armed forces' state of military discipline and, thus, combat effectiveness, by holding offenders accountable. It is federal law enacted by Congress and contains specific punitive articles that help enforce good order and discipline in the military. The UCMJ and the rules and regulations used to administer it not only contain criminal laws Airmen must obey, but also provide procedures for court-martial and nonjudicial punishment. The fact that Airmen are required to obey military laws does not excuse them from their duty to comply with the laws of the community where they live or work. See Manual for Courts-Martial, United States; DAFI 51-201, *Administration of Military Justice*; DAFI 51-202, *Nonjudicial Punishment*.

A2.5.2.2. Personal Legal Assistance. Legal offices provide confidential legal assistance in connection with personal civil legal matters, which in turn support and sustain command effectiveness and readiness. Assistance is provided in several areas, such as wills and estate planning, consumer and financial affairs, family law, the Servicemembers' Civil

Relief Act, veterans' reemployment rights, and taxes. Assistance is subject to the availability of legal staff resources and expertise and gives priority to mobilization and deployment-related issues. *See AFI 51-304, Legal Assistance, Notary, Preventive Law, and Tax Programs.*

A2.5.2.3. Area Defense Counsel. The Office of the Area Defense Counsel's primary responsibility is to advocate for uniformed military personnel who are suspected of violating the Uniform Code of Military Justice or who are facing other adverse administrative actions. Constrained only by ethical limits, the Area Defense Counsel and Defense Paralegal are authorized by law to enter attorney-client relationships, promote the individual interests of their clients, and safeguard those rights throughout criminal and adverse administrative proceedings. Defense personnel are assigned to the Office of the Judge Advocate General and operate independently from the local chain of command.

A2.5.2.4. Victims' Counsel. Victims' Counsel deliver victim-centered advice and advocacy to victims of qualifying sex-related offenses, domestic violence offense, and other offenses that contain elements of interpersonal violence. Victims' Counsel assist victims with obtaining support and recovery resources and promotes greater confidence in both the military justice process and the DAF. Victims' Counsel represent victims at every step of the military justice process to enforce their rights. Victims' Counsel engage with base leaders and other decision makers to ensure that a victim's voice and choices are heard; represent victims at law enforcement, trial, and defense counsel interviews; and attend pre-trial hearings and courts-martial. Victims' Counsel are supported by the Victims' Paralegals. Victims' Counsel/Victims' Paralegals' chain of command is independent from a base chain of command. In addition to the duties mentioned herein, Victims' Counsel and Victims' Paralegals provide a broad range of legal assistance support, represent victims in administrative proceedings (for example, discharge boards and other separation actions) and coordinate with local authorities in situations involving civilian prosecutions.

A2.5.2.5. Office of Special Trial Counsel (OSTC). The OSTC provides expert, specialized, independent, and ethical representation of the United States in the investigation and trial-level litigation of specific covered offenses. A select group of judge advocates are certified to serve as Special Trial Counsel by virtue of their education, training, experience, and judicial temperament. They partner with military criminal investigative organizations and installation legal offices from the initiation of an investigation through the completion of trial proceedings. OSTC personnel operate under the direction of the Lead Special Trial Counsel, reporting directly to the Secretary of the Air Force.

A2.5.3. Public Affairs. The purpose of Public Affairs operations is to communicate timely, accurate, and relevant information about DAF activities to Department of Defense, DAF, and domestic and international audiences. The Public Affairs representative is the commander's principal spokesperson, advisor, and member of the wing staff and is a principal capability of DAF information power. Public Affairs advises the commander and senior leaders on the implications of decisions, operations, activities, and investments on internal and external public perceptions, and researches, plans, executes, and assesses Public Affairs activities and events to support overall operational success. Through strategic and deliberate release of accurate and relevant information and musical products, PA puts military actions into context, facilitates the development of informed perceptions about Air Force activities, and helps undermine adversarial propaganda efforts. In addition, Public Affairs exercises its core

competency of “global influence and deterrence” by communicating U.S. capabilities and resolve to adversaries, competitors, partner nations and non-Federal entities. Public Affairs should be involved in planning, decision making, training, equipping, and executing activities, as well as integrating Public Affairs activities into all levels of command. *See* DAFI 35-101, *Public Affairs Operations*.

A2.5.4. Equal Opportunity. The Equal Opportunity office provides prompt, fair, and impartial services to Airmen (military and civilian) to include civilian equal employment opportunity (EEO) and military equal opportunity (MEO) complaint processing, outreach, training, human relations education, and assistance through negotiation and dispute resolution, equal opportunity subject matter expertise, and other related services and initiatives. This includes assisting military members with issues related to unlawful discrimination and harassment (including sexual harassment), on the basis of race, color, national origin, sex (including pregnancy), gender identity, sexual orientation, and religion as well as other forms of harassment (e.g., bullying, hazing) contributing to a hostile work environment. The Equal Opportunity office also assists civilian personnel with issues related to unlawful discrimination and harassment (including sexual harassment) on the basis of race, color, national origin, sex (including pregnancy, gender identity, and sexual orientation), religion, age (40 or older), disability, genetic information, and retaliation. *See* DAFI 36-2710, *Equal Opportunity Program*.

A2.5.5. Sexual Assault Prevention and Response (SAPR) Program. The SAPR program reinforces the DAF’s commitment to the development, implementation, and assessment of policies and programs to effectively prevent and respond to sexual assault. Trained and certified SAPR teams with immediate sexual assault response capability are made available at all times to military and civilian Airmen at all locations. The SAPR office offers restricted and unrestricted reporting of sexual assault and provides person-centered, trauma-informed victim support. A victim’s unrestricted report of sexual assault is reported to law enforcement and may be used to initiate the official investigation process. The SAPR office also provides restricted and unrestricted reporting options and SAPR victim advocacy to DAF military members who experience sexual harassment. Sexual harassment reporting and victim advocacy via the SAPR program do not replace the MEO complaint processes available to military members. Unrestricted reports of sexual harassment will be reported to MEO. SAPR prevention initiatives and response services reinforce DAF standards and are designed to empower Airmen to serve as catalysts for attitude and behavior changes, fostering an environment that cultivates a culture of dignity, mutual respect, and trust. *See* DAFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*.

A2.5.6. The Inspector General (IG). The IG acts as an extension of the commander by serving as the eyes and ears to be alert to issues affecting the organization. The IG’s responsibilities are categorized into two distinct and separate systems: The Air and Space Force Inspection System (referred to as the Inspection System) and the DAF Complaints Resolution Program. All IGs must maintain a clear distinction between being an extension of the commander and their duty to serve as fair, impartial, and objective factfinders, and problem solvers.

A2.5.6.1. The Air and Space Force Inspection System. The purpose of the Inspection System is to assess unit efficiency, effectiveness, operational readiness, compliance with applicable guidance and nuclear surety (as applicable). It extends to all aspects of the Air

Force environment, including all organizations and all levels of command and supervision. *See AFI 90-201, The Air Force Inspection System.*

A2.5.6.2. The DAF Complaints Resolution Program. Under the DAF Complaints Resolution Program, any complainant has the right to present a complaint without fear of reprisal. It is illegal to restrict a military member from making a lawful communication to an IG or member of Congress. These rights are ensured in federal law and codified in DoD and DAF guidance, directives, and issuances. Complaints may be submitted in person, by phone, through electronic means, or in writing. Complaints may be made to supervisors, First Sergeants, commanders, members of any level of the IG system, someone higher in the chain of command, or members of Congress. While complainants should attempt to resolve complaints at the lowest level, when possible, use of the DAF Complaints Resolution Program remains open and available at all times. In addition to having the right to present personal complaints, Air Force military and civilian employees have the duty to promptly report fraud, waste, abuse, or gross mismanagement. Airmen also have a duty to report a violation of law, policy, procedures, instructions, regulations, or an injustice. Airmen also have a duty to report any abuse of authority, inappropriate conduct, or misconduct through appropriate supervisory channels or the IG. *See AFI 90-301, Inspector General Complaints Resolution.*

A2.5.7. The Installation/Wing Safety Office. The Installation/Wing Safety Office is responsible for the commander's mishap prevention program. It provides expertise in flight safety, weapons safety, and occupational safety. It conducts mishap investigations and is a direct line to the Commander regarding safety culture within the installation/wing. It manages proactive on and off-duty safety programs and initiatives to protect the warfighter and maximize combat readiness. *See AFI 91-202, The US Air Force Mishap Prevention Program.*