

Maxwell Airman Leadership School



Student Handbook Maxwell AFB, Alabama

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Maxwell Professional Development

**Commandant
ALS Instructor
ALS Instructor
Career Assistance Advisor**

**MSgt Perry Hollenbeck
TSgt Ashley Newton
SSgt Noah Wright
MSgt Jennifer Wilson**



Commandant's Welcome

Dear ALS Student,

Congratulations on your selection to attend Airman Leadership School. I feel Airman Leadership School is the most important phase of enlisted Professional Military Education because it helps build a leadership foundation for you, both personally and professionally.

We are committed to helping you achieve your potential by making this course as challenging and rewarding as possible. Emphasis is placed on developing your leadership and supervisory skills to prepare you for the increased responsibilities you will face. Your total support and involvement is essential in making this a successful experience.

This handbook should answer most of your questions so you can prepare for your attendance. When it comes to specific scheduling of class, physical fitness, etc., it's only a guide - - always refer to your class schedule! Should you have any questions not covered here, feel free to contact me or any faculty member. We look forward to seeing you soon. Again, congratulations on your selection!

//SIGNED//
PERRY D. HOLLENBECK, MSgt, USAF
Commandant, Airman Leadership School

42d Air Base Wing Mission

The mission of the 42d Air Base Wing is to defend America by preparing and deploying combat ready Airmen while protecting, maintaining, and operating Maxwell/Gunter AFB.

42d Force Support Squadron Mission

The mission of the 42d FSS is to continue to develop, train, and support personnel while meeting the challenges of the 21st century Air Force.

Airman Leadership School Mission Statement

The Mission of Maxwell Airman Leadership School is to develop Senior Airmen to be combat-ready leaders, prepared to maintain and supervise Air Force work teams, and support the Airmen and families for whom they are responsible.

General Curriculum Overview

The Educational Programs Cadre (EPC) continues to standardize the curriculum areas of all three levels of enlisted professional military education (EPME) to support the Air University Continuum of Education. Several major changes occurred at the Airman Leadership School involving the scope and focus of the academic program.

Based on Air Force needs identified by the CSAF Letters to Airmen, SECAF Letters to Airmen, CSAF Perspectives, AFI 36-2618, *The Enlisted Force Structure*, AFDD1-1, *Leadership and Force Development*, the *Report on Long-Term Integration of Expeditionary Airmen Concepts Into the Air Force*, the new National Security Strategy, and the updated Transformation Flight Plan, ALS curriculum was revised to address the educational needs of expeditionary leaders. As a result, curriculum is designed to develop a mindset and associated skills with respect to four core attributes of every Senior Airman: (1) Combat Leader; (2) Supervisor of Airmen; (3) Military Professional and (4) Supervisory Communicator. The ALS curriculum schedule reflects the lessons in an attribute format.

Student Guides

Each student will receive an electronic study guide for the course. The study guide is broken down within learning attributes. All assignments can be found under “**Student Preparation**” in the study guides. On the cover page of each lesson, you will find references, as well as student preparation, educational objective, measurable samples of behavior, the method(s) of evaluation, and the outline the lesson follows, as well as a glossary of terms which you should familiarize

yourself with. The reading material is not written to go along with the lesson outline, it is written to give you basic knowledge in which to carry on discussions in class. The discussions will follow the outline. A suggestion for studying for a test is to turn the measurable samples of behavior into questions and answer them. This will give you a good idea as to whether or not you understand the material and to assist in further preparation

Schedule

Class Schedule: Each student will be provided a complete class schedule. Any changes will be announced and each student will be responsible for annotating the pen and ink change or a new page insert will be provided. Due to unforeseen circumstances, schedule changes may occur. Flexibility is key in this area.

Daily Schedule: The academic day is normally scheduled from 0700 to 1700, Monday through Friday. Each period usually lasts 45 minutes with 15-minute breaks between periods. An average daily schedule provides approximately one hour and fifteen minutes for lunch. PT is scheduled several times per week and will be reflected on your master schedule. PT is usually in the morning during summer schedule (Mar – Oct) and in the afternoon during winter schedule (Oct – Mar).

Instructional Methodology

The faculty employs a wide range of teaching techniques, including guided discussions, informal lectures, group discussion, multi-media presentations, scenarios, case studies, exercises, and group activities. The small-group format provides ample time for discussion and individual attention. Guest speakers and experts in specialized fields are regularly scheduled to address the class. Practical classroom exercises, outside reading, homework, and assignments are also part of the instructional program.

Class/Flight Unity Skills

Teamwork: A team is a group associated together in work or activity, each having a clearly defined role, towards a specific goal or objective over a specified period of time. Because of the defined roles and specific objectives, the synergy of the team is usually greater than individual work. Teamwork is essential for successful completion of this course. Building a strong and cohesive team will make the difference between an average and/or an outstanding seminar/class.

Group Study: This is an effective way to increase your ability to comprehend very complex material and enhance esprit de corps by assisting others. Keep in mind that instructors personalize their lessons differently and have different experiences to draw from. Group study can be an asset to pull the different information together for all students. Group study is highly encouraged, but it is not mandatory. It is your responsibility to attend. Also, group study isn't a

replacement for individual study. You should be reviewing your own notes from the day's lessons nightly. The objective tests are challenging and will require a great deal of preparation. Take the opportunity to prepare yourself and your seminar to meet that challenge head-on. Below are some ideas on how to conduct an effective group study session.

- Get organized! Have a plan before you begin to study.
- Determine which lessons to study
- All test questions are developed directly from the Measurable Samples of Behaviors (MSBs); therefore, an effective way to study is to develop questions using the Samples of Behavior
- Prepare an outline on how the group study session will be conducted.
- Allow adequate time for a productive session and allow for breaks about every 45 minutes
- Keep idle chat to a minimum. There will be plenty of time to talk before or after the session.
- Stay on track! Don't allow arguments over the material to confuse students. If there's a question, refer to notes and reference material cited in the student guide.
- Ensure everyone gets a chance to participate.
- Break large groups into smaller ones and cross-feed information between groups (questions, insights, different ideas).
- Meet as a group as often as necessary to ensure entire group understands material.
- Keep the atmosphere good natured and helpful; avoid arguing

Individual Study Habits: If you haven't had to study for some time, we suggest the 15-10-5 study method. Study the first day's notes for 15 minutes, on the second day for 10 minutes, and on the third day for 5 minutes. Then progress until you are reading over everything for about five minutes a day with the exception of the past two days. Much of the curriculum is designed to reach the comprehension level as opposed to the knowledge level of learning. Most importantly, you must select a method and practice it routinely.

Mandatory Review Items

Each student must be aware of the expectation to review the USAF State of the Air Force by the Chief of Staff and the Secretary of the Air Force and the CMSAF Enlisted Perspective. A review of these items must be completed by **COB the third day of training**. These items can be found on <http://www.af.mil/AboutUs.aspx>. Sign the student roster NLT the third day of training indicating your review of these items.

CCAF Accreditation

Maxwell ALS is a CCAF school. CCAF serves Air Force enlisted personnel by combining on and off-duty education into associate degree programs. Military training and experience are converted into college credit hours and are applied towards an Associate in Applied Science degree in the member's specific Air Force Specialty. Currently, CCAF accredits 9 semester hours to each student after successful completion of ALS.

CCAF Hours Breakdown

Leadership & Management	4 semester hours
Managerial Communications	3 semester hours
Military Studies	2 semester hours
Total	9 semester hours

Mandatory Student Briefings

Each student must read and understand the principles of Professional Behavior, Academic freedom, Non-attribution, Academic Integrity, Extenuating Circumstances, and Student Responsibility. These principles will also be discussed on your first day of training during the ALS Course Introduction. **Any violation of these policies may result in disciplinary release.** Students will sign a student roster verifying they understand these policies and will be formally counseled for failure to comply.

Professional Behavior

Students and faculty are expected to be professional in and outside the classroom. Students and faculty will not engage in behaviors that violate articles outlined in the UCMJ, any AFI, or local guidance. Any violation of policies or the UCMJ will be dealt with appropriately, including the possibility of release from the school. Students and faculty members must use sound judgment in avoiding unprofessional relationships while attending EPME; this includes student/faculty and student/student relationships. Professional/unprofessional behavior is defined in AFI 36-2909, *Professional and Unprofessional Relationships*.

Academic Freedom

AUI 36-2308, *Academic Freedom*, allows for the privilege of debate with discretion on any subject related to EPME curricula. Visiting lecturers, faculty, and students are encouraged to express their opinions and support subject matter while pursuing knowledge, understanding, and improvement of the military profession. Students may engage in responsible classroom discussion of controversial issues; however, we do not authorize the use of offensive remarks, irresponsible statements (e.g., sexist comments, ethnic slurs, etc.) or profanity. Temper academic freedom with good judgment; ensure no one makes offensive or disparaging remarks or engages in behavior/comments inappropriate to professional relationships or violations of the UCMJ. If offensive or disparaging remarks are made, or UCMJ violations are identified, disciplinary actions will be taken.

Non-Attribution

As specified in AUI 36-2308, *Academic Freedom*, statements, disagreements, and other comments made by individuals or groups in the educational forum are protected through the practice of non-attribution. Communication among students and faculty is privileged information; neither will reference statements to a specific individual or group of individuals. Permission must be obtained from speakers and the school before releasing or discussing remarks outside the academic forum. This includes references made in Communication Skills assignments.

Academic Integrity

AUI 36-2309, *Academic Integrity* dictates the uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity. Students who violate academic integrity standards of conduct are subject to administrative action and/or prosecution under Article 92 of the UCMJ. Violations include, but are not limited to: cheating, plagiarism, and misrepresentation.

Cheating: The act of giving or receiving improper assistance. Examples include but are not limited to using previously written papers, briefings, test answer strings, or other types of work provided by former students of the course, current students at another EPME school, or the same student re-attending after having been previously released; using **copies of official writing accomplished in any unit or organization**; copying answers from another student's examination; copying another student's writing assignments or examination answers, knowingly permitting another student to copy one's writing assignments or examination answers; gaining unauthorized access to faculty curriculum materials not intended for student use or collaborating with other persons to gain access to unauthorized faculty curriculum materials; possessing, distributing, reviewing, copying, transmitting, having access to actual test material, or allowing/causing access to unauthorized individuals; discussing or sharing, in any form, information about actual test material or suspected test material with another student or potential examinee outside of authorized activities.

Plagiarism: The act of passing off the literary ideas and work of others as the product of one's own mind. An example is copying an outside source without using quotation marks and a citation of the source. Intent is based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote or bibliographies when quoting directly or just a footnote when paraphrasing. In oral presentations, students must cite, integrate, or qualify (whichever is applicable) outside sources they quote or paraphrase.

Misrepresentation: The act of making an assertion to intentionally deceive or mislead. The assertion can be a written or verbal statement. Examples include but are not limited to falsifying a report or knowingly giving false statements to an academic or disciplinary review board or to faculty members attempting to investigate suspected behavior in violation of established policies.

Internet Sources: Students are not authorized to use products or language on internet websites as their own work for communication skills assignments. Some examples of such sites include but are not limited to: airforcewriter.com, afwriting.com, afmentor.com, afeprbullets.com, militarywriter.com, and eprbullets.com. Downloading, copying and pasting, copying and modifying, using the content from such sites as a template, or any other use of the content on such websites without proper citation constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release.

Operational Sources: Students are not authorized to use products or language from Air Force or other military or civilian organizations as their own work for communication skills assignments. This includes using products developed in the student's home unit or any other military or civilian organization as a template, copying and pasting content from such sources, copying and modifying, or any other use without proper citation. Using material from these sources without proper citation constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release.

Use of Recording Devices: Students will not use any type of personal recording device in the classroom/auditorium during delivery or review of academic curriculum. This includes but is not limited to: cameras, tape recorders, digital voice recorders, cell phones, iPods/mp3 players, scanning pens, etc. Images, video, or audio will not be recorded when class is in session unless using government procured official equipment with specific authorization for use in providing student feedback on performance exercises or evaluations. Students may use personal recording devices, such as cameras, during breaks or during off-duty hours at the discretion of school faculty.

Use of Electronic Devices: Use of electronic devices during academic instruction for any type of recording, taking photos or video, games, internet browsing, shopping, social media, text messaging, email, or any other use not directly related to the lesson constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release. School faculty will have the final say regarding student use of electronic devices in the classroom.

Extenuating Circumstances

Extenuating circumstances are those unforeseen and uncontrollable situations that prevent students from meeting academic or performance standards. Extenuating circumstances are: (1) death or terminal illness notification of a family member or (2) marital, family, or financial situations. Notify faculty members as soon as extenuating circumstances arise, so appropriate action can be taken. Actions may include temporary absence, administrative release, or early graduation.

Student Responsibility

Once entered into ALS, students must understand attendance is mandatory and designed to prepare students to assume greater responsibility as they achieve greater rank. In order to achieve the greatest degree of success, students must be actively engaged in the learning process. Actively engaged in the learning process requires students to complete all reading assignments and preparatory exercises. In addition, students must actively participate in class. Active participation is generally defined as active listening, critical thinking, and willingly discussing lesson principles in class. Further, students should engage in study and review session as deemed necessary to meet graduation requirements. This includes participation in after-hours study group sessions, community projects, and/or drill practices.

Students must put forth the effort necessary to achieve all learning objectives.

This effort is the prime factor leading to mastery of curriculum material and ultimately, to success as an Air Force NCO. Depending on the circumstances involved, anything less might require disciplinary action. However, a maximum effort alone is not sufficient grounds to graduate a student who fails to meet the minimum standards required to do so.

Absences

Students must be present for the academic duty day. Due to the rigor of the course all appointments should be scheduled for a date after graduation. Appointments will not be scheduled during training. Unforeseen and uncontrollable circumstances such as death of a family member will be handled by the Commandant on a case-by-case basis.

Graduation and Evaluation Requirements

There are two evaluation areas in our curriculum: objective and performance. To graduate, each student must meet the minimum standards in each.

Graduation Criteria. ALS uses iGecko to document student performance. Students must demonstrate curriculum mastery by attaining the minimum cumulative passing standard.

Objective Evaluations: There will be summative evaluations to measure knowledge or understanding of instruction and lesson principles. Students must demonstrate mastery of curriculum by receiving a passing score on Summative evaluations. Prior to the summative evaluation, the student will take a formative evaluation to possibly identify areas where a lack of understanding is evident.

Performance Evaluations: Students are evaluated on the following performance evaluations: Initial and Midterm Feedback, AF Form 1206 bullet writing, Narrative writing of LOC and Decoration Citations, Briefings, and drill.

NOTE: All communication assignments are summative and failure to meet minimum standards will result in re-evaluation and will render the student ineligible for academic awards.

Awards

ALS Graduation Diploma: This certificate is presented to every student who excels in all curriculum areas. This is the ultimate award and highest honor given to an Airman Leadership School graduate.

John L. Levitow Award: This award is presented to the one student who excels in all areas of academic, performance, and leadership assessments. This is the highest award given at any level of Professional Military Education (PME). The recipient of this award is excluded from other academic or leadership awards.

Distinguished Graduate Award: This award recognizes the high achievement of those students whose performance places them in the top ten percent of their class. Selection criteria for this award is based on summative objective and performance evaluations, leadership and performance as a team player as well as staff and student leadership assessments.

Commandant's Leadership Award: This award is presented to the student who made the most significant contribution to the overall success of the class. Areas considered when determining the recipient of this award are: instructor and peer leadership points, uniform inspection results, attitude, and the student's overall conduct, professionalism, and behavior during the course.

Academic Achievement Award: This award denotes excellence as a scholar. It is based upon all summative objective and individual performance evaluation scores and is given to the student with the highest academic standing.

Student Peer Evaluation

During your time here, you will have many opportunities to interact with fellow students from your flight. As the course nears completion, your input on the three students you feel best demonstrated positive leadership qualities and attributes will be requested. In any group faced with meeting a common challenge, leaders naturally emerge. You should be able to recognize those emergent leaders of your class. Although you certainly have your own criteria of a good leader, the following questions may assist you in making your final choices:

- Goal Accomplishment: Who did the most for the flight to achieve goals
- Teamwork: Who promoted teamwork and harmony within the flight
- Professional Conduct: Professional both on and off duty and exhibited integrity always
- Leadership/Followership: Exemplified top standards and image as leader and follower

Graduation Ceremony

The ALS graduation is a mandatory formation you are required to attend. It is scheduled as part of your last duty of ALS. The ALS graduation ceremony is a time of celebration of 5 weeks of intensive academic study. It is a time for students to share their accomplishments with family and friends, commanders, first sergeants, supervisors, and peers. The cost to eat at the graduation banquet is under \$30.00 and buffet style. If this will create a financial hardship, students should notify their instructor so we may address an alternative or consult with the student's first sergeant for sponsorship of payment. The graduation is held on base and consists of a dinner and formal awards ceremony. Military dress for this occasion is the semi-formal uniform or mess dress, and civilian guests will wear appropriate semi-formal attire. The ceremony usually begins with a social at 1830 and dinner at 1900. It includes an address by a distinguished guest speaker, followed by an awards ceremony and diploma presentation. A detailed graduation briefing will be conducted during the course.

Releases

Administrative Release: Students may be administratively released when they encounter extenuating circumstances. If a student is offered administrative release and wishes to decline, the student must sign a declination statement. Commandants have the option to administratively release students despite their objections; in such cases, commandants will fully document the circumstances and reasons why they made the decision to administratively release the student. A copy of this documentation must be provided to the student. Administrative releases are without prejudice; students are eligible to return at any time.

Academic Release: Students who fail to meet minimum course academic standards may be academically released. **Academic releases render students ineligible for re-entry into any EPME course of instruction for 3 months from the release date.**

Disciplinary Release: Students committing serious breaches of standards of bearing and conduct outlined in Air Force directives and individual school policies may receive a disciplinary release. Examples would include, but not be limited to: cheating, lack of effort, or other conduct in violation of the Uniform Code of Military Justice. **Disciplinary releases render students ineligible for re-entry into any EPME course of instruction for 12 months from the release date.**

Uniform and Clothing Requirements

Students will maintain their dress and appearance in accordance with AFI 36-2903. Uniforms must be properly worn at all times, present a professional military image and be in good repair. Students are under constant observation, not only by the school staff, but also by base personnel and therefore should strive to exceed standards. It is not necessary for students to purchase all new uniform items to attend ALS if the items are serviceable and USAF certified. If mandatory items are missing or items are not serviceable, AFI requires replacement of those items. Students will be required to participate in open-ranks inspections in various uniforms.

*All ribbons and badges will be worn anytime wearing the blue service uniform; *we recommend students have **at least 2 sets of name tags, ribbons, etc.***

Physical Training Attire

The Air Force PT uniform will be worn (not faded, in good repair, shirt tucked in, etc) during physical conditioning. PT will be conducted under the established Air Force guidance and Maxwell AFB ALS schedule almost daily. Students attending ALS must have a current passing PT score. All waivers must be turned in to your instructor.

Course Critiques and Surveys

Students are afforded the opportunity to constructively critique any facet of ALS. Students may request a Test item critique form from the Instructor/Test Administrator if they wish to provide feedback on a particular test question. Test item critiques are only submitted with special assistance from your Instructor/Test Administrator. Instructor, school, and Barnes Center for Enlisted Education surveys will be conducted at various times throughout the course on each lesson. Students will report survey completion to their flight monitors. On the final days of training an End of Course Survey will be completed by the students. Students may provide feedback to the staff of ALS at any time.

Classroom

Reporting: Prior to the beginning of each lesson, flight leaders will account for all personnel. Inform the instructor of the whereabouts/location of any student not present and the expected time of arrival. We understand unexpected delays but tardiness will not be tolerated.

Conduct: All classes are considered a military formation. During classroom discussions there will be a great deal of student interaction and perhaps controversial discussions. This creates the need for each student to display professional conduct. **Antagonistic or derogatory remarks, profanity, or vulgar language or gestures, will not be tolerated and are reason for**

disciplinary release from ALS. Sidebars, horseplay, sleeping in class, or activities not commensurate with the lesson will not be tolerated. **We are Air Force professionals.**

Military Courtesy: When an officer, or DV enters or leaves the classroom, the flight leader will call the classroom to attention unless class is in session or otherwise specified. Students will stand when approached by any SNCO in or out of the classroom. When addressing guest speakers or being addressed in the auditorium stand, state your name and unit and show proper courtesy.

Reveille/Retreat Ceremony

Reveille/Retreat is conducted daily in the ALS courtyard. There will be a scheduled formal Reveille and Retreat while attending ALS. These are mandatory formations for the entire class. You will be instructed on the proper procedures during the first week of training. The uniform for each ceremony will be the uniform of the day. During inclement weather, a staff member will determine whether or not the entire class will participate in the ceremony or just the flag detail. If a special flag is to be flown for a particular day or if the flag is to be flown at half-staff, the class leader and/or the flag detail will be informed.

Terms of Address

Formal terms of address are used throughout the course. Address each other and staff by rank and last name. The terms Airman/Sergeant may be used in place of full rank designation.

Class Attendance: All students will be present and on time for each scheduled formation. The class begins when the instructor enters the classroom and ends when dismissed by the instructor. All students should be in their seats and ready to begin at this time, any absences must be approved by your instructor or the Commandant.

Rules of Engagement: When in class, participation is essential. However, in order to maintain a professional learning environment, a few rules apply to our discussions:

- no personal attacks
- respect each other's opinions
- do no interrupt one another, each person gets a chance to speak, one at a time
- each person's input is a valued contribution to the discussion at hand
- no question is stupid
- profanity or degrading comments will not be tolerated at any time

Student Preparation

Reading/Homework Assignments: The ALS curriculum relies heavily upon reading assignments. For most lessons there is a reading selection to be completed in order to prepare you for the next day's lesson and in some cases, the reading assignment has homework or exercises to be completed. Students must adhere to the student preparation statement for each lesson, prior to attending class for the next day. A failure to complete either the reading or exercise questions will severely hinder your ability to grasp the material presented in class. It is mandatory for each student to complete every assignment; there are no optional assignments. Not completing assignments demonstrates irresponsibility and will be dealt with by the staff as a disciplinary matter.

Class Project / Class Legacy

Each class will plan, organize, and carry out a community project while at the ALS. The project should be directed toward community support in some way. The project must be completed during non-duty hours and will involve the entire class. The ALS staff must approve class projects.

A class legacy is not mandatory however, if presented ensure it is agreed upon by the class.

Other Policies and Procedures

Tobacco Policy

IAW AFI 40-102; *Tobacco use in the Air Force*, Students attending ALS are prohibited from using tobacco while in duty uniform, or any time during duty hours. At no time is tobacco use authorized on school grounds to include the parking area. Tobacco includes but is not limited to, cigars, cigarettes, electronic-cigarettes, pipes, and smokeless products that are chewed, dipped, or sniffed. Use of tobacco products while in uniform, during the duty day, or on campus may result in disciplinary release.

Alcohol Policy

Alcohol is not permitted on ALS premises, including the parking lot, at any time. Alcohol will not be authorized during the duty day or at class functions such as First Friday Social or graduation. Any "morning after" behavior that indicates a student isn't physically or mentally prepared for class will be handled as a disciplinary matter. A DWI/ DUI while assigned to ALS will automatically result in a disciplinary release.

Dietary Supplement Policy

IAW Policy of the Trainee Working Group, 12 February 2010, Students are prohibited from using supplements commonly taken to lose weight, enhance performance, or boost energy (includes energy drinks and gums like *Jolt*). These supplements pose a great risk to training. These risks include but are not limited to: liver, kidney and muscle damage, heart arrhythmia, anxiety, dehydration, stroke, and heart attack. The **ONLY** exceptions are items prescribed by a medical professional, multi-vitamins, and protein with a good manufacturing seal (e.g. USP Verified). Use of prohibited supplements may result in disciplinary release.

Panels & Guest Speakers

While attending ALS, you will be afforded the opportunity to meet with various panels of Chief Master Sergeants and/or First Sergeants, Wing Senior Leadership, as well as other guest speakers. The panel discussions are designed to get you quick answers and reactions to your concerns in an open forum. Other speakers will address a variety of topics affecting you as a military citizen, as well as your family. **When students have questions, they are to stand and give their name and unit of assignment** before asking their question. Once the statement is made and the question is asked, students may sit back down.

Computer Policy

Students are not allowed to change any settings on ALS computers or audiovisual equipment. Students are authorized to use ALS computers for official use or school assignment/educational purposes only. No thumb drives are allowed. Anytime a student leaves the computer lab, he/she must log-off the computer. Food and drinks are not authorized near computers.

Building Access/Restrictions/Security

The administrative offices are off limits to students. The class leader will be provided a facility key for study groups and access to the computers for after-hours work. Everyone is responsible for the security of the facility and the equipment. When leaving the building always ensure lights are turned off and the building is locked and secure.

Leave and Appointments

Ordinary leaves will not be approved. Emergency leaves are approved as necessary on a case-by-case and will be handled by your unit with coordination through the Commandant. Students will **NOT** make any routine appointments for the time they will be attending the course.

Student Recall Information

In the event of a recall or emergency, you must complete recall procedures and ensure that each student is contacted. Remember, you are a team; each member is responsible for the other. A student recall roster will be developed and provided to you on the first day of training. When filling out your Student Data, ensure you provide us with a current home phone number or cell phone number. Students are required to maintain a class recall roster throughout the course. Each student will be held responsible for providing a contact number that is reliable and accurate.

Sickness

Students requiring either normal or emergency medical attention during the academic class day will coordinate with/ their Flight Instructor. As soon as an appointment is scheduled, the student must contact his/her instructor or staff member. During non-academic class days and on weekends, students will notify their respective flight instructor or member of the faculty as to their medical status. The Class Leader, Flight Instructor, and Commandant will be notified immediately if a student is hospitalized or placed on quarters.

Parking

Student parking is the large parking lot on the west side of building 501. Overflow parking is located across the street. All reserved parking slots around the campus are prohibited for student parking.

Lockers

Lockers are available for your use in the flight room. To minimize class room clutter and distraction, please do not bring items into the classroom that cannot be stored in your locker. Do not keep valuables or food in these lockers.

Phones

Phones can be kept in your vehicle or wall locker. All phones in the building during classroom hours must be turned **OFF**. Even phones on silent will vibrate in a locker. Make sure phones are off or put them in your car. Phones are authorized during breaks only. Authorized areas of use are the classroom or break room. Do not use phones in hallways or other common areas. This is an academic facility and other classes are in session or testing. Violation of these rules will result in termination of phone privileges.

Testing protocol for students

Do not bring anything into the testing areas on test days. Listen to the instructions of your test administrator carefully. Your test administrator will ensure you will not access any books, briefcases, backpacks, paper, laptop computers, or any other unauthorized materials during test administration and test review. Please put your stuff in your locker. All items that you will need to complete each objective evaluation will be issued to you prior to the start of the test. All items issued to you by the Test Administrator, will be collected and accounted for before you leave the test room. You will not take any study notes nor document test questions missed (e.g. no tally sheets) during test review. **Do not have writing instruments or document anything during the test review.**

POLICIES & PROCEDURES **AUTHORIZATION**

The written policies and procedures of this guide are informative and directive in nature and designed for the smooth and safe operation of the school. All policies and procedures outlined in this directive are in compliance with BCI 36-2301, Air Force Instructions, and the UCMJ. They apply to all students while attending ALS. Authorization for the staff to ensure compliance with these standards, and to take appropriate action when not complied with, is given by the Commandant, Maxwell Airman Leadership School, Maxwell AFB, Alabama.