

*SMSgt David B. Reid*  
*Airman Leadership School*



# **STUDENT HANDBOOK**

*Shaw AFB, SC*

*Today's Airman... Tomorrow's Leaders*

# Table of Contents

Foreword .....	3
1. General Information.....	4
2. Standards of Conduct.....	5
3. ALS Campus Guidance.....	7
4. Administrative Issues.....	9
5. Airman Leadership School Curriculum.....	10
6. Airman Leadership School Critique Program.....	10
7. Student Evaluations.....	11
8. Student Releases.....	12
9. Graduation Procedures.....	12
10. Airman Leadership School Awards Program.....	13
11. Male Uniform Requirements.....	15
12. Female Uniform Requirements.....	16

# *Foreword*

---

First and foremost, welcome to the Shaw Air Force Base Airman Leadership School (ALS) and congratulations on your selection to attend! This is a huge step in your road to future success! Our goal is to help prepare you to assume your role as a supervisor in today's Air Force by developing your leadership and supervisory capabilities.

We will ensure the five weeks you spend with us are productive and well organized. We're dedicated to providing an enjoyable, professional learning environment, free from discrimination and sexual harassment.

What you obtain from this course will depend on the effort you put forth. The ALS program is extremely demanding and will occupy a great deal of your time both during academic hours and after. In order to successfully graduate you must arrive with an open mind, a positive attitude and the desire and willingness to learn. If you do, I guarantee that you will leave this schoolhouse with a better understanding of our Air Force and what it means to be a leader.

This handbook provides a brief description of the ALS and outlines the policies and procedures you'll need to be aware of throughout the course. Best wishes for success and we look forward to working with you!

SMSgt David B. Reid Airman Leadership School Staff

## 1. GENERAL INFORMATION:

- 1.1. **Purpose:** Enlisted Professional Military Education provides all enlisted personnel with the skills and knowledge necessary to make sound decisions in progressively more demanding leadership positions within the national security environment. ALS will enhance your development by strengthening your ability to lead, follow, and manage while you gain a broader understanding of the military. The mission of ALS is to prepare airmen to be professional war fighting airmen who can supervise and lead Air Force work teams in the employment of air and space power while fostering a commitment to the profession of arms.
- 1.2. **School Information:** The Shaw AFB Airman Leadership School is located in the Spratt Education Center, 398 Shaw Drive, Building 501. While attending ALS students must park in the parking lot located across from the library. Students are not permitted to park in the Spratt Education Center Customer Service parking lot.
- 1.3. **Reporting Instructions:** Students are to report to the Airman Leadership School at 0700 on the first day of training, unless otherwise directed. TDY students must report the day prior at 1200 so they can in-process into the dormitory. Full reporting instructions are on the student selection letter. All students are required to hand carry their latest Air Force fitness test and any profile paperwork.
- 1.4. **Preparation for Attendance:** All students should prepare for ALS as though they were going TDY at another duty station. All family and personal obligations should be taken care of prior to class start date. Additionally, off-duty education is highly discouraged during this time. The ALS curriculum is very time-intensive and demanding. Students must be able to devote their time and attention to their studies and any additional coursework as assigned.
- 1.5. **In-residence Policy:** In-residency is only required for TDY students. If a local student desires a dorm room for personal hardship reasons, a request must be submitted by the member's First Sergeant.
- 1.6. **Uniforms:** Students must meet the highest standards of dress and appearance, as outlined in AFI 36-2903, at all times. Uniforms must be clean, neat, serviceable, and of proper fit. There is no need to purchase new uniforms as long as the student meets all requirements for proper dress and appearance. See pages 15/16 for mandatory uniform items. During the course students will be inspected in service uniform, service dress, semi-formal (or mess dress) and BDUs/ABUs. Any student deemed to have an unserviceable uniform will be directed to replace the item prior to graduation. In addition, the official AF PT uniform is mandatory for all PT days.
- 1.7. **School Hours:** The academic duty day consists of eight hours of instruction. During the summer months, PT is conducted at 0645 with classroom instruction from 0830-1630, Monday through Friday. Lunch is normally scheduled from 1200-1300. During the remainder of the calendar year the academic day is from 0700 to 1630,

Monday through Friday, with lunch scheduled for 1100 to 1200, unless otherwise specified. Each instructional hour lasts approximately 45 minutes with a 15 minute break in between. Break time is the time to use the restroom, get coffee and make phone calls.

- 1.8. **Physical Conditioning:** Students will participate in organized physical conditioning four times a week as indicated on the student schedule. During winter months PT sessions begin at the end of the academic day. During summer months PT will begin at 0645 unless otherwise directed. The AF PT uniform is mandatory for all PT sessions. In addition, students will wear the appropriate shoes. The PT uniform will be worn in accordance with AFI 36-2903 and not mixed with any civilian attire. Students on a profile will exercise at their own pace according to their doctor's instructions.
- 1.9. **After Hours Activities:** Students will be required to attend some structured activities after the academic day ends. These activities include group study sessions, briefings from professional organizations, student leadership meetings, class community projects, class social gatherings and banquet planning meetings. Furthermore, many lessons require additional self-study or lesson preparation outside the classroom environment. The key is to be flexible and plan ahead.
- 1.10. **ALS Web Site:** For additional information students may visit the Airman Leadership School webpage: <https://afkm.wpafb.af.mil/ASPs/CoP/OpenCop.asp?Filter=OO-ED-AC-31>
- 1.11. **Computer Access:** All students must have valid CAC cards and PINs. Students will be required to access the network while attending class. TDY students will be required to register at the 20 CS prior to being granted network access. This will be taken care of after they report in. Additionally, while not mandatory, it is highly suggested that TDY students bring their own laptops to facilitate completion of their communication skills assignments.

## 2. STANDARDS OF CONDUCT

- 2.1. **Compliance and Accountability:** Students will be briefed on all ALS policies, procedures, and acceptable standards of conduct. Each student will sign a roster verifying these policies are understood and that compliance is mandatory. The faculty will counsel and thoroughly document student failure to comply with all guidance provided. Failure to adhere to standards and instructions may result in a disciplinary release.
- 2.2. **Chain of Command:** Just as in the duty section, students are required to use the proper chain of command to resolve problems at the lowest level whenever possible. Students should first approach their respective flight leader, then their primary instructor before addressing the ALS Commandant.

## ALS Commandant > Primary Instructor > Flight Leader > Student

- 2.3. **Classroom Protocol:** When addressing students and faculty alike, students must always use RANK and LAST NAMES. This is to promote and maintain a professional military atmosphere. In addition, when anyone over the rank of TSgt enters the room it is proper courtesy at the ALS to call the room to attention. When addressing a senior leader it is always mandated that students stand and introduce themselves.
- 2.4. **Classroom Rules of Engagement:** Class participation is not only essential during ALS but is required. In order to maintain good order and a professional learning environment, a few rules apply to classroom discussions:
- No personal attacks
  - Respect each other's opinions
  - Do not interrupt others, everyone 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 sexually explicit/degrading comments will not be tolerated at any time
  - Read all assignments and be prepared to participate in class discussions
  - Sidebar conversations are disruptive to the classroom environment and will not be tolerated
  - Display the highest degree of integrity, loyalty and professionalism at all times!
- 2.5. **Sleeping in the Classroom:** Students who begin to feel sleepy or tired during an hour of instruction **WILL** stand up at the back of the classroom. Chronic sleeping in class will result in an appropriate form of discipline and could result in a disciplinary release.
- 2.6. **Academic Freedom:** Academic freedom is a privilege of debate with discretion on any subject related to the ALS curriculum. Visiting lecturers, faculty, and students are encouraged to state their opinions and support or criticize any objective or policy while pursuing knowledge and improvement of the military profession. Responsible classroom exploration and discussion of controversial issues are permitted. However, this policy does not include the freedom to use offensive remarks and irresponsible statements. This means academic freedom must be tempered with good judgment to ensure remarks or irresponsible statements (i.e. sexist comments, ethnic slurs, etc.), which could prove offensive or disparaging to individuals, or groups are not made. Failure to comply with this standard may result in a disciplinary release.
- 2.7. **Non-Attribution:** Non-attribution is the treating of statements made in a school forum as privileged information not to be attributed to a specific individual. Statements, disagreements and other comments made by guest speakers, instructors, or students will be safeguarded through the practice of non-attribution. It is acceptable to say "a previous speaker" or "it was discussed in our flight/seminar," but **the names of the speakers will not be divulged**. Permission must be received from

the speakers and the ALS before remarks may be released or discussed with other individuals outside of the academic forum. This includes references made in students' communication skills assignments within the ALS. The bottom line is "what is said in the classroom stays in the classroom." Bear in mind that this policy does not pertain to statements that are blatantly disrespectful or unlawful. Those types of statements may result in disciplinary measures.

- 2.8. **Professional Relationships:** Instructors and students must maintain proper and professional relationships within the EPME environment. Faculty and students must use sound judgment and common sense in avoiding unprofessional relationships. Faculty and students shall not establish, develop, attempt to develop, or conduct a close personal social relationship. However, participation by faculty and students in school and seminar activities is encouraged.
- 2.9. **Academic Integrity:** All students and faculty must adhere to the highest standards of academic integrity. **Academic integrity is the uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity.** Failure of EPME personnel to practice academic integrity reflects discredit on the enlisted force and the PME community. All individuals who violate academic integrity standards of conduct are subject to administrative action. Additionally, violations may be prosecuted under the Uniform Code of Military justice, Article 92. Violations of academic integrity include, but are not limited to, cheating, plagiarism, and misrepresentation. Cheating is the act of giving or receiving improper assistance (e.g., knowingly permitting another student to copy one's writing assignments or examination answers, copying another's examination, student's claiming another's homework as their own or using student notes from previous classes). Plagiarism is the act of passing off the ideas and work of others as the product of one's own mind (e.g., copying verbatim, without quotation marks, with the intent to claim that material as one's own work). Misrepresentation is the act of making an assertion orally or in writing to intentionally deceive or mislead (e.g., knowingly giving false statements to an academic review board).
- 2.10. **Sexual Harassment/Assault:** Sexual Harassment will not be tolerated. If at anytime during your ALS course, you feel you have been sexually harassed, please notify your primary instructor, the ALS Commandant, or the Sexual Assault Response Coordinator (SARC) at 895-7272. If, at anytime, you are sexually assaulted whether during school hours, after school hours, on-base, or downtown, please report this to the proper authorities by dialing 911 from any telephone or contact the SARC.

### 3. **ALS CAMPUS GUIDANCE:**

- 3.1. **Campus Grounds:** The ALS campus includes the academic/dormitory facility comprised of: 4 seminar rooms, a learning resource center/computer lab (shared with education office, various enlisted heritage displays and 16 individual student dormitory rooms. In addition, there is a shared auditorium and drill pad.

**Computer Lab:** The computer lab is also located on the 2<sup>nd</sup> floor of building 501 and is shared with other educational offices. It is equipped with computers and printers for your use in preparing assignments. The computers are to be used for developing outlines and visual aids for your speaking evaluations and for preparation of all writing assignments. ***Note: the ALS staff will not reproduce any pages for you on the admin copier. It is your responsibility to print out the pages you need on the supplied printer.*** Per AF instruction, thumb drives and other external devices are not allowed on any government computer. However, each classroom has a printing station for student use. Do not change or re-configure the computers in any way--this includes screen savers; do not save anything to the C:\ drive; do not load individual email profiles on the computers (use of internet based web mail for official duty is authorized); do not visit unauthorized websites. If you encounter any problems see a staff member for assistance.

- 3.2. **Headgear:** Proper headgear must be worn in all areas of the campus when in uniform. (Note: students are required to wear the BDU/ABU cap while attending ALS. Individual squadron hats are not authorized.)
- 3.3. **Tobacco Use:** In accordance with AFI 40-102, the use of all tobacco products is strictly forbidden during duty hours while attending ALS. This includes during organized PT. Violations of this policy constitute a serious breach of discipline and will result in an appropriate form of disciplinary action. In addition, smoking is forbidden in the ALS building. Smoking, after duty hours, is only permitted in designated smoking areas.
- 3.4. **Alcohol:** Alcohol consumption is forbidden during the academic duty day. Any alcohol related incident involving students while assigned to the ALS will be treated as a **disciplinary matter** and will be reviewed for **disciplinary release**. Any behavior displayed "the morning after" that indicates a student is not physically/mentally prepared for class will be handled as a disciplinary matter. **A DWI or DUI while assigned to the ALS will automatically result in a disciplinary release.** Beer or wine may be stored and consumed on campus; however, liquor is not authorized. In addition, there are permanent party airmen living in the dormitory where TDY students are billeted; do not forget that it is against the law to provide alcoholic beverages to minors.
- 3.5. **Building Inspections:** TDY students attending ALS will be required to maintain a dormitory room in inspection order at all times. Rooms are inspectable at anytime during the duty day. In addition, all common areas must be cleaned on a daily basis.
- 3.6. **Dorm Room Accommodations:** The following items are available in the dormitory rooms for TDY students: ironing board and iron, vacuum cleaner, clock radio, dehumidifier, refrigerator, microwave, blanket, bed linen, bed spread, and a trash can. It is recommended that you bring any other essential items to see you through your stay here in ALS. ***Note: all items supplied by ALS are accountable and must be***



*signed for on a hand receipt. Students who lose any of these items will be required to replace them prior to class graduation.*

- 3.7. Classroom Standards:** When students are released for lunch or have a class in another room, the classroom will be left in a neat fashion with books on your chair, chairs pushed under the table, and trash placed in the trash can. Drinks are allowed in the classroom but must be in a spill resistant container. Small snacks are also allowed in the classroom however, it must not be a full meal or anything that will interfere with curriculum instruction (such as something crunchy). ***Note: no food or drink is allowed in the auditorium or computer lab at any time!***
- 3.8. Visitors:** TDY students are authorized to have guests in the dormitory to visit. Guests must be at least 18 years of age or from your immediate family and shouldn't be left alone. Guests are not allowed to be in the dormitory rooms overnight.

#### **4. ADMINISTRATIVE ISSUES:**

- 4.1. Appointments/Emergency Leave:** While assigned to the ALS, you are relieved of duties and details outside of the ALS campus. It is your responsibility to reschedule routine appointments until after graduation. If you need help, please notify the staff during in-processing. In the event of an emergency situation, immediately notify a member of the ALS staff. Verification of the emergency by the American Red Cross, squadron commander, or first sergeant is necessary prior to granting emergency leave. Emergency leave processing will be administered by your orderly room. In the event you require medical attention, seek assistance first and notify your instructor as soon as possible. Medical appointments should be cleared by your primary instructor ***prior to scheduling***. TDY students must register at the TRICARE office prior to being seen at the Shaw Clinic therefore, it is highly suggested that all TDY students bring their medical records with them.
- 4.2. Student Mail:** While TDY at ALS, you may have your mail forwarded using the address listed below:  
GENERAL DELIVERY  
RANK – NAME  
398 SHAW DRIVE/AIRMAN LEADERSHIP SCHOOL.  
SHAW AFB SC 29152
- 4.3. Administrative Support:** The primary purpose of the ALS administrative support section is to support mission-related student needs, as well as the needs of the ALS staff. It is always best to ask your primary instructor for guidance prior to requesting administrative assistance. **In the event you must enter the staff area, you must request permission to enter by stating, “Student requests permission to enter staff area” and wait for a faculty member to greet you prior to entering. NOTE:** do not seek entry to the ALS faculty area earlier than 15 minutes before the class start time. This is time is set aside for faculty meetings.

- 4.4. **Student Messages:** There is a phone with an answering machine available for your use on the 2<sup>nd</sup> floor. Incoming calls may be received on these phones. Please ensure to pass your phone number on to your work center and your family. The ALS staff will not take messages unless it is an **emergency**. Please be considerate when using the lounge phone and limit your calls--others may need to use the phone. In case of **emergencies** during duty hours, a message can be left for you at 803-895-2634. We will ensure you are contacted immediately. Be sure and check the student board regularly for messages.
- 4.5. **Leave Policy:** Students planning to leave the local area on non-academic days must file a travel plan in the iGecko Roadrunner system (as briefed by your primary instructor) and will be required to fill out a travel matrix.
- 4.6. **Additional Duties:** All students will be assigned additional duties. It is imperative that each rep for that duty completes their duties in a timely manner. Actual duty positions will be explained by the primary instructor.

## 5. **AIRMAN LEADERSHIP SCHOOL CURRICULUM:**

- 5.1. **CCAF Accreditation:** The ALS is an affiliate of the Community College of the Air Force (CCAF). CCAF awards all graduates college semester hours upon graduation. Students will be briefed on the amount of credits during student Orientation.

**Curriculum:** Classes are primarily taught through guided discussion. You'll be assigned to a seminar of 12 to 16 students and your active participation is essential to the classroom discussion. The course consists of 192 hours of instruction lasting 24 academic days.

## 6. **AIRMAN LEADERSHIP SCHOOL CRITIQUE PROGRAM:**

- 6.1. One of the goals of the Shaw ALS staff is to provide the most rewarding educational experience possible for our students. An important and effective way to ensure we're doing this is through the use of our critique program. This program solicits your feedback in the form of voluntary critiques concerning any area or aspect of the ALS. Your feedback is highly encouraged and welcomed by all members of ALS staff.. There are four different critiques, each serving a different purpose. Some are used locally; others are used by the Thomas N. Barnes Center for Enlisted Education to evaluate and make improvements to the ALS curriculum. The four different critiques are outlined below:

**Shaw ALS End-of-Course Critique:** This critique is administered after the final objective exam. The ALS Commandant will ensure each graduating student is provided the opportunity to complete this critique. It is important that you be as objective as possible when completing this critique. These critiques are sent to the wing commander and base command chief.

**Shaw ALS “Anytime” Critique:** You may complete an Anytime Critique at anytime during the course. They are located on the first floor in the Anytime Critique box. The critiques can be given to one of the members of the ALS staff or dropped in the Anytime Critique box. This critique goes directly to the ALS Commandant for action.

**USAF Airman Leadership School Lesson/Module Critique:** Each class attending ALS will take part in this program. CEPME uses this critique to survey 100 percent of the ALS class to help determine the effectiveness and continually improve the quality of the course curriculum. Students will complete an electronic survey on the last day of class and the results are maintained and reviewed by CEPME.

**USAF Airman Leadership School End-of-Course Critique:** This critique is also given to 100 percent of the students in each ALS class. The students will complete the critique on the last day of class. The results are maintained and reviewed by CEPME.

## **7. STUDENT EVALUATIONS:**

### **7.1. There are three areas students are evaluated on:**

**Formative Exercises:** Formative exercises are an integral part of the ALS instructional program. The primary purpose of formative exercises is to provide feedback to both the instructor and the student. These exercises do not count towards your overall score for the course, but are used to identify weak areas that may require further study. Students are highly encouraged to treat the formative evaluations as the real thing otherwise they will not receive adequate feedback to improve for the summative evaluations!

**Summative Objective Evaluations:** There are two summative objective evaluations. These evaluations are comprised of selected multiple choice test items. The selected test items come directly from the cognitive samples of behavior (CSOB) identified in your student study guide. You must achieve at least 70 percent on each of these evaluations.

**Summative Performance Evaluations:** There are three summative performance evaluations: Interpersonal skills, writing skills and speaking skills. You must achieve at least a 70 percent on each of these evaluations. The scores you earn on these areas are measured using a standardized evaluation instrument to rate your performance.

## **8. STUDENT RELEASES:**

### **8.1. There are three reasons a student may be released from ALS:**

**Administrative Release:** Students who cannot meet the requirements of the course for personal or military reasons may be administratively released. Examples include, but are not limited to, family emergencies justifying emergency leave or the mission of the parent unit that requires the recall of a student. All administrative releases must be documented. Release of students recalled to duty may be approved through voice communications and must be followed up in writing by the commander authorizing the recall. Students receiving an administrative release may re-enter the course, with no restrictions, as soon as the situation is resolved.

**Academic Release:** Students failing to meet the academic standards of the course may be academically released from the school. Prior to this type of release, an academic review board will be convened. This release renders the student ineligible for re-entry into any EPME course of the instruction for 6 months. Schools maintain academic review board records for at least 6 months after release. The releasing school will update the student status using a specific code.

**Disciplinary Release:** Students who violate standards outlined in Air Force directives and individual school policies may receive a disciplinary release. Examples include, but are not limited to, cheating, lack of effort, disruptive or poor attitude, failure to complete assigned homework on time, repeated tardiness, room inspection failures, room security violations, uniform inspection failures, or conduct in violation of the UCMJ. A disciplinary release makes a student ineligible to return to ALS for a period of one year.

## 9. GRADUATION PROCEDURES:

- 9.1. **Purpose:** Your successful completion of the demanding 5-week academic program in a structured military environment is an outstanding achievement worthy of formal recognition. To recognize your accomplishment, you will be honored at a formal, evening graduation ceremony at Carolina Skies. Student attendance at the banquet is mandatory and is considered part of the curriculum. Since attendance is mandatory students are not required to purchase a meal, however, those not paying for a meal will not eat. Guests must purchase a meal or they will not be allowed to attend the banquet. Because of the formality of the event, all guests must be 16 years of age or older to attend. Attire will be as follows:

**Military Guests** – Enlisted members must wear either semi-formal (slacks for men/skirts for women) or mess dress uniform. Officers must wear a mess dress uniform. Reference AFI 36-2903 for more information or speak to an instructor.

**Civilian Guests** - Females - evening or cocktail attire; Males - coat and tie.

- 9.2. **Student Graduation Responsibilities:** You'll be informed of your responsibilities, i.e., sending out invitations, participating in the graduation program, by the graduation committee. At this time, you'll be given pro-rata sheets and everything you'll need to complete your invitations. You will use the pro-rata sheets to

document the names of your guests and to help you keep track of money collected. It is your responsibility to make sure your guests are dressed appropriately, if not they will be told to leave.

- 9.3. **Payment for Graduation Meal:** There are 2 different prices for graduation meals: member value pricing for Club members and the regular price for non-Club members. Payment for meals must be made in advance, with money received no later than the suspense date indicated on the invitation. Guest checks should be made payable to the student and each student will provide one cashiers check/money order made payable to the Airman Leadership School. Individuals, who do not notify the ALS of non-attendance prior to the date on the invitations, will be charged for the meal.

#### 10. AIRMAN LEADERSHIP SCHOOL AWARDS PROGRAM:

- 10.1. **Purpose:** During the 5-week course, some students will exhibit qualities above and beyond those required for graduation. The intent of the awards program is to recognize these individuals' accomplishments. The awards authorized are listed below in order of precedence, highest to lowest.

**John L. Levitow Honor Graduate Award:** This award is the highest honor awarded and is presented to the distinguished graduate who is most outstanding in both objective and performance evaluations and demonstrated leadership and teamwork, as voted on by peers and the ALS staff.

**Distinguished Graduate Awards:** These awards are presented to the students who finish in the top ten percent of the class, including the John L. Levitow award winner. Fractions are rounded up. (Example: If there are 36 students, there will be 3 Distinguished graduates and 1 John L. Levitow award winner)

**Commandant Award:** The criteria for this award consist of staff evaluations, uniform and dormitory inspections and peer points given for leadership, dedication, and selflessness by fellow flight members. An AF Form 1206 will be completed and the nominees will be interviewed by the ALS Commandant.

**Academic Achievement Award:** This award denotes excellence as a scholar and is presented to the student attaining the highest overall academic scores. This award is based solely upon all summative objective and performance test scores.

**Ineligibility for Awards:** If a student receives disciplinary counseling or has a significant disciplinary problem, fails any of the two objective summative evaluations, or any of the performance evaluations, they are automatically ineligible to receive an ALS award.

## Male Uniform Requirements for Airman Leadership School

Service Dress Uniform (with matching trousers)  
Blue Service Trousers  
Short-sleeved Light Blue Shirts (mandatory)  
Light Weight Blue Jacket  
Blue Cardigan Sweater (optional)  
BDU / ABU Uniform (mandatory)  
BDU / ABU Field Jacket or Gortex Jacket  
\*Plain white semi-formal Shirt (for graduation)  
Bow tie with Mess Dress only (for graduation) or Herringbone tie (for Service Dress)  
Blue Herringbone Tie (mandatory)  
Black Socks  
Ribbons and Badges (mandatory)  
Name tags (mandatory)  
Belt (both for blues and BDU/ABU)  
Low Quarter Shoes  
Combat Boots (mandatory)  
Flight Cap (mandatory)  
BDU / ABU Cap (mandatory)  
Official AF PT gear (mandatory)  
Rubber-soled Athletic Shoes (must meet standards for wear with PT uniform)

\*Not required if you're wearing a mess dress to graduation

NOTE: Formations must be uniform so all students should have the appropriate outer garments. Otherwise all students will stand outside without coats, regardless of the weather.

This list is not all-inclusive. Optional items may be worn IAW AFI 36-2903.

## Female Uniform Requirements for Airman Leadership School

Service Dress (with matching skirt)  
Blue Service Slacks  
Blue Service Skirt (mandatory for inspections)  
Short-sleeved Light Blue Shirts (mandatory)  
Tie Tab (blue herring bone tie tab)  
Light Weight Blue Jacket  
Blue Cardigan Sweater (optional)  
BDU / ABU Uniform (mandatory)  
BDU / ABU Field Jacket or Gortex Jacket  
\*White semi-formal blouse  
Silk tie tab (for graduation)  
Black Socks and/or Pantyhose  
Ribbons and badges (mandatory)  
Name tags (mandatory)  
Belt (both for blues and BDU/ABU)  
Low Quarters  
Pumps  
Combat Boots (mandatory)  
Flight Cap (mandatory)  
BDU / ABU Cap (mandatory)  
Official AF PT gear (mandatory)  
Rubber-soled Athletic Shoes (must meet standards for wear with PT uniform)

\*Not required if you're wearing a mess dress to graduation

NOTE: Formations must be uniform so all students should have the appropriate outer garments. Otherwise all students will stand outside without coats, regardless of the weather.

This list is not all-inclusive. Optional items may be worn IAW AFI 36-2903.