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This manual describes the movements and procedures for saluting, drill, ceremonies, reviews, and parades. It implements AFPD 36-22, Military Training. This manual is for general use throughout the US Air Force and is a guide for persons teaching, learning, or participating in drill and ceremonies. (See AFR 900-6, Honors and Ceremonies Accorded Distinguished Persons.) It applies to Air National Guard (ANG) and US Air Force Reserve (USAFR) units and members.

This manual implements Air Force Policy Directive (AFPD) 36-26, Total Force Development. It describes the movements and procedures for saluting, drill, ceremonies, reviews, and parades. This manual is for general use throughout the US Air Force and is a guide for persons teaching, learning, or participating in drill and ceremonies (see Air Force Instruction (AFI) 34-1201, Protocol). This manual applies to all Regular Air Force units and members including the Air National Guard and Air Force Reserve units and members. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS).

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This manual, Air Force Manual AFMAN 36-2203 Drill and Ceremonies November 2013, implements Air Force Policy Directive (AFPD) 36-26, Total Force Development. It describes the movements and procedures for saluting, drill, ceremonies, reviews, and parades. This manual is for general use throughout the US Air Force and is a guide for persons teaching, learning, or participating in drill and ceremonies. It applies to Air National Guard and Air Force Reserve units and members.

This publication, Air Force Manual AFMAN 34-515 USAF Honor Guard August 2015, implements Department of Defense Instruction (DODI) 1300.15, Military Funeral Support, DOD Directive 1300.22, Mortuary Affairs Policy, Joint Publication 4-06, Mortuary Affairs in Joint Operations, Air Force Policy Directive (AFPD) 34-5,

Mortuary Affairs, 34-12, Air Force (AF) Protocol, 36-26, Total Force Development and AFPD 36-29, Military Standards. This document incorporates both AFHGMAN 34-1 and 36-1. AFHGMAN 34-1 and 36-1 have been rescinded. It provides history, guidance and procedures on customs, drill, honors and ceremonies; and dress and appearance standards of Air Force honor guards. It applies to individuals assigned to the USAF Honor Guard. This AF Manual (AFMAN) may be supplemented at any level, but all supplements that directly implement this publication must be routed to USAF HG/CCV for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate functional change of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, Management of Records, and disposed IAW AF Records Disposition Schedule (RDS) located in the AF Records Information Management System (AFRIMS).

According to Robin Higham and Stephen J. Harris, "Flight has been part of the human dream for aeons, and its military application has likely been the dark side of that dream for almost as long." In the twentieth century, this dream and its dark side unfolded as the air forces of the world went to war, bringing destruction and reassessment with each failure. *Why Air Forces Fail* examines the complex, often deep-seated, reasons for the catastrophic failures of the air forces of various nations. Higham and Harris divide the air forces into three categories of defeat: forces that never had a chance to win, such as Poland and France; forces that started out victorious but were ultimately defeated, such as Germany and Japan; and finally, those that were defeated in their early efforts yet rose to victory, such as the air forces of Britain and the United States. The contributing authors examine the complex causes of defeats of the Russian, Polish, French, British, Italian, German, Argentine, and American air services. In all cases, the failures stemmed from deep, usually prewar factors that were shaped by the political, economic, military, and social circumstances in the countries. Defeat also stemmed from the anticipation of future wars, early wartime actions, and the precarious relationship between the doctrine of the military leadership and its execution in the field. Anthony Christopher Cain's chapter on France's air force, *l'Armée de l'Air*, attributes France's loss to Germany in June 1940 to a lack of preparation and investment in the air force. One major problem was the failure to centralize planning or coordinate a strategy between land and air forces, which was compounded by aborted alliances between France and countries in eastern Europe, especially Poland and Czechoslovakia. In addition, the lack of incentives for design innovation in air technologies led to clashes between airplane manufacturers, laborers, and the government, a struggle that resulted in France's airplanes' being outnumbered by Germany's more than three to one by 1940. Complemented by reading lists and suggestions for further research, *Why Air Forces Fail* provides groundbreaking studies of the causes of air force defeats.

This USAF publication, Air Force Manual AFM 36-2806 Personnel: Awards and Memorialization Program June 2019, implements Air Force Policy Directive (AFPD) 36-28, Awards and Decorations Programs; and AFPD 36-31, Personal Affairs. This manual governs the Air Force special trophies, awards, decorations and memorialization programs. It applies to Regular Air Force, Air Force Reserve and Air National Guard personnel; and where specified applies to Air Force civilian

employees paid through appropriated funds. In collaboration with the Chief of Air Force Reserve (AF/RE) and Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops personnel policy for the Air Force Awards and Memorialization Program. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

The United States Air Force USAF Physical Fitness Program is fully detailed in AFI 36-2905 including: Chapter 1: Responsibilities Chapter 2: Fitness Assessment Chapter 3: Fitness Assessment Waivers Chapter 4: Exemptions Chapter 5: Physical Fitness Education/Intervention Chapter 6: Special Populations Chapter 7: Program Management Chapter 8: Fitness Metrics Chapter 9: Administrative and Personnel Actions Attachment 1: Glossary of References and Supporting Information Attachment 2: Physical Fitness Guidelines Attachment 3: Sample Unit Physical Fitness Programs Attachment 4: Fitness Screening Questionnaire Attachment 5: ARC Fitness Test Deferral Guidance Attachment 6: ARC Fitness Deferral Follow Up Questionnaire Attachment 7: Muscle Fitness Assessment Procedures Attachment 8: 1.5 Mile Run and 1.0 Mile Walk Course Requirements Attachment 9: DOD Waiver From Body Fat Methodology Attachment 10: REGAF Sample Memorandum for Medical Clearance Attachment 11: ARC Sample Memorandum for Medical Clearance Attachment 12: Sample Memo for TDY/PME Attachment 13: Medications Affecting Fitness Program Participation Attachment 14: Fitness Assessment Score Charts Attachment 15: 1.0 Mile Timed Walk Instructions Attachment 16: Alternate Aerobic Test Standards; 1.0 Mile Walk Test Minimum Component Values Attachment 17: Alternate Aerobic Test (1 Mile Walk Test) V02 Assessment Chart Attachment 18: Sample Fitness Assessment Score Charts Attachment 19: Administrative and Personnel Actions for Failing to Attain Physical Fitness Standards It is every Airman's responsibility to maintain the standards set forth in this AFI 365 days a year. Being physically fit allows you to properly support the Air Force mission. The goal of the Fitness Program (FP) is to motivate all members to participate in a year-round physical conditioning program that emphasizes total fitness, to include proper aerobic conditioning, strength/flexibility training, and healthy eating. Health benefits from an active lifestyle will increase productivity, optimize health, and decrease absenteeism while maintaining a higher level of readiness. Commanders and supervisors must incorporate fitness into the AF culture establishing an environment for members to maintain physical fitness and health to meet expeditionary mission requirements. The Fitness Assessment (FA) provides commanders with a tool to assist in the determination of overall fitness of their military personnel. Commander-driven physical fitness training is the backbone of the AF physical fitness program and an integral part of mission requirements. The program promotes aerobic and muscular fitness, flexibility, and optimal body composition of each member in the unit.

This handbook implements AFD 36-22, Air Force Military Training. Information in this handbook is primarily from Air Force publications and contains a compilation of policies, procedures, and standards that guide Airmen's actions within the Profession

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of Arms. This handbook applies to the Regular Air Force, Air Force Reserve and Air National Guard. This handbook contains the basic information Airmen need to understand the professionalism required within the Profession of Arms. Attachment 1 contains references and supporting information used in this publication. This handbook is the sole source reference for the development of study guides to support the enlisted promotion system. Enlisted Airmen will use these study guide to prepare for their Promotion Fitness Examination (PFE) or United States Air Force Supervisory Examination (USAFSE).

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