



PROGRESSIVE DISCIPLINE KNEEBOARD



This kneeboard is provided for general informational purposes only. It should not be used as a substitute for consulting with the [Legal Office](#) and reviewing applicable regulations. The purpose of progressive discipline is to use graduating steps to help a member correct their actions that has deviated from standards at the earliest stages. As the frequency and severity of the standard deviation increases you may have to move up on the actions taken to correct the behavior and get the member back on target.

2021 Military Commander & The Law	2019 Manual for Courts Martial (MCM)	AFI 1-1 AF Standards	DAFI 36-2110 Total Force Assignments
DAFI 36-2406 Officer & Enlisted Evaluation Systems	DAFI 36-2501 Officer Promotions & Selective Continuation	DAFI 36-2502 Enlisted Airman Promotion & Demotion Program	AFI 36-2606 Reenlistment & Extension of Enlistment in USAF
AFI 36-2608 Military Personnel Records System	DAFI 36-3211 Military Separations	DAFI 36-2907 Adverse Administrative Actions	DAFI 51-202 Nonjudicial Punishment

ACTIONS

OVERVIEW

ADMINISTRATIVE ACTION CONSIDERATIONS

- Did the member volunteer misconduct information or was it ascertained a different way?
 - Is there any prior misconduct? What is the frequency, Amount, Type, Level (e.g. Supervisor, Flight Chief, Sq Leadership) of previous progressive discipline?
 - What is members duty history? TAFMSD, DAS, RNLTD, DEROS, DOR?
 - Are there any duty related factors you should consider? | Duty Performance | Shift Dynamics & Experience with Situation | What was the impact of action to Unit, Flight, Shift, Etc. (ie equipment damage, lost time, etc.) | What will the result of the action taken have on Unit? (ie loss of skill level, etc.)
 - Are there any personal related factors you should consider? | Relational Issues (Family & Extended Family) | Financial Issues
 - Was there further insight about the accused character from any character letters?
 - Did the member reveal any further information through personal appearance or written response that you should consider?
 - Does the misconduct require reporting to other agencies (e.g. ADAPT, FAP, EO, IG, SAPR, Security Manager)?
 - Should you send member to TAP?
- NOTE: Consider plotting dates & milestones to visualize impacts of actions to identify 2nd & 3rd order affects (e.g. an Enlisted demotion could impact retirement pay, etc.). This should be utilized to assist member in developing plan to get back on track.

LOC, LOA, LOR CONSIDERATIONS

Issuing authorities, especially first-time supervisors, are encouraged to seek assistance from the supervisory chain, Senior Enlisted Leader, 1st Sgt, and/or Legal Office prior to administering RICs, LOCs, LOAs, or LORs

Per 36-2907 ¶ 2.4.2 Letter(s) must state: The reasons for the action, including what the member did or failed to do, citing specific incidents and their dates | Identify expected improvements to member, if appropriate | Inform member that further deviation may result in more severe action | RegAF will be allocated 3 duty days (current date plus 3 duty days) to acknowledge and provide response to issuing authority | The member's written response will become part of the record. | 6 - LOCs, LOAs and LORs will include and list as attachments: relevant statements, portions of investigations, and reports, and other documents that serve, in part or in whole, as the basis for the letter. Redact Privacy Act material and Personally Identifiable Information and mark, "For Official Use Only."

Commander's Responsibilities Per 36-2907 ¶ 5.2: Upon receipt finalized records commander will review: rank, age, gender, race, and ethnicity of both the issuer as listed in official AF record. CC will provide the following to SJA within 5 duty days: finalized record | substantiating documents | Issuer Information - Type of Administrative Action issued, final Administrative Action, underlying offense(s), rank, age, gender, race, and ethnicity of issuer | Recipient Information - Type of Administrative Action issued, number of prior Administrative Actions received, underlying offense(s), final Administrative Action, rank, age, gender, race, and ethnicity of recipient.

OTHER ADMINISTRATIVE MEASURES

- Security Clearance (Continuous Evaluation) See Security Manager & [CFR Title 32 Part 147](#)
- Evaluations (Referral, CC Directed) See [36-2406](#)
- Promotion (Non-Rec¹, Deferment¹, Withhold¹, Demotion¹, Propriety²) See [136-2502](#), [236-2501](#)
- Denial of Re-Enlistment ([AF 418](#)) See [36-2606](#)
- Admin Separation (FA Fail, Failure to Adapt, Minor Disciplinary Infractions, Sexual Misconduct) See [36-3208](#)
- Officer Selection Record (Required for LOAs & above issued to Officers) See [36-2608](#)

PUNISHMENT CONSIDERATIONS

- When does the members current enlistment expire? Is ETS & DOS the same date? Does the member have a DEROS?
- How will others in the unit view the punishment? Will the punishment deter this member and others from committing similar offenses?
- Make punishments mean something (difference in pay vs reduction, etc.)

Reduction in Rank:

- What impact(s) (e.g. loss of supervisory duties, skill level, etc.) will reduction in grade have on the unit? Are there any HYT considerations?
- Does the member have a Promotion Sequence Number ("Line #") to promote?
- How will reduction affect evaluations (e.g. Adjusted SCOD, future promotion eligibility)?

Restriction to Base:

- Consider if the accused MUST go off base for any reason (e.g. daycare, school, family, etc.)

Extra Duties:

- What impact (e.g. someone to supervise the accused, working weekends, etc.) will extra duties have on the section/unit?

Forfeiture of Pay:

- Is there a potential for any financial hardship?
- Should you place a "condition" (e.g. complete ADAPT or financial management classes) on the punishment?
- Is it appropriate to reduce in rank AND take additional pay?

NOTE: Consider plotting dates & milestones to visualize impacts of actions to identify 2nd & 3rd order affects (e.g. an Enlisted demotion could impact retirement pay, etc.). This should be utilized to assist member in developing plan to get back on track.

COURT MARTIAL (CM) TYPES

- **Summary CM (Enlisted Only):** Minor incidents of misconduct. Consists of one Officer. Max Punishment is considerably less than Special/General CM. The accused must consent to be tried by a Summary CM. Generally most effective when part of a plea agreement where the accused is pleading guilty. Does not count as "federal conviction."
- **Special CM:** Intermediate court level. Consists of a military judge, trial counsel, defense counsel and a minimum of 4 Officers sitting as a panel of court members or jury (Enlisted may request panel of at least 1/3 Enlisted) or accused may request trial by judge alone. Max Punishment is no more than 12 months confinement, forfeiture of 2/3 basic pay for 6 months, bad-conduct discharge (for Enlisted), and certain lesser punishments. An Officer accused in a Special CM cannot be dismissed from the service or confined. .
- **General CM:** Most serious level of military courts. Consists of a military judge, trial counsel, defense counsel and a minimum of 8 court members (Enlisted may request panel of at least 1/3 Enlisted) or accused may request trial by judge alone if death sentence can't be adjudged. Maximum Punishment is that established for each offense under the [MCM](#) (may include death, confinement, dishonorable or bad-conduct discharge for Enlisted, dismissal for Officers, or a number of lesser forms of punishment. A pre-trial investigation under Article 32, UCMJ, must be conducted before a case may be referred to a General CM, unless waived by the accused.

→ AS FREQUENCY AND/OR SEVERITY INCREASES YOU MOVE DOWN →

STANDARDS/EXPECTATIONS SET

VERBAL COUNSELING¹

RECORD OF INDIVIDUAL COUNSELING (RIC)¹

LETTER OF COUNSELING¹

LETTER OF ADMONISHMENT¹

LETTER OF REPRIMAND¹

UNFAVORABLE INFORMATION FILE¹

CONTROL ROSTER¹

NONJUDICIAL PUNISHMENT (NJP)²

PUNISHMENTS

- Arrest in Quarters (Officers Only)
- Correctional Custody (if available)
- Extra Duties
- Forfeiture of Pay
- Reduction in Rank
- Reprimand
- Restriction

SUMMARY CM³

SPECIAL CM³

GENERAL CM³

CM MAX PUNISHMENTS

See [MCM Appendix 12](#)

Standard of Proof: [136-2907 ¶ 2.2](#)

[251-202 ¶ 3.4](#)

³See [Legal Office](#)

• Misconduct involving any of the following: Disloyalty to the USA, Foreign influence or preference, Sexual behavior, Personal & Criminal conduct, Finances, Alcohol consumption, Drug involvement, Emotional/Mental/Personality disorders, Security violations, Misuse of Information technology systems may require actions involving security clearances. **See Security Manager & [CFR Title 32 Part 147 Subpart A](#)**

• Additional actions are required for General Officers, General Officer Selects, Col's, Col Selects, CMSgts & CMSgt Selects that receive adverse administrative actions, LORs, Unfavorable Information Files & Summaries. Commanders must notify the IG of investigations on any Officer and any stand alone LOC, LOA, LOR issued to FGOs. **See [AFI 36-2907 ¶'s 2.4.5, 3.2.4.2 - 3.2.4.8, AFI 36-2608 ¶ 2.2.2.3.1 & AFI 90-301 ¶ 7.3 & Chapter 8 for more information.](#)**

PROGRESSIVE DISCIPLINE EFFECTS

ADMINISTRATIVE | Standard of Proof: Preponderance of the evidence (51%)

PUNITIVE | Burden of Proof: See Legal Office and review MCM

ACTION	INITIATING	OFFICER		ENLISTED	
		OPR	OTHER ACTIONS/EFFECTS	EPR	OTHER ACTIONS/EFFECTS
Record of Individual Counseling (RIC, AF 174)	Record verbal counseling session or as written counseling. Least severe form of written administrative actions ¹			Rater should consider making comments ¹	UIF¹: Optional w/AF 1058 <i>Removal: 1 Yr</i>
Reference(s)	¹ 36-2907 ¶ 2.3.2			¹ 36-2907 ¶ 1.1.6	¹ 36-2907 Table 3.2 Rule 5
Letter of Counseling (LOC) See Note 1 & 2	Used f/correcting shortcomings & habits not necessarily criminal or illegal, but which can affect job performance, work center morale & discipline ¹	Rater should consider making comments ¹	PIF¹: Mandatory if not filed in UIF UIF¹: Optional w/AF 1058 <i>Removal: 2 Yrs</i> PRF²: Consider comments OSR³: Review 36-2608 ¶ 2.2.2.3.7	Rater should consider making comments ¹	UIF¹: Optional w/AF 1058 <i>Removal: 1 Yr</i>
Reference(s)	¹ 36-2907 ¶ 2.3.3	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 ¶ Table 3.2 Rule 4 ² 36-2406 Table 8.4 Note E	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 Table 3.2 Rule 4
Letter of Admonishment (LOA) See Note 1 & 2	Used f/correcting standard violation, more severe than RIC/LOC/LOA. Can be used for a 1st offense or behaviors not corrected through counseling. Do not use when a LOR is more appropriate ¹	Rater should consider making comments ¹	PIF¹: Mandatory if not filed in UIF UIF¹: Optional w/AF 1058 <i>Removal: 2 Yrs</i> PRF²: Consider comments OSR³: Mandatory Filing	Rater should consider making comments ¹	UIF¹: Optional w/AF 1058 <i>Removal: 1 Yr</i>
Reference(s)	¹ 36-2907 ¶ 2.3.4	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 ¶ Table 3.2 Rule 4 ² 36-2406 Table 8.4 Note E ³ 36-2608 ¶ 2.2.2.3.5	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 Table 3.2 Rule 4
Letter of Reprimand (LOR) See Note 1 & 2	Used f/correcting standard violation, more severe than RIC/LOC/LOA. Most Severe form, used when less severe methods have failed to correct behavior ¹	Rater should consider making comments ¹	UIF¹: Mandatory Filing w/AF 1058 (not submitted to mbr) <i>Removal: 2 Yrs</i> PRF²: Consider comments OSR³: Mandatory Filing	Rater should consider making comments ¹	UIF¹: Optional w/AF 1058 <i>Removal: 1 Yr</i> eOSR (SNCO Only): See 36-2608 ¶ 2.2.3.3.
Reference(s)	¹ 36-2907 ¶ 2.3.5	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 ¶ Table 3.2 Rule 4 ² 36-2406 Table 8.4 Note E ³ 36-2608 ¶ 2.2.2.3.4	¹ 36-2907 ¶ 1.1.6	¹ 36-2907 Table 3.2 Rule 4
Unfavorable Information File (UIF)	An official record of mandatory and optional unfavorable information about an individual. Review ¹ 36-2907 Chapter 3 for Process	Enter comments as appropriate ¹	Promotion: See 36-2501 ¶ 5.1 Voluntary Education¹: Ineligible for Mil TA PRF²: Consider information	Enter comments as appropriate ¹	Promotion: Review 36-2502 ¶ 4.2 Re-enlistment¹: Consider Eligibility Voluntary Education²: Ineligible for Mil TA Developmental Education³: Consider Eligibility PCS: See 36-2907 ¶ 3.5
Reference(s)		¹ 36-2406 ¶ 1.12.4	¹ 36-2670 ¶ 6.5.2.8 ² 36-2406 Table 8.4 Note C	¹ 36-2406 ¶ 1.12.4	¹ 36-2606 ¶ 2.6.2.2 ² 36-2670 ¶ 6.5.2.8 & ³ ¶ 3.4.7.2.4
Control Roster (CR)	A rehabilitative tool CC may use to establish a 6-month observation period where a members performance must improve or they may face more severe administrative action or punishment. Review ¹ 36-2907 ¶ 4.3 for Process	CC may direct report prior to entering or removing from CR ¹ Enter comments as appropriate ²	UIF¹: Mandatory <i>Removal: 1 Yr</i> Promotion²: See 36-2501 ¶ 5.1 Voluntary Education³: Ineligible for Mil TA PRF⁴: Strongly recommend to include comments PCS: See 36-2907 ¶ 4.2.5	CC may direct report prior to entering or removing from CR ¹ Enter comments as appropriate ²	UIF¹: Mandatory <i>Removal: 1 Yr</i> Promotion²: Ineligible Re-enlistment³: Ineligible Voluntary Education⁴: Ineligible for Mil TA Developmental Education⁵: Ineligible PCS: See 36-2907 ¶ 4.2.5
Reference(s)		¹ 36-2406 ¶ 3.8.3-3.8.4 ² 36-2406 ¶ 1.12.4	¹ 36-2907 ¶ Table 3.2 Rule 2 & ¶ 4.2.2 ² 36-2670 ¶ 6.5.2.8 ³ 36-2406 Table 8.4 Note E	¹ 36-2406 ¶ 3.8.3-3.8.4 ² 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 2 ² 36-2502 Table 1.2 ³ 36-2606 Table 5.5 Item B ⁴ 36-2670 ¶ 6.5.2.8 & ⁵ ¶ 3.4.7.2.4
Nonjudicial Punishment (NJP) Article 15 (Art 15)	Allows CC's to administratively discipline & promote behavior changes without court-martial conviction. Should be prepared to go to court-martial if member demands one. Contact Legal Office & Review DAFI 51-202 ¶ 1.2 for Process	Enter comments as appropriate ¹	UIF¹: Mandatory Filing <i>Removal: 4 Yrs after sentence adjudged</i> PRF²: Consider comments OSR³: Mandatory Filing	Enter comments as appropriate ¹	UIF¹: Punishment/Suspension >=31 Days: Mandatory Punishment/Suspension <31 Days: Optional w/ AF 1058 <i>Removal: 2 Yrs after sentence adjudged</i> eOSR (SNCO Only): See 36-2608 ¶ 2.2.3.3.
Reference(s)		¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1 ² 36-2406 Table 8.4 Note E ³ 36-2608 ¶ 2.2.2.3.3	¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1
Court-Martial (CM)	Contact Legal Office	Enter comments as appropriate ¹	UIF¹: Mandatory Filing <i>Removal: 4 Years after sentence adjudged</i> PRF²: Mandatory to include comments unless acquitted OSR³: Mandatory Filing	Enter comments as appropriate ¹	UIF¹: Mandatory Filing <i>Removal: 2 Years after sentence adjudged</i> eOSR (SNCO Only): See 36-2608 ¶ 2.2.3.3.
Reference(s)		¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1 ² 36-2406 Table 8.4 Note E ³ 36-2608 ¶ 2.2.2.3.2	¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1
Civilian Conviction	N/A	Enter comments as appropriate ¹	UIF¹: >=1 Yr confinement or death: Mandatory Filing <i>Removal: 4 Yrs from Sentencing</i> <1 Yr confinement: Mandatory Filing <i>Removal: 1 Yrs from Sentencing</i>	Enter comments as appropriate ¹	UIF¹: >=1 Yr confinement or death: Mandatory Filing <i>Removal: 2 Yrs from Sentencing</i> <1 Yr confinement: Mandatory Filing <i>Removal: 1 Yrs from Sentencing</i>
Reference(s)		¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1	¹ 36-2406 ¶ 1.12.4	¹ 36-2907 Table 3.2 Rule 1

NONJUDICIAL PUNISHMENT (NJP/ART 15) PUNISHMENT LIMITATIONS

PUNISHMENT IMPOSED BY	OFFICER (51-202, Table 3.2, See Note 1)		ENLISTED (51-202, Table 3.1, See Note 1)		
	COLONEL	GENERAL OFFICER OR GCMCA ²	2LT, 1LT OR CAPT	MAJOR	LT COL OR ABOVE
Additional Restrictions	Speak with local legal office for additional policy limitations that may apply		Can't use NJP on E-9 or E-8	Can't use NJP on E-9 or E-8	See Note 3
Correctional Custody⁴	No	No	Up to 7 days	30 days	30 days
Extra Duties	No	No	14 days	45 days	45 days
Forfeiture of Pay	No	1/2 month's pay for 2 months	7 days pay	1/2 month's pay for 2 months	1/2 month's pay for 2 months
Reduction in Rank	No	No	CMSgt-TSgt: No, E5-E3: 1 Grade, E2: to AB	CMSgt-MSgt: No, TSgt-SSgt: 1 Grade, SrA-Amn: to AB	CMSgt-SMSgt: See note 3, MSgt-SSgt: 1 Grade, SrA-Amn: to AB
Reprimand	Yes	Yes	Yes	Yes	Yes
Restriction	30 days	60 days	14 days	60 days	60 days
Arrest in Quarters	No	30 days			

NOTES 1: See MCM, Part V, paragraph 5b and 5d, for further limitations on combinations of punishments | 2: Only MAJCOM/FIELD COM Commanders, Commanders of unified commands, and their equivalents, or higher may impose NJP on General Officers | 3: MAJCOM CC & Equivalents may reduce CMSgt or SMSgt may be reduced one grade | 4: Only if installation operates a correctional custody program (speak with local legal office)