PILOTRULES

Quartermaster & Supply SOP

PilotRules Flight Academy · Southeast Aerial Systems

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1 Purpose & authority

1.1 Purpose and scope

This standard operating procedure governs every supply activity that supports the 52-week undergraduate pilot training program at PilotRules Flight Academy. It covers the item catalog, stock levels and par levels, vendor ordering and receiving, uniform standards and sizing, the issue of gear to cadets during week 1 in-processing, the weekly gear and uniform inspection, replacement of worn or lost items, inventory counts and audits, supply records and reporting, and the recovery of school property when a cadet leaves the program.

The document applies to Quartermaster staff, instructor pilots, flight leaders, and every cadet enrolled in the program. It applies to all property the academy owns or issues, whether stored in the supply room, held on the flight line, or in the temporary custody of a cadet. It does not govern aircraft parts, tooling, consumables, or any item controlled under the maintenance program; those are handled under the maintenance manual and are outside the Quartermaster's inventory.

This is a company policy document. It creates internal obligations and does not restate or reinterpret federal regulation. Where a supply activity touches an airworthiness or operational requirement — for example, ensuring a current sectional chart is available for a cross-country sortie — the operational requirement is stated in the General Operations Manual and this SOP describes only the supply action that supports it.

1.2 Authority of the Quartermaster

The Quartermaster is the single accountable custodian of academy supply property. Within the limits set by this SOP and by approved budget, the Quartermaster has authority to:

- Create, amend, and retire catalog items, including their category, unit of issue, vendor, and notes.
- Set and adjust par levels, and determine when a below-par condition warrants a reorder.
- Draft vendor orders, place approved orders, and receive shipments into stock.
- Issue gear to cadets and record that issue against the cadet's account.
- Declare an item unserviceable, remove it from issue, and direct its disposal.
- Control physical access to the supply room and set storage arrangements within it.

The Quartermaster does not have independent authority to commit funds. Every order above the thresholds in section 10 requires the Finance Officer's approval before it is placed. The Quartermaster also does not have authority to waive a uniform or gear standard for a cadet; a standard is waived only by the Flight Commander in writing, and the Quartermaster records the waiver against the cadet's issue history.

1.3 Relationship to the Finance Officer and the Registrar

The Quartermaster sits within the wing staff alongside the Finance Officer and the Registrar and reports to the Wing Commander, who serves as Owner and Responsible Manager and holds final authority over this

SOP.

The Finance Officer controls purchasing approval, invoice payment, and the ledger. The Quartermaster proposes spend; the Finance Officer authorizes it. Once a shipment is received and verified, the Quartermaster passes the matched invoice to the Finance Officer, who posts the expense. Any cost charged back to a cadet — for a lost headset, for example — is raised by the Quartermaster and billed by the Finance Officer through the cadet's account. The Quartermaster never collects payment directly.

The Registrar owns cadet status. The Quartermaster does not decide who is entitled to issue; the Registrar's record does. A cadet must be marked accepted before uniform sizes are collected and enrolled before gear is issued. When the Registrar records a graduation, elimination, or withdrawal, that event starts the turn-in process in section 13, and the Registrar withholds final records until the Quartermaster signs the clearance.

1.4 Personally owned gear versus issued gear

The cadet gear shopping list published at /cadet-handbook#gear is the authoritative statement of what a cadet must own personally and what the academy issues. Where this SOP and the handbook list appear to disagree about a specific item, the handbook list controls, and the Quartermaster corrects this document at the next revision.

In general terms, the cadet arrives owning personal-fit and personal-hygiene items — running shoes broken in before arrival, physical training clothing, undershirts and socks, a headset if the cadet prefers a specific model, a tablet, sunglasses, and personal study materials. The academy issues items that must be standardized across the class, items that carry the academy's identity, safety equipment, and anything the academy requires a cadet to hold in a specific configuration. Section 7 lists the issue set in detail.

> **NOTE**
> Nothing in this SOP prevents the academy from issuing an item that a cadet would normally own. A cadet who arrives without serviceable physical training gear is issued from stock so that entry physical training is not delayed, and the cost question is settled afterward under section 9.

1.5 Revision and distribution

The Quartermaster maintains this SOP and reviews it annually, and additionally whenever the ops console supply module changes, a vendor relationship changes, or a class debrief identifies a supply failure. Proposed changes are submitted to the Wing Commander for approval. The controlled copy is the version published at this address; any printed copy is uncontrolled and carries the notice on the cover page. The current revision is available to all staff and cadets alongside the other controlled manuals at /manuals.

2 Organization & responsibilities

2.1 Responsibility matrix

Supply is a shared duty. The Quartermaster owns the stock and the records, but the daily standard is enforced on the flight line and in the flight room by instructors and flight leaders, and cadets are personally accountable for the items in their custody.

SUPPLY RESPONSIBILITIES BY ROLE

ROLE	SUPPLY RESPONSIBILITY	CONSOLE ACCESS
Quartermaster (QM)	Owns the catalog, stock accuracy, par levels, vendor orders, receiving, the gear issue log, cycle counts, and the supply records. Signs cadet clearance at out-processing. Reports supply status to the Wing Commander.	SUPPLY.MANAGE
QM assistant	Runs the issue line during in-processing, performs cycle counts, receives and inspects shipments, and enters issue records. Does not approve new items, set par levels, or place orders.	SUPPLY.MANAGE
Finance Officer	Approves purchases above threshold, pays matched invoices, posts supply expense to the ledger, and bills cadet chargebacks for loss or negligent damage.	SUPPLY.VIEW
Registrar	Confirms cadet status before sizing and issue, notifies the QM of graduation, elimination, and withdrawal, and withholds final records and the transcript until clearance is signed.	SUPPLY.VIEW
Flight Leader	Conducts the Sunday 1900 gear and uniform inspection for the flight, records discrepancies, tracks corrections to closure, and escalates repeat discrepancies to the Flight Commander.	SUPPLY.VIEW
Instructor pilot (IP)	Enforces the flight line standard at every brief, refuses to release a cadet whose safety gear is missing or unserviceable, and reports gear failures found in flight or on the ramp to the QM the same day.	SUPPLY.VIEW
Cadet	Personally accountable for issued property. Presents the full gear set at inspection, maintains items to the serviceability standard, reports loss or damage immediately, and returns school property at out-processing.	None

2.2 Delegation when the Quartermaster is absent

Supply cannot stop because one person is away. When the Quartermaster is absent for a single duty day, the QM assistant carries out routine issue, receiving, and record entry, and holds any decision that changes the catalog, a par level, or an order status until the Quartermaster returns. Draft orders may be prepared but not placed.

For an absence of more than one duty day, the Wing Commander appoints an acting Quartermaster in writing. The appointment names the person, the effective dates, and any authority withheld. Before the handover, the outgoing and incoming custodians jointly count the high-value categories — flight gear and safety — and record the count as a handover inventory. The same count is repeated when the Quartermaster returns, and any variance is investigated under section 11.

An absence that spans week 1 of a class requires additional planning. In-processing issue is the single heaviest supply event of the program, and the Quartermaster is expected to be present. If that is not possible, the acting appointment is made at least two weeks in advance so the acting custodian can verify stock against the class roster before the class reports.

2.3 Ops console permissions

The Quartermaster section of the internal ops console at /ops#quartermaster is protected by two permissions.

SUPPLY PERMISSIONS IN THE OPS CONSOLE

PERMISSION	GRANTS	HELD BY
SUPPLY.VIEW	Read access to the item catalog with on-hand and par figures, the below-par flag, recent vendor orders, and the gear issue log. No write access of any kind.	Wing Commander, Finance Officer, Registrar, Flight Commander, Flight Leaders, IPs
SUPPLY.MANAGE	Write access: update stock and par levels, create and advance vendor orders, and log gear issue to a cadet. Includes everything granted by SUPPLY.VIEW.	Quartermaster, QM assistant, Wing Commander

Write access is deliberately narrow. Every action taken under SUPPLY.MANAGE is attributed to the signed-in account, and the audit trail is only meaningful if accounts are not shared. Staff must not enter supply transactions on another person's session, and the Quartermaster reviews the attribution on the recent activity list weekly as part of the checks in section 11.

Requests to add or remove either permission go to the Wing Commander through the staff management screen. The Quartermaster reviews the holder list at the start of every class and confirms that departed staff no longer hold write access.

> **LIMITATION**
>
> A cadet never holds a supply permission. Cadets interact with supply data only through their own portal, where they may enter and revise their uniform sizes at /student#uniforms and view what has been issued to them.

3 Catalog & item control

3.1 What the catalog is

The catalog is the definitive list of every item the academy stocks or issues. If an item is not in the catalog, it cannot be counted, ordered, or issued, and it does not exist for supply purposes. The catalog lives in the Quartermaster section of the ops console and is the source from which every order line and every issue record is selected.

CATALOG RECORD STRUCTURE

FIELD	MEANING	RULE
SKU	Short internal identifier for the item.	Uppercase, unique, follows the convention in 3.3. Never reused once retired.
Name	Plain-language description as a cadet would recognize it.	Specific enough to prevent confusion between similar items; includes the vendor name only where the vendor defines the item.
Category	One of the six supply categories in 3.2.	Drives count cadence, inspection grouping, and reporting. One category per item.
Unit of issue	The quantity in which the item is counted and issued — each, pair, set, or kit.	Counting unit and issuing unit must be identical. A six-pair sock bundle is one set, not six.
Par level	Target quantity to hold on the shelf.	Set by the Quartermaster under section 4 and reviewed at each class start.
On hand	Current counted quantity in serviceable stock.	Changes automatically when an order is received or gear is issued, and manually only to correct a counted variance.
Vendor	Normal source of supply.	Named vendor where a single source exists; otherwise the category of source.
Notes	Free text for backorder status, sizing quirks, substitutions, and shelf-life dates.	Dated entries, most recent first. Notes are not a substitute for an order record.

On-hand figures represent serviceable stock available for issue. Items awaiting inspection, items segregated as unserviceable, and items held for return to a vendor are excluded from the on-hand figure and tracked separately as described in section 11.

3.2 The six supply categories

SUPPLY CATEGORIES

CATEGORY	SCOPE	REPRESENTATIVE ITEMS
`pt_gear`	Everything worn or used for physical training and the morning formation run. High turnover, low unit cost, sized by letter or shoe size.	Running shoes, athletic socks, physical training shorts, moisture-wick physical training shirt

CATEGORY	SCOPE	REPRESENTATIVE ITEMS
`company_uniform`	The daily class uniform worn to formation, meals, and ground school. Carries academy identity and rank insignia.	Company pilot shirt, company trousers, black polishable boots, black belt, epaulets showing cadet rank
`formal_uniform`	Ceremonial wear for solo, stage, and graduation events, and for external representation. Low turnover, high unit cost, must fit precisely.	Service dress coat, black or flight tie
`flight_gear`	Items used to fly the aircraft or the simulator. Includes fire-resistant clothing, cockpit equipment, and current navigation charts.	Nomex flight suit, dual-plug headset, kneeboard and pen, current sectional chart
`study`	Academic and planning material the cadet uses in ground school and the flight room. Includes dated publications.	Plotter and E6B kit, current FAR/AIM
`safety`	Personal protective equipment required to be on the ramp or in a hazard area. Never issued as a substitute or in a degraded condition.	High-visibility ramp vest

Category assignment is not cosmetic. It determines how often an item is counted, how it is grouped on the weekly inspection sheet, and how it appears in the reports in section 12. Where an item could reasonably sit in two categories, the Quartermaster assigns it to the category that reflects how it is used rather than how it looks. A flight-line high-visibility vest is `safety`, not `company_uniform`, because a missing vest stops the cadet from stepping to the aircraft.

3.3 SKU naming convention

A SKU is a category prefix, a hyphen, and a short mnemonic root, all uppercase:

- **Prefixes.** `PT-` for `pt_gear`, `CU-` for `company_uniform`, `FM-` for `formal_uniform`, `FS-` for `flight_gear`, `ST-` for `study`, and `SF-` for `safety`.
- **Root.** Three to six letters that a staff member can recognize without a lookup — `PT-SHIRT`, `CU-BOOT`, `FS-HEAD`, `SF-VIS`.
- **Variants.** Where a genuinely distinct variant must be stocked separately, a second hyphen and a short qualifier is added, as in `CU-SHIRT-LS` for a long-sleeve company shirt. Size is never part of the SKU; size is recorded on the issue record and on the order line.
- **Length.** Keep a SKU short enough to read on a shelf label and a count sheet.

A retired SKU is never reassigned to a different item. Historical issue records and order records reference the SKU, and reusing it would corrupt the audit trail.

3.4 Adding a new item

Any staff member may propose a new item. The Quartermaster evaluates the proposal and, if it is sound, prepares the record. Approval depends on what the addition commits the academy to:

1. **Proposal.** The requester states what the item is for, who needs it, and how many are expected per class.
2. **Duplication check.** The Quartermaster confirms no existing item covers the need. Adding a near-duplicate splits stock and hides a below-par condition on both records.
3. **Definition.** The Quartermaster assigns the SKU, name, category, unit of issue, vendor, and an initial par level, and drafts the serviceability standard the item will be inspected against.
4. **Approval.** The Quartermaster approves items that fit within an existing category and budget. An item that creates recurring spend above the section 10 threshold, changes what a cadet must own, or alters a uniform component requires the Finance Officer's approval for the spend and the Wing Commander's approval for the standard.
5. **Publication.** If the addition changes what a cadet must buy or will be issued, the Quartermaster updates the gear list at /cadet-handbook#gear before the change takes effect. A cadet is never held to a standard that was not published before the class reported.

3.5 Retiring an item

An item is retired when it is superseded, when the vendor discontinues it, when it fails repeatedly in service, or when the program no longer uses it. Retirement is a controlled action, not a deletion.

The Quartermaster first drives the par level to zero so the item stops generating reorder pressure, then issues or disposes of the remaining stock. The record is annotated in the notes field with the retirement date, the reason, and the replacement SKU if one exists, and the item is left in the catalog so that historical orders and issue records still resolve. If a retired item is still held by cadets, the Quartermaster sets a wear-out date in coordination with the Flight Commander and does not require an early replacement at cadet expense.

> **CAUTION**
>
> Never retire an item in the `safety` or `flight_gear` category without a replacement already in stock. Retiring a high-visibility vest or a chart before the successor is on the shelf can ground a cadet who is otherwise ready to fly.

4 Par levels & reorder

4.1 Setting a par level

A par level is the quantity the academy intends to hold on the shelf so that a cadet's need can be met on the day it arises. It is not an annual purchase quantity and it is not a maximum. Par is set from four inputs:

- **Class size.** The standard class is approximately thirty cadets in two flights of about fifteen.
- **Consumption rate.** How many units a single cadet consumes across the program. One service dress coat lasts fifty-two weeks; physical training shirts do not.
- **Expected attrition and replacement.** Items returned by an eliminated cadet re-enter stock if serviceable, which lowers required par for durable items. Items that cannot be reissued for hygiene or fit reasons do not.
- **Lead time.** The number of weeks between placing an order and having the item on the shelf, plus a buffer. A long lead time raises par even when consumption is low.

The working rule is that par should cover expected demand across one full lead time plus a two-week buffer, and never less than one unit for any item a cadet could need without warning. The Quartermaster reviews every par level at the start of each class and after each full physical inventory.

4.2 The below-par condition

An item is below par when on-hand quantity is less than the par level. The ops console evaluates this automatically on every catalog read and flags the item in the inventory list, and the count of below-par items is published as a supply indicator on the Quartermaster screen. No manual monitoring is required, and no staff member should be maintaining a separate shortage list.

Below par is a signal, not an emergency. A single sock set below par with four weeks until the next class needs nothing more than a note. The Quartermaster reviews the below-par list at least weekly and decides for each item whether to order now, order at the next consolidation, or accept the shortfall.

> **NOTE**
>
> Because the console decrements on-hand when gear is issued, a heavy in-processing day will push many items below par at once. That is expected. The Quartermaster works the list after in-processing closes rather than reacting item by item during the issue line.

4.3 The reorder decision and lead-time buffer

When an item is below par, the Quartermaster asks four questions in order: when is the item next needed, what is the vendor's current lead time, is an order already outstanding for it, and can the shortfall be consolidated into an order that is already being drafted. Consolidating lines onto a single vendor order reduces shipping cost and administrative effort and is preferred whenever timing allows.

Lead time is measured, not assumed. The Quartermaster records the interval between the order date and the received date on each order and uses the trailing average for that vendor as the planning figure. Uniform items made to size carry the longest lead times and are the least tolerant of a late order. Charts and publications are governed by their effective dates rather than by lead time and must be ordered so they arrive before the current edition expires.

The reorder quantity brings the item back to par and adds the buffer, rounded to the vendor's pack size. Ordering below par to save money is a false economy that guarantees a second order and a second lead time.

4.4 Representative par levels for a thirty-cadet class

The figures below are the planning baseline for a standard class. They are the shelf holding the academy maintains in addition to what cadets own personally, not the total quantity a class consumes.

BASELINE PAR LEVELS — CLASS OF APPROXIMATELY THIRTY CADETS

SKU	ITEM	CATEGORY	UNIT	PAR	BASIS
PT-RUN	Running shoes (neutral)	pt_gear	pair	4	Cover arrivals with unserviceable shoes; sized, so held thin
PT-SOCK	Athletic socks (6 pair)	pt_gear	set	10	Highest-turnover item in the catalog
PT-SHORT	Physical training shorts	pt_gear	each	8	Daily wear, frequent replacement
PT-SHIRT	Moisture-wick physical training shirt	pt_gear	each	10	Daily wear, laundry cycle, safety-stock item
CU-SHIRT	Company pilot shirt	company_uniform	each	6	Interim wear while a sized order is outstanding
CU-TROUS	Company trousers	company_uniform	each	6	Interim wear; common waist and inseam only
CU-BOOT	Black polishable boots	company_uniform	pair	4	Sized; held for immediate replacement of a failure
CU-BELT	Black belt	company_uniform	each	4	Low cost, low turnover
CU-EPLT	Epaulets (cadet rank)	company_uniform	pair	8	Issued again at each rank milestone, so demand is cyclical
FS-SUIT	Flight suit (Nomex)	flight_gear	each	4	High value; covers damage between orders
FS-HEAD	Headset (dual plug)	flight_gear	each	3	Loan set for a failed personal headset; safety-critical
FS-KNEE	Kneeboard and pen	flight_gear	kit	6	Frequently lost on the ramp
FS-CHART	Sectional chart (current)	flight_gear	each	4	Shelf-life item; par resets at each chart cycle

SKU	ITEM	CATEGORY	UNIT	PAR	BASIS
FM-SERVICE	Service dress coat	formal_uniform	each	2	Ceremonial only; sized, so ordered per cadet
FM-TIE	Black tie / flight tie	formal_uniform	each	4	Low cost; replaces a soiled tie before a ceremony
ST-PLT	Plotter and E6B kit	study	kit	4	Breakage during navigation blocks
ST-FAR	FAR/AIM (current)	study	each	4	Annual edition; superseded copies pulled from stock
SF-VIS	High-visibility ramp vest	safety	each	6	Required on the ramp; never allowed to reach zero

4.5 Seasonal and class-cycle demand

Supply demand is not flat across the year. Week 1 of every class consumes more in five days than the following ten weeks combined, and the Quartermaster brings stock above par before a class reports rather than ordering into the issue line. The practical target is to be at or above par on every issue-set item two weeks before the reporting date, with sized uniform items already ordered against the confirmed roster.

Within a class, demand rises again around each ceremonial milestone, when formal items and epaulets are needed, and around the transition to the flight line, when flight gear and safety items come into daily use. Warm-season classes consume physical training shirts and socks faster and increase demand for short-sleeve company shirts; cool-season classes increase demand for layers and long-sleeve shirts. The Quartermaster records the actual consumption for each class at the end-of-class inventory and uses it to adjust the following class's par levels, which is the only reliable way to keep these figures honest.

4.6 Safety stock for high-turnover items

Some items must simply never be out of stock, because the consequence of a shortage falls on a cadet who cannot then train. For athletic socks, physical training shirts, current sectional charts, kneeboards, and high-visibility vests, the Quartermaster holds safety stock above the calculated par and treats reaching the safety stock line as an immediate reorder trigger rather than a routine one.

Charts are the special case: safety stock is meaningless if the stock is out of date. For charts and dated publications, the Quartermaster tracks the next effective date, orders the new edition so it arrives before that date, and pulls the superseded edition from stock on the day it expires as required by section 11.

> **LIMITATION**
>
> High-visibility ramp vests are never permitted to reach zero on hand. If stock falls to one unit, the Quartermaster places an order the same duty day regardless of consolidation opportunities or order-size thresholds.

5 Uniform standards

5.1 Uniform of the day

The uniform of the day is published on the flight leader's weekly detail sheet. Where the detail sheet is silent, the table below governs. A cadet who is unsure wears the company uniform and asks at the morning brief.

UNIFORM BY OCCASION

OCCASION	UNIFORM	NOTES
Morning physical training and formation run	Physical training kit — shorts, moisture-wick shirt, athletic socks, running shoes; approved layer in cool weather	Running shoes must be broken in. Cotton shirts are not worn for timed events.
Formation and meals	Company uniform — company pilot shirt, company trousers, black belt, black polishable boots, epaulets at current rank	Shirt tucked, sleeves as ordered for the day, boots polished. Headwear as directed.
Ground school and flight room	Company uniform	Coat or approved layer may be removed indoors. Epaulets remain fitted.
Flight line and simulator	Flight gear — Nomex flight suit with academy patch, or the authorized flight line configuration when the flight leader directs; headset, kneeboard, current charts	High-visibility vest worn any time the cadet is on the ramp outside a marked walkway. No polarized eyewear.
Stage checks and checkrides	Company uniform for the ground portion; flight gear for the flight portion	Cadets present for an oral in the company uniform. The examiner's direction governs on the day.
Formal and ceremonial occasions	Formal uniform — service dress coat, company shirt, tie, trousers, polished boots, epaulets at current rank	Worn for solo and stage ceremonies, graduation, and any event where cadets represent the academy externally.
Sunday 1900 gear and uniform inspection	Company uniform, with the complete issued gear set laid out for inspection	See section 8 for the inspection standard and the layout.

5.2 Company uniform components

The company uniform is the daily working uniform and the one in which cadets are most often seen. Its components are the company pilot shirt from the uniform vendor, company trousers, a plain black belt with a plain buckle, black polishable boots, epaulets displaying current cadet rank, and the academy name and patch insignia as issued at in-processing. A plain white or neutral moisture-wicking undershirt is worn beneath the shirt. Socks are black and plain.

The uniform is worn as a set. Mixing physical training items, civilian clothing, or flight gear into the company uniform is not permitted, and neither is substituting a similar civilian shirt or trouser for the issued component. Outer layers are limited to those the academy authorizes, and no outer layer may obscure the epaulets when a cadet is in formation.

5.3 Formal uniform components

The formal uniform adds the service dress coat and the black or flight tie to the company shirt and trousers, worn with polished boots and current epaulets. Because it is worn in front of families, examiners, and visitors, the fit standard is stricter than for daily wear: the coat must close correctly, sleeve and trouser lengths must be correct, and the tie must be clean and unmarked.

Formal items are sized to the individual and are ordered rather than pulled from shelf stock in most cases. The Quartermaster confirms that every cadet has a serviceable formal set in hand no later than week 7, before the first solo ceremony window. Cadets who arrive with a suitable coat and tie of their own may wear them if the Quartermaster confirms they meet the standard; the academy does not require a duplicate purchase.

5.4 Epaulet rank progression

Epaulets show a cadet's progress through the program. The bar count changes only at the milestones below, and only after the Registrar records the milestone. The Quartermaster issues the new epaulets against the `replacement` event, records the new bar count in the cadet's uniform record, and recovers the previous pair for reissue if serviceable.

EPAULET PROGRESSION BY PROGRAM MILESTONE

MILESTONE	NOMINAL WEEK	EPAULETS	ADDITIONAL INSIGNIA
In-processing complete	1	One bar	Academy patch and name insignia issued
First solo	9	One bar (no change)	Solo insignia presented at the solo ceremony
Private Pilot certificate	12	Two bars	—
Instrument rating	21	Two bars (no change)	Instrument insignia added
Commercial certificate and track select	32	Three bars	Track insignia as authorized
Flight instructor certificate	41	Four bars	Instructor insignia added
Graduation	52	Four bars (retained)	Graduation wings presented at the ceremony

A cadet who is retained in a phase or who is undergoing remediation does not lose bars already earned. Bars are removed only when the Wing Commander directs it as part of a disciplinary action, and the Quartermaster acts on the written direction rather than on report.

5.5 Grooming and appearance

Appearance standards exist because the flight line is a professional workplace and because personal discipline in small things predicts discipline in the cockpit. Cadets present clean, pressed, and correctly fitted uniforms, polished boots, and neat, secured hair that cannot interfere with a headset, an oxygen mask, or a control input. Jewelry is limited to items that will not snag on a harness or a cockpit fitting. Visible items that conflict with the professional standard are covered by the uniform.

Long hair is secured so that it does not obstruct vision or interfere with equipment. Fingernails are kept short enough not to interfere with switch and control manipulation. Facial hair is kept neat and must not prevent a proper seal where equipment requiring a seal is used. Cadets carry no loose items in flight suit pockets that could become foreign object debris in the cockpit.

Appearance is assessed at the morning formation, at every flight brief, and formally at the Sunday inspection. An instructor may correct appearance at any time, and a cadet corrects the deficiency before the next event rather than at the end of the day.

5.6 Serviceability and replacement standards

An item is unserviceable when it can no longer meet the standard it was issued to meet, regardless of how old it is. The Quartermaster applies the following tests at inspection and on any replacement request.

SERVICEABILITY TESTS

ITEM GROUP	SERVICEABLE	REPLACE WHEN
Shirts and trousers	Clean, unfaded, no open seams, correct fit, insignia secure	Fabric is thin or translucent, a seam or closure has failed, staining will not launder out, or fit has changed enough to break the standard
Boots	Sole intact, upper takes a polish, no separation, laces complete	Sole is separating or worn through the tread, the upper will not hold a finish, or the boot no longer supports the foot for the formation run
Epaulets and insignia	Correct rank, secure, unbroken, unfaded	Any bar is bent, missing, or illegible, or the rank shown is no longer current
Flight suit	Fire-resistant fabric intact, all zips function, patch secure	Any burn, abrasion, or tear that breaches the fabric, or a failed closure — repairs to fire-resistant fabric are not attempted
Headset	Both plugs sound, ear seals intact, boom holds position, intelligible both ways	Any intermittent audio, cracked seal, damaged cable, or microphone that requires repositioning in flight
High-visibility vest	Reflective banding intact and clean, closure works, no tears	Reflectivity is dulled or contaminated, closure fails, or any tear reduces visible area
Charts and publications	Current edition, legible, intact binding	The edition is superseded, or wear has made any portion unreadable

Serviceability is not negotiable and it is not a matter of appearance alone. An item that looks acceptable but fails its function — a headset with intermittent audio, a vest whose banding no longer reflects — is unserviceable and is exchanged, not carried to the next inspection.

> **CAUTION**
>
> Unserviceable or non-standard items may not be worn on the flight line. An instructor who identifies an unserviceable flight suit, headset, or high-visibility vest at the brief stops the sortie until the item is exchanged. A cadet does not step to the aircraft in degraded safety equipment, and no waiver of this rule may be granted at the flight line.

6 Sizing & the uniform order cycle

6.1 Overview of the cycle

Sized uniform items cannot be pulled from shelf stock in the quantities a class needs, so the sizing and order cycle begins before the class reports and continues into week 1. The sequence is: the Registrar marks an applicant accepted, the cadet enters sizes in the student portal, the Quartermaster verifies and completes the record, the sizes are exported and the order is placed with the uniform vendor, the cadet reports and is measured in person, corrections are ordered, and the cadet wears interim items from stock until the sized order arrives.

6.2 Cadet-entered sizes

Once the Registrar marks a cadet accepted, the uniform section of the student portal at /student#uniforms opens to that cadet. The cadet records fit profile, the name to be embroidered, shirt style and fit, neck and sleeve measurements or a letter size, trouser waist and inseam, jacket size and length, hat size, shoe size and width, height and weight, and any special requirement in the notes field. Cadets may revise their entries at any time before the order is placed.

Staff holding access to the student record may also record or correct sizes on a cadet's behalf, which is necessary when a cadet cannot access the portal or when a measurement is taken in person during in-processing. Staff-entered values are annotated in the notes field with the date and the source of the measurement so that a later discrepancy can be traced.

Cadets are told plainly that the vendor makes shirts to neck size with a fit selection, not to a letter size, and that guessing a neck size produces a shirt that cannot be worn. Where a cadet has no reliable measurement, the cadet leaves the field blank rather than estimating, and the measurement is taken during the week 1 sizing session.

6.3 The week 1 sizing session

In-processing includes a scheduled sizing session in which every cadet is measured in person by Quartermaster staff. The session serves three purposes: it verifies what the cadet entered in the portal, it captures measurements for cadets who left fields blank, and it lets staff try interim shirts and boots from stock so the cadet is correctly dressed for the first formation.

Measurements are taken to the vendor's specification — neck at the collar seating, sleeve from the center back to the wrist bone, waist at the natural waist over the shirt, inseam to the boot top. Two staff members are present for each measurement; one measures and one records directly into the student record. Where the measured value differs materially from what the cadet entered, the measured value is used and the cadet is shown the correction.

6.4 Verification before ordering

The Quartermaster verifies the full class sizing set before any order leaves the academy. Verification confirms that every enrolled cadet has a record, that no required field is blank, that measurements fall within the plausible ranges the portal enforces, that the embroidery name is spelled as the cadet wants it and matches the name insignia, and that fit profile and shirt fit are consistent with the recorded measurements.

Two error types cause most rework and are checked explicitly: a shirt letter size recorded where a neck and sleeve measurement is required, and an embroidery name entered with inconsistent capitalization or a nickname the cadet did not intend to wear for fifty-two weeks. Embroidered items cannot be returned, so the name is confirmed with the cadet in person before the order is placed.

6.5 Export and order placement

When the class sizing set is verified, the academy exports the uniform sizes to a CSV file from the ops console. The export covers cadets in accepted, enrolled, and graduated status and produces one row per cadet with every sizing field, which is the format the vendor works from. The Quartermaster reviews the exported file before it is sent, because the export reflects the record exactly and an unverified record produces an incorrect garment.

The order is placed with A Cut Above Uniforms and is recorded in the ops console as a vendor order under section 10, starting in `draft` and moving to `ordered` when it is transmitted. The order record carries the class identifier and a copy of the export in its notes so that a later fit question can be traced to the exact figures submitted. Sized items ordered for a specific cadet are noted as such on the order line, because they will not enter general stock when received.

6.6 Lead time and interim wear

Sized uniform items are made to order. The planning figure is three to five weeks from order transmission to delivery for standard items, with embroidered and formal items at the longer end of that range and occasional extension when the vendor's production queue is full. The Quartermaster maintains the current figure from measured order history and states it to cadets rather than promising a date the vendor has not confirmed.

While an order is outstanding, cadets wear interim items issued from stock. Interim wear is authorized in the closest available size, and the Quartermaster records the issue with the `in_processing` event and a note identifying it as interim. Cadets are not held to the fit standard on an interim item, but they are held to the cleanliness and serviceability standard. Interim items are returned when the sized items arrive and are returned to stock if serviceable.

Where interim stock cannot cover a cadet — an unusual size, for example — the Quartermaster advises the Flight Commander, who determines what the cadet wears in the interim. A cadet is never held out of training solely because a sized uniform item has not arrived, provided the safety and flight gear requirements are met.

6.7 Fit issues, alterations, and exchanges

When a sized item arrives, the cadet tries it on in the presence of Quartermaster staff before the item is signed for. Trousers requiring only a hem are sent for alteration at academy expense, since hemming to the boot is expected and is not a vendor error. An item that is the wrong size against the submitted measurements is a vendor error and is returned for exchange under section 10, at no cost to the cadet. An item that matches the submitted measurements but does not fit because the measurement itself was wrong is reordered; whether the cost falls to the academy or the cadet depends on whether the measurement was staff-taken or cadet-entered without verification, and the Quartermaster raises the question with the Finance Officer rather than deciding it at the counter.

Fit changes across a fifty-two-week program are normal, particularly during the physical training phases. A cadet whose company uniform no longer meets the fit standard requests a re-measure, and the Quartermaster orders replacement items at academy expense as fair wear under section 9. The Quartermaster consolidates re-measures into a single mid-program order where possible, typically around the transition into the advanced phase.

> **NOTE**
> Embroidered and altered items cannot be returned to the vendor or reissued to another cadet. The Quartermaster confirms the embroidery name and the alteration instruction with the cadet in person, and records that confirmation, before either is authorized.

7 Gear issue at in-processing

7.1 Purpose and timing

Week 1 is in-processing: cadets report, are issued gear, have that gear inspected, and complete entry physical training. Gear issue is scheduled early in the week so that every cadet is correctly equipped for the first formation and, later in the week, for the first flight line familiarization. The issue line is a Quartermaster event conducted within the 0600 to 1800 duty day, and the objective is that every cadet leaves it with a complete, recorded, and inspected gear set.

7.2 Preparation before the class reports

The Quartermaster completes the following before reporting day:

1. Obtain the confirmed class roster from the Registrar and verify that each cadet is in enrolled status.
2. Confirm the sizing set is verified and the vendor order is placed, per section 6.
3. Bring every issue-set item to or above par, and stage interim uniform items in the sizes the roster indicates.
4. Print an issue receipt for each cadet, pre-populated with the issue set and the cadet's recorded sizes.
5. Lay out the supply room by station so a cadet moves through in one direction without backtracking.
6. Brief the QM assistant and any augmenting staff on the issue set, the recording procedure, and the shortfall procedure.

7.3 The issue procedure

Cadets are issued by flight, in roster order, in blocks small enough that no cadet waits outside the supply room for an extended period. Each cadet moves through the following steps.

ISSUE LINE — STEP AND ACTION

STEP	ACTION
1. Identity and status check	Staff confirm the cadet's identity against the roster and confirm enrolled status. A cadet not in enrolled status is returned to the Registrar before any item is issued.
2. Sizes confirmed	Staff review the sizes on the pre-populated receipt with the cadet, take any missing measurement, and correct the student record on the spot.
3. Physical training and company items	Interim company shirt, trousers, belt, and epaulets at one bar are fitted and issued. Physical training items are issued only where the cadet's own gear is missing or unserviceable.
4. Flight and safety items	Kneeboard kit, current sectional chart, high-visibility vest, and a flight suit are issued and fitted. A loan headset is issued only if the cadet has none or the cadet's own is unserviceable.

STEP	ACTION
5. Study items	Plotter and E6B kit and the current FAR/AIM are issued where the cadet does not already hold current copies.
6. Insignia	Academy patch and name insignia are issued with instruction on placement. Cadets are shown the correct epaulet orientation.
7. Receipt review and signature	The cadet reads the completed receipt, confirms quantities and sizes, and signs. Staff sign as issuing official.
8. Console entry	Each line on the receipt is entered in the ops console as a gear issue against the cadet's email, with item, quantity, size, and the `in_processing` event.
9. Shortfall annotation	Any line that could not be filled is annotated on the receipt with the reason and the expected date, and is carried on the open shortfall list.

7.4 The issue receipt and cadet accountability

The issue receipt is the accountability document. It lists every item issued with quantity and size, the date, the issuing official, and the cadet's signature. By signing, the cadet acknowledges that the items listed were received, that they are academy property held in the cadet's custody, that the cadet is responsible for maintaining them to the serviceability standard in section 5, and that they must be returned at out-processing or accounted for under section 9.

The cadet receives a copy and the Quartermaster retains the original. The receipt is also the reference document at the first weekly inspection: the cadet lays out exactly what the receipt lists, and any difference is a discrepancy to be explained. Cadets are told at signature that the receipt is the document against which they will be cleared at the end of the program.

7.5 Recording the issue in the ops console

Every issued line is recorded in the Quartermaster section of the ops console with the cadet's email address, the catalog item, the quantity, the size where the item is sized, the `in_processing` event, and a note where anything about the issue is unusual — interim wear, a loan headset, or a substituted size. The console attributes the entry to the staff member who made it and decrements on-hand stock for the item.

Entries are made as the cadet is issued, not batched at the end of the day. Batching loses sizes, produces entries attributed to the wrong staff member, and leaves stock figures wrong for the rest of the issue line, which in turn hides genuine shortfalls until it is too late to act on them.

> **NOTE**
>
> The console decrements on-hand stock only when recorded stock is sufficient to cover the quantity issued. If an item is issued when the recorded on-hand figure is already lower than the quantity, the issue is recorded against the cadet but the stock figure does not go negative. The Quartermaster must correct such an item by physical count before the next order is drafted, or the item will not show its true shortfall.

7.6 Issued items versus items the cadet must already own

The academy issues the items that must be standardized, that carry academy identity, that are safety equipment, or that the academy requires in a specific configuration: the company uniform components including epaulets and insignia, formal uniform items, the flight suit, the high-visibility ramp vest, the kneeboard kit, current charts, and loan equipment where a cadet's own item has failed.

The cadet arrives owning the personal items on the published gear list at /cadet-handbook#gear: broken-in running shoes, physical training clothing, undershirts and socks, a tablet, non-polarized sunglasses, a personal headset if preferred, a flight bag, a logbook, and personal study materials. Where the cadet arrives without a required personal item, the Quartermaster issues from stock so training is not delayed, notes the issue as a supply of a personally owned item, and refers the cost question to the Finance Officer.

7.7 Post-issue inspection and shortfall resolution

Immediately at the end of the issue line, before the cadet leaves the supply area, a Quartermaster staff member conducts a gear inspection against the signed receipt. The inspection confirms that every line is physically present, that sized items fit well enough to be worn, that safety items are serviceable, that charts are the current edition, and that insignia are correct and correctly placed. This is a deliberate second look while the cadet and the stock are both still in the room, and it catches the great majority of errors at the cheapest possible moment.

A shortfall found at this inspection is resolved in one of three ways. If stock exists, the item is issued at once and the receipt is corrected. If stock does not exist but an equivalent does, an interim item is issued, annotated on the receipt, and carried on the open shortfall list with an expected date. If neither is possible and the item is safety-critical, the Quartermaster informs the Flight Commander before the cadet is scheduled for any flight line activity.

The open shortfall list is worked daily during week 1 and is closed before the cadet's first flight line event. No cadet joins flight line operations with an outstanding shortfall in the `safety` or `flight_gear` categories, and the Quartermaster confirms that condition to the Flight Commander in writing at the end of week 1.

> **WARNING**
>
> A cadet is not released to the flight line with a missing or unserviceable high-visibility ramp vest, flight suit, or headset. The Quartermaster reports any such shortfall to the Flight Commander the same duty day, and the cadet's flight line activity is deferred until the item is in hand and serviceable.

8 Weekly gear & uniform inspection

8.1 Timing and conduct

The weekly gear and uniform inspection is held every Sunday at 1900. It is a standing event on the program calendar and is not rescheduled for convenience. Cadets present in the company uniform with the complete issued gear set laid out for inspection, arranged in the same order as the issue receipt so that a missing line is immediately visible.

The Flight Leader conducts the inspection for the flight, with Quartermaster oversight. The Flight Leader is responsible for the standard applied and for tracking corrections to closure; the Quartermaster is responsible for the supply consequences — exchanges, replacement issue, and the resulting stock movements — and attends at least one flight's inspection each week to confirm that the standard is being applied consistently between flights.

A cadet who cannot attend for an authorized reason is inspected at the earliest opportunity in the following week, and the absence is recorded rather than excused. An unauthorized absence is a professionalism matter and is referred to the Flight Commander.

8.2 The inspection checklist

WEEKLY INSPECTION — ITEM, STANDARD, AND COMMON DISCREPANCIES

ITEM	STANDARD	COMMON DISCREPANCIES
Company shirt	Clean, pressed, correct fit, insignia secure and correctly placed	Unpressed collar, loose name insignia, staining at the cuff, missing button
Company trousers	Clean, pressed, correct length to the boot, belt fitted	Unhemmed or dragging hem, missing belt, worn seat or knees
Boots	Polished, sole intact, laces complete and correctly tied	Unpolished toe, scuffed heel, frayed lace, early sole separation
Epaulets	Correct current rank, secure, bars straight and legible	Rank not updated after a milestone, bent bar, reversed orientation
Physical training kit	Complete set, clean, shoes serviceable and broken in	Worn-through shoe tread, thin or torn shirt, incomplete sock count
Flight suit	Fabric intact, all zips function, patch secure, pockets empty of loose items	Failed zip pull, abrasion at the knee, unsecured patch, debris left in a pocket
Headset	Both plugs sound, seals intact, boom holds position, audio clear both ways	Cracked ear seal, cable strain at the plug, boom that will not stay set
Kneeboard and pen	Clip functions, strap intact, writing implement present	Broken clip, missing pen, illegible retained notes from a previous sortie
Charts	Current edition, legible, folded without damage	Superseded edition, torn fold, unreadable section

ITEM	STANDARD	COMMON DISCREPANCIES
FAR/AIM and study kit	Current edition present, plotter and E6B undamaged	Prior-year edition, cracked plotter, E6B with a seized wheel
High-visibility vest	Reflective banding intact and clean, closure works, no tears	Contaminated banding, failed closure, tear at the shoulder
Formal set	Coat and tie present, clean, correctly fitted, ready for short notice	Coat not yet altered, soiled tie, set not held ready before a ceremony week

8.3 Recording a discrepancy and the correction timeline

Every discrepancy is recorded by the Flight Leader with the cadet's name, the item, the specific deficiency, and the correction required, and passed to the Quartermaster the same evening. Discrepancies are graded by the correction window they attract:

DISCREPANCY GRADES AND CORRECTION WINDOWS

GRADE	DEFINITION	CORRECTION WINDOW
IMMEDIATE	A safety or flight gear item is missing or unserviceable	Before the cadet's next flight line event; the Quartermaster exchanges the item on Monday morning
PRIORITY	A uniform item is unserviceable, or rank insignia is incorrect	Within two duty days, or at the next issue window if the item must be ordered
ROUTINE	A presentation deficiency the cadet can correct without supply action — pressing, polishing, laundering	Before the next morning formation

The Quartermaster records any resulting exchange or replacement issue in the ops console against the `weekly_inspection` event, which keeps inspection-driven consumption distinguishable from in-processing issue and from replacements arising outside the inspection. That distinction is what makes the inspection pass rate in section 12 meaningful.

The Flight Leader verifies each correction and closes it. A discrepancy is not closed on the cadet's assurance; it is closed on the Flight Leader seeing the corrected item, or on the Quartermaster confirming that the replacement was issued.

8.4 Repeat discrepancies and escalation

A single discrepancy is a correction. A pattern is a performance matter. The Flight Leader escalates to the Flight Commander when the same discrepancy recurs on a third consecutive inspection, when a cadet accumulates discrepancies across several items in the same week, when a correction is not completed within its window, or when any safety item discrepancy recurs at all.

Escalation is a written referral naming the discrepancies, the dates, the corrections directed, and what the cadet did or did not do. The Flight Commander determines the response, which may range from a documented counseling to inclusion in the cadet's professionalism assessment. The Quartermaster provides the issue and replacement history on request, so the Flight Commander can see whether a cadet has been supplied with what the standard requires before any adverse conclusion is drawn.

Where a recurring discrepancy has a supply cause — an item that fails in service across multiple cadets, or a chronic stock shortfall — the Quartermaster owns the correction and says so plainly. A cadet is not counseled for a shortfall the academy created.

8.5 Relationship to professionalism and track select

Uniform and gear discipline is part of the professionalism component that feeds the merit ranking used at track select at the end of Phase II, described in the Training Procedures Manual. Inspection results are one input among many and are never the sole basis for a ranking decision, but a sustained pattern of unaddressed discrepancies is treated as evidence about attention to detail and personal discipline — the same attributes that determine whether a checklist is completed correctly in the cockpit.

Cadets are told this explicitly during in-processing so the connection is understood rather than inferred. The intent is not to reward polish for its own sake; it is to make clear that maintaining one's equipment is part of the job, and that a pilot who arrives with a serviceable, complete kit every week is demonstrating a habit that matters in operational flying.

9 Replacement, loss & damage

9.1 Fair wear and tear

Items wear out in normal use, and the academy expects it. Fair wear and tear is replaced at academy expense with no charge to the cadet and no adverse record. Fair wear includes a boot sole worn through by the formation run, a physical training shirt thinned by daily wear and laundry, a chart superseded by a new edition, a company shirt whose fabric has worn after months of pressing, and a uniform item that no longer fits because the cadet's build has changed during the physical training program.

The Quartermaster assesses fair wear against the serviceability tests in section 5.6 and against the item's expected service life. The question is whether the item failed doing what it was issued to do. A flight suit abraded at the knee from routine cockpit ingress is fair wear; a flight suit with a burn from an unauthorized activity is not.

9.2 Loss and negligent damage

Loss and negligent damage are charged to the cadet. Negligence means the damage resulted from a failure to take ordinary care: gear left unattended on the ramp, an item damaged by misuse, a headset dropped from a wing walk, or property left behind at an off-station location. The test is the cause, not the cost.

The Quartermaster assesses the circumstances, records the assessment, and refers the charge to the Finance Officer, who bills the cadet's account at the item's replacement cost. The Quartermaster does not collect payment and does not withhold a replacement while the charge is being settled. A cadet who disputes an assessment may appeal to the Flight Commander in writing; the Wing Commander decides any appeal the Flight Commander cannot resolve.

Repeated loss is treated as a professionalism matter in addition to a financial one and is referred to the Flight Commander under the same escalation route as section 8.4. Losing a kneeboard once is careless; losing three is a pattern that belongs in the cadet's record.

9.3 Requesting a replacement

1. **Report.** The cadet reports the loss or damage to the Quartermaster as soon as it is discovered, and to the instructor immediately if it affects a scheduled sortie. Concealing a loss until the weekly inspection is itself a discrepancy.
2. **Present.** The cadet presents the damaged item. An item reported lost is recorded as lost; an item that is merely worn is presented for assessment.
3. **Assess.** The Quartermaster applies the serviceability tests and determines whether the cause is fair wear, loss, or negligent damage, and records the determination with the reason.
4. **Approve.** The Quartermaster approves the replacement within the thresholds in 9.4, or seeks the required approval.

5. **Issue.** The replacement is issued from stock if available, or ordered under section 10 with an interim item issued in the meantime.
6. **Record.** The issue is recorded in the ops console against the `replacement` event, with a note stating the cause determination and any chargeback referral.
7. **Dispose.** The returned item is segregated as unserviceable and disposed of under section 11, or returned to stock if the assessment finds it serviceable after all.

9.4 Approval thresholds

REPLACEMENT APPROVAL AUTHORITY

CIRCUMSTANCE	APPROVAL REQUIRED	NOTES
Fair wear, item in stock, replacement cost under 150 USD	Quartermaster	Issued the same day; no referral
Fair wear, replacement cost 150 USD or more	Quartermaster, with the Finance Officer notified	Notification, not pre-approval — the cadet is not delayed
Loss or negligent damage, any value	Quartermaster assesses; Finance Officer bills	Replacement is issued before the charge is settled
Third replacement of the same item for one cadet	Flight Commander	Reviewed as a pattern, not a supply decision
Replacement requiring an out-of-cycle vendor order	Finance Officer	Approved as a purchase under section 10
Safety-critical item, any cause, any value	None — issue immediately	Cost determination follows afterward, per the note below

> **NOTE**
>
> Safety-critical items — headsets, high-visibility ramp vests, and current charts — are replaced immediately regardless of cause. Staff do not investigate, assess fault, or seek approval before issuing the replacement. The cost question is settled afterward. A cadet must never be left without serviceable safety equipment while an administrative determination is pending.

9.5 Recording and trend review

Every replacement is recorded with its cause determination, which turns individual events into usable information. The Quartermaster reviews replacement records monthly, looking for items failing earlier than their expected service life, a single cadet or flight generating disproportionate replacements, and a vendor whose product quality has changed.

An item failing repeatedly across multiple cadets is a specification problem, not a cadet problem. The Quartermaster raises it as a catalog change under section 3.4 — a different specification, a different vendor, or a shorter planned replacement interval with the par level raised to match. Findings that affect what cadets should buy personally are passed forward so the gear list at /cadet-handbook#gear can be updated before the next class reports.

10 Vendor orders & receiving

10.1 The order lifecycle

Every purchase of catalog stock is recorded as a vendor order in the ops console. An order carries the vendor, one or more line items with quantity and unit cost, notes, and a status. Status advances in one direction: `draft`, then `ordered`, then `received`. The console timestamps the transition to `ordered` and to `received`, which is what makes the lead-time measurement in section 4.3 possible.

ORDER STATES

STATE	MEANING	WHO MAY SET IT	EFFECT
`draft`	The order is being assembled. Lines may be added, changed, or removed. Nothing has been committed to a vendor and no funds are committed.	Quartermaster; QM assistant may prepare lines	None on stock. The order appears as an open order in supply reporting.
`ordered`	The order has been transmitted to the vendor and the academy is committed to the purchase. Lines are frozen; a change requires the vendor's agreement and a note on the record.	Quartermaster only, after any approval required by 10.3	Order date is stamped. Stock is unchanged; the quantity is on order, not on hand.
`received`	The shipment has physically arrived and has passed the receiving inspection in 10.4. The order is complete.	Quartermaster or QM assistant, only after physical verification	Receipt date is stamped and **on-hand stock is increased by the quantity on every line.**

An order that is abandoned before transmission, or canceled by agreement with the vendor before shipment, is annotated in the notes and retained rather than deleted. The record of what was considered and why it was not bought is part of the audit trail.

> **WARNING**
> Setting an order to `received` automatically increases on-hand stock for every line on the order. An order is marked `received` only after the goods are physically in the supply room and the quantity on each line has been counted against the packing list. Never mark an order received on the basis of a shipping notification, a tracking status, an invoice, or a partial delivery. Doing so overstates stock, suppresses the below-par flag, and will cause a cadet to be short of gear at issue.

10.2 Partial shipments

A vendor that ships part of an order presents the one case where the lifecycle needs care. The Quartermaster does not mark the order received. Instead, the received quantities are added by correcting the on-hand figure for the delivered items directly, with a note on the order recording what arrived and when, and the order remains `ordered` until the balance is delivered. When the final delivery arrives, the order is reconciled so that total stock added equals total quantity ordered, and only then is the order marked `received`. Where a vendor will not complete the balance, the order is closed with a note and a new order is raised for the shortfall.

10.3 Purchase approval and the Finance Officer

The Quartermaster proposes spend; the Finance Officer approves it. Approval is sought before an order moves to `ordered`, never afterward.

PURCHASE APPROVAL THRESHOLDS

ORDER VALUE	APPROVAL	DOCUMENTATION
Under 500 USD, replenishing existing catalog items to par	Quartermaster	Order record only
500 USD to 2,500 USD	Finance Officer	Order record plus the below-par justification in notes
Above 2,500 USD, or any class uniform order	Finance Officer and Wing Commander	Order record, roster or class basis for quantities, and the sizing export where applicable
Any order introducing a new catalog item with recurring cost	Finance Officer, with the item approved under section 3.4	Item definition and expected annual consumption
Any order to a vendor not previously used	Finance Officer	Basis for vendor selection and the payment terms agreed

Approval is recorded on the order in the notes field with the approver and the date. An order transmitted without the required approval is a control failure and is reported to the Wing Commander by the Quartermaster, not concealed.

10.4 Receiving inspection

Receiving is a verification step, not a clerical one. When a shipment arrives, the receiving staff member:

1. Confirms the shipment matches an open order in `ordered` status.
2. Counts every line against the packing list and against the order, in the unit of issue used in the catalog.
3. Verifies sizes on sized items against the order and, for made-to-measure items, against the sizing export.
4. Verifies embroidery spelling on every embroidered item, letter by letter.
5. Inspects condition — transit damage, contamination, incorrect finish, missing components of a kit.
6. Verifies edition and effective dates on charts and publications.
7. Places serviceable stock on the shelf, in the correct location, before touching the console.
8. Marks the order `received`, which adds the verified quantities to stock.
9. Files the packing list with the order record.

Two people are used for receiving whenever a shipment includes items in the `flight_gear` or `formal_uniform` categories, because those are the highest-value and least-returnable lines. Sized items ordered for a named cadet are set aside for that cadet at the point of receipt and are not shelved as general stock.

10.5 Discrepant shipments and returns

A discrepancy is anything that differs from the order: a short or over count, a wrong size, a wrong item, a wrong edition, damage, or an embroidery error. The Quartermaster records the discrepancy on the order record with quantities and photographs where useful, segregates the discrepant goods away from serviceable stock so they cannot be issued in error, and contacts the vendor the same duty day.

Discrepant goods are never entered into on-hand stock. Where a shipment is partly correct, only the correct portion is taken on charge, and the order is handled as a partial under 10.2. Return authorization is obtained from the vendor before goods are shipped back, and the Quartermaster retains proof of the return dispatch until credit is confirmed.

Embroidered and altered items cannot be returned, so an embroidery error is a remake at the vendor's cost when the vendor produced it incorrectly, and at academy cost when the academy submitted it incorrectly. The Quartermaster determines which from the sizing export retained on the order record, which is precisely why that copy is kept.

10.6 Invoice matching and posting

When the vendor's invoice arrives, the Quartermaster performs a three-way match: the order lines and unit costs, the packing list quantities actually received, and the invoice. Every difference is resolved with the vendor before payment is recommended — an invoice for goods not received, for a quantity greater than delivered, or at a unit cost above the order is not passed for payment.

The matched invoice is annotated with the order identifier and passed to the Finance Officer, who posts the expense to the finance ledger against the correct period and budget line. The Quartermaster does not post ledger entries. Where a portion of an invoice is disputed, the undisputed portion is passed for payment and the disputed portion is held with the reason recorded on the order.

Unit costs on the order record are kept accurate because they are the basis for the replacement cost used in chargebacks under section 9 and for the value of stock reported at inventory under section 11. An order recorded without unit costs is incomplete.

11 Inventory control & audit

11.1 Cycle counting

Cycle counting spreads inventory verification across the year instead of relying on two large counts. Each count is of a category, is performed by physically counting stock and comparing it to the console figure, and is recorded whether or not a variance is found.

CYCLE COUNT CADENCE BY CATEGORY

CATEGORY	CADENCE	METHOD
safety	Weekly	Full count of every line. Never sampled.
flight_gear	Weekly for headsets and charts; monthly for the remainder	Full count of high-value lines; chart editions verified against effective dates at each count.
pt_gear	Monthly, and after any issue event	Full count. High turnover makes this the most variance-prone category.
company_uniform	Monthly	Full count by item and size.
study	Quarterly	Full count with edition verification on dated publications.
formal_uniform	Quarterly, and before any ceremony week	Full count; condition assessed at the same time given the low turnover.

Counts are performed against a blind count sheet that does not show the expected quantity. A counter who can see the expected figure tends to confirm it, which defeats the purpose of the count. The expected figure is compared only after the count is recorded.

11.2 Full physical inventory

A full physical inventory of every category is conducted twice per class: in the two weeks before a class reports, and within two weeks of graduation once all turn-ins are complete. The pre-class inventory establishes that stock is sufficient and accurate before the heaviest consumption event of the program. The end-of-class inventory establishes what the class actually consumed, which is the input to the par level review in section 4.5.

The full inventory is conducted by two people, one counting and one recording, using blind count sheets and covering serviceable stock, segregated unserviceable stock, items awaiting return to the vendor, and sized items held for named cadets. The Quartermaster signs the completed inventory and provides it to the Finance Officer with the valuation at recorded unit cost. The Wing Commander is notified when the inventory is complete and of any material variance.

11.3 Reconciliation and variance investigation

A variance is any difference between counted stock and the console figure. All variances are investigated; none is written off silently. The Quartermaster works through the likely causes in order of frequency: an issue recorded late or not at all, an order marked received before verification, a partial delivery entered as complete, a unit-of-issue error such as counting pairs where the catalog holds sets, stock physically in the wrong location, or an unrecorded return to stock from an out-processing turn-in.

Where the cause is found, the underlying record is corrected and the on-hand figure follows from that correction. Where the cause cannot be found, the Quartermaster adjusts the on-hand figure to the counted quantity and records an adjustment note stating the date, the quantity, the investigation performed, and the conclusion. An adjustment is a documented decision, never a silent overwrite.

Any unexplained variance in the `safety` or `flight_gear` categories, and any unexplained variance above 250 USD in value, is reported to the Wing Commander and the Finance Officer with the investigation attached. Repeated unexplained variance on the same item triggers a review of who has access to the stock and of how that item is recorded at issue.

11.4 Storage, security, and access

Supply stock is held in the supply room, which is locked whenever it is not attended. Access is limited to staff holding SUPPLY.MANAGE and to the Wing Commander. Cadets do not enter the supply room unescorted and do not draw stock themselves; every movement of stock passes through a staff member who records it.

Stock is stored by category and then by item and size, with shelf labels showing the SKU and the item name so that a count sheet can be worked without interpretation. High-value items — headsets, flight suits, and formal items — are held in a separately secured area within the room. Charts and publications are stored so that the effective date is visible without handling every copy.

The Quartermaster reviews the access list at the start of each class and whenever a staff member departs, and confirms that keys and console permissions have both been recovered. Recovering one and not the other is a common failure and is checked explicitly.

11.5 Serviceable and unserviceable segregation

Unserviceable stock is physically separated from serviceable stock, in a marked area, and is excluded from the on-hand figure. This applies to items returned from cadets that failed assessment, items damaged in storage or transit, and items withdrawn from issue pending a decision. The purpose is simple: an unserviceable item that sits on a serviceable shelf will eventually be issued to a cadet who then arrives at the flight line unable to fly.

The Quartermaster clears the unserviceable area at least monthly, deciding for each item whether it is repairable, returnable to the vendor, usable for training or display, or for disposal. Disposal of an item above nominal value is recorded with the item, quantity, reason, and date, and reported in the monthly supply report. Fire-resistant flight clothing that has failed is disposed of rather than repaired, and safety items are destroyed rather than passed on so that they cannot re-enter use from outside the academy.

11.6 Shelf-life items, charts, and publications

Charts, the FAR/AIM, and any other dated publication carry an effective or edition date, and stock of a superseded edition has no value and considerable risk. The Quartermaster maintains the next effective date for every dated item in the item notes, orders the successor edition so that it arrives before that date, and pulls the superseded edition on the day it expires.

At each cycle count of the `flight_gear` and `study` categories, the counter verifies the edition of every dated item, not merely the quantity. A count that confirms four charts on the shelf without confirming that all four are current has verified nothing that matters.

> **CAUTION**
>
> Superseded charts and publications are pulled from stock on the day they expire and removed from the supply room immediately. They are never left on the shelf, never issued as a spare or a study copy, and never counted as on-hand stock. A superseded chart mixed into current stock is the most likely way for a cadet to be issued an out-of-date chart for a cross-country sortie.

12 Records & reporting

12.1 Records maintained and retention

The Quartermaster maintains the records below. Retention periods run from the date of the record, or from the cadet's separation date where the record is cadet-specific. Records held in the ops console are retained by the system; paper originals are filed in the supply room and scanned where they carry a signature.

SUPPLY RECORDS AND RETENTION

RECORD	CONTENTS	RETENTION
Gear issue receipts	Items, quantities, sizes, date, issuing official, cadet signature	Three years after the cadet's separation date
Gear issue log (console)	Every issue with item, quantity, size, event, notes, staff attribution, timestamp	Three years after the cadet's separation date
Vendor order records	Vendor, lines, quantities, unit costs, status history, approvals, packing list, invoice reference	Seven years from the receipt date
Uniform sizing exports	The CSV submitted to the vendor for each class order	Two years from the order date
Cycle count sheets	Category, blind counted quantity, expected quantity, counter, date	Two years
Full physical inventories	Complete count with valuation, signed by the Quartermaster	Seven years
Variance investigations and adjustments	Item, quantity, investigation performed, conclusion, adjustment made, approver	Seven years
Weekly inspection results	Cadet, item, discrepancy, grade, correction directed, closure date	Duration of the class plus one year
Replacement determinations	Item, cause determination, approval, chargeback referral	Three years after the cadet's separation date
Turn-in and clearance records	Turn-in checklist, serviceability assessment, outstanding items, clearance signature	Three years after the cadet's separation date
Disposal records	Item, quantity, reason, date, authorizing official	Three years

12.2 Reports and cadence

SUPPLY REPORTING

REPORT	RECIPIENT	CADENCE	CONTENTS
Below-par summary	Quartermaster (working list); Finance Officer on request	Weekly	Items below par, action taken or deferred, open orders covering them

REPORT	RECIPIENT	CADENCE	CONTENTS
Inspection summary	Flight Commander; Wing Commander in the monthly roll-up	Weekly, after the Sunday inspection	Pass rate by flight, open discrepancies, escalations
Supply status report	Wing Commander	Monthly	Key indicators, stock position, open orders, variances, disposals, issues requiring a decision
Spend and commitment report	Finance Officer	Monthly	Orders placed, received, and outstanding with values; chargebacks referred
Pre-class readiness report	Wing Commander and Registrar	Two weeks before each class reports	Stock position against the roster, uniform order status, any expected shortfall at issue
End-of-class consumption report	Wing Commander and Finance Officer	Within two weeks of graduation	Actual consumption by item, variance from plan, recommended par level changes
Full inventory report	Wing Commander and Finance Officer	Twice per class	Counted stock with valuation, variances and their investigations

12.3 Key performance indicators

Five indicators tell the Quartermaster whether supply is working. Each is reported monthly with the trend, not merely the current value, because the direction matters more than any single reading.

SUPPLY KEY PERFORMANCE INDICATORS

INDICATOR	DEFINITION	TARGET
Below-par item count	Number of catalog items with on-hand below par, taken at a consistent point each week	Zero in `safety`; declining trend elsewhere outside an issue week
Order lead time	Days from `ordered` to `received`, by vendor and item class	Within the planning figure used to set par levels
Issue turnaround at in-processing	Time per cadet through the issue line, and the number of cadets fully issued on day one	Every cadet complete or on a dated shortfall by the end of the second in-processing day
Inspection pass rate	Cadets with no discrepancy at the Sunday inspection, as a share of those inspected	Rising through the class; no repeat safety discrepancies
Inventory variance	Absolute variance found at count, by item count and by value	Under one percent of stock value at full inventory; zero unexplained variance in `safety`

An indicator that is measured but never acted on is overhead. The Quartermaster states, in each monthly report, what action the trend has prompted, or records explicitly that no action is warranted and why.

12.4 Supply data on the owner dashboard

The ops console publishes a small set of supply figures to the owner dashboard so the Wing Commander sees supply position without opening the Quartermaster section: the number of catalog items, the count of items below par with the most significant of those items named, the number of open vendor orders in `draft` or `ordered`, and the number of gear issues recorded in the last seven days.

These figures are derived directly from the catalog, order, and issue records and cannot be edited independently, so the dashboard is only as accurate as the underlying records. That is the practical reason the recording discipline in sections 7 and 10 matters: a stale issue entry or an order marked received early does not merely distort a count, it misinforms the Wing Commander. The Quartermaster reviews the dashboard figures weekly against the working position and corrects the underlying record wherever the two disagree.

13 Turn-in & out-processing

13.1 When turn-in is required

Turn-in is required whenever a cadet leaves the program, for any reason: graduation at the end of week 52, elimination for academic or flight performance, withdrawal at the cadet's own request, or separation on medical or administrative grounds. The Registrar notifies the Quartermaster of the separation and its effective date, and that notification starts the process. Turn-in is also required, item by item, whenever a cadet is issued a replacement, since the item being replaced is returned at that time.

The Quartermaster schedules turn-in so it does not collide with the cadet's remaining obligations. Graduating cadets turn in during the final week, after the graduation ceremony where formal items are worn. A cadet separating mid-program turns in within two duty days of the effective date, and the Quartermaster arranges an alternative where a cadet has already departed the area — normally return by carrier at the cadet's arrangement, with the item list confirmed in writing first.

13.2 The turn-in checklist

Turn-in is conducted against the cadet's issue history in the ops console, not against memory or against a generic list. The Quartermaster prints the issue history, which shows every item issued to that cadet with quantity, size, event, and date, and works through it line by line.

TURN-IN CHECKLIST

CATEGORY	RETURNED	RETAINED BY THE CADET
`safety`	High-visibility ramp vest — all issued items, without exception	Nothing
`flight_gear`	Issued flight suit, loan headset, issued kneeboard kit, issued charts	Personally purchased headset, flight bag, tablet, and personal charts
`company_uniform`	Company shirts, trousers, belt, epaulets, academy patch and name insignia, interim items	Personally purchased boots, undershirts, socks
`formal_uniform`	Issued service dress coat and tie	Personally purchased coat and tie; graduation wings and solo insignia presented at ceremony
`study`	Issued plotter and E6B kit, issued FAR/AIM	Personally purchased publications, notes, and the cadet's logbook
`pt_gear`	Nothing, unless issued from stock and unused	All physical training clothing and footwear

Academy identity items — the patch, the name insignia, and epaulets — are always recovered, including from graduating cadets, because they identify the wearer as a current member of the academy. Graduation wings and solo insignia presented at a ceremony are the cadet's to keep; they are recognition, not issued property.

13.3 Serviceability assessment and disposition

Each returned item is assessed against the serviceability tests in section 5.6 at the point of turn-in, with the cadet present, so that any question about condition is settled while both parties can see the item.

- **Serviceable.** The item is cleaned or laundered as required and returned to stock, and on-hand quantity is increased. Returned stock is the reason durable-item par levels can be held lower than gross class consumption would suggest.
- **Repairable.** The item is placed in the unserviceable area with a note describing the repair, and is returned to stock once repaired. Fire-resistant flight clothing is never repaired.
- **Unserviceable through fair wear.** The item is disposed of under section 11.5. No charge to the cadet.
- **Unserviceable through negligence, or missing.** The item is recorded as such and referred to the Finance Officer for chargeback under section 9.2, at replacement cost.
- **Not reissuable.** Embroidered, altered, and personal-hygiene items are disposed of even when serviceable, because they cannot be issued to another cadet.

Every disposition is recorded against the item and against the cadet's record, so the issue history closes out completely and the resulting stock movement is explainable at the next count.

13.4 Personally purchased items

The academy has no claim on anything the cadet bought. Personally purchased boots, headsets, flight bags, tablets, publications, physical training clothing, and the cadet's logbook remain the cadet's property, and staff do not retain them for any reason, including as security against an outstanding charge. Where an item's ownership is unclear because it was supplied from stock against a personal requirement under section 7.6, the issue record settles the question: an item recorded as issued is academy property.

A departing cadet may offer serviceable personal items for the academy to purchase or accept as a donation. The Quartermaster may accept a donation with the cadet's written confirmation, brings the item into the catalog under an existing SKU, and records its entry into stock as an adjustment with the source noted. The academy does not accept donated safety equipment or fire-resistant clothing, because its service history cannot be verified.

13.5 Clearance sign-off

When the turn-in is complete and every line of the issue history is closed — returned, disposed, or referred for chargeback — the Quartermaster signs the cadet's supply clearance. Clearance states that no academy supply property remains outstanding, or that any outstanding item has been referred to the Finance Officer with a value.

The Registrar does not release final records or the transcript until the supply clearance is signed. This is the only enforcement mechanism the Quartermaster has and it is used consistently, including for graduating cadets. A cadet with an outstanding chargeback is not held indefinitely: once the Quartermaster has referred the value and the Finance Officer has billed it, the clearance is signed and the debt is pursued as a financial matter rather than by withholding records.

The Quartermaster reviews open clearances weekly and, at the end of each class, confirms to the Wing Commander that every separated cadet has either been cleared or has an outstanding referral of record. That confirmation closes the class from a supply perspective and is filed with the end-of-class inventory.

> **NOTE**
>
> A cadet who separates unexpectedly and does not return issued property is not pursued by Quartermaster staff. The Quartermaster records the outstanding items at replacement cost, refers the total to the Finance Officer, notes the position on the clearance, and closes the supply record. Recovery from that point is a financial and administrative matter for the Finance Officer and the Wing Commander.