

Initial Officer Training

COMMISSIONED OFFICER TRAINING

October 2008



**Jeanne M. Holm Center for Officer Accessions &
Citizen Development**

Holm Center Syllabus MMOPM-COT-MOTS-002

This syllabus outlines the training required to achieve the proficiency specified in the course training standard, AFI 36-2022. It prescribes the course content, instructions to conduct the training, and the time necessary to successfully complete all requirements. Authority for the execution of this syllabus is delegated to the OTS/CC. Any training not specifically authorized in this syllabus or other USAF or Holm Center directives is prohibited without the recommendation of the Holm Center Syllabus Steering Committee (Holm Center/CV [Committee Chair], Holm Center/CR, Holm Center/JR, OTS/CC, and AFROTC/CC) and prior approval of Holm Center/CC. Forward suggestions to the 23 TRS/CC who will coordinate all proposed changes with OTS/CC and Holm Center/CR.

OFFICIAL



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Note: AFI 36-2202 is the governing regulation for much of the information contained in this syllabus. AFI36-2013, scheduled for release fall 2008, will supersede AFI36-2202. Before citing AFI36-2202 as the authoritative instruction, check Air Force E-publishing for release of AFI36-2013.

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CHAPTER 1

COURSE DESCRIPTION

- 1. Course Title** -- Commissioned Officer Training (COT)
- 2. Course Number** -- MMOPM-COT-MOTS-002 PDS Code
- 3. Location** -- Maxwell AFB, AL
- 4. Duration** -- 23 Training Days
- 5. Course Entry Prerequisites** -- Must have a direct Air Force officer commission as a health professional, judge advocate, or chaplain within 12 months of being commissioned and must be physically fit and able to meet all Air Force physical fitness and weight standards in accordance with AFI 10-248, unless waived by the 23TRS/CC.
- 6. Status Upon Graduation** -- Graduates of this course receive an AF IMT 475, Education/Training Report, in accordance with AFI 36-2022 requirements. Specifically, graduates will:
 - 6.1** Meet AF/A1 training requirements and levels of learning established in the AF Institutional Competency List (ICL)
 - 6.2** Understand their role as Airman Warriors
 - 6.3** Meet the Commissioning Training and Education Committee's (CTEC) desired end state for newly appointed USAF officers
- 7. Course Objective** -- This course provides initial training in the knowledge and skills necessary to perform duties as an Air Force (AF) officer for personnel in the judge advocate, health professional, and chaplain career fields. The scope of training includes subjects designed to qualify the graduate to adeptly lead a unit of AF personnel, understand the principles of AF operations, and be familiar with Aerospace Expeditionary Force basic deployment skills. Graduates will also be knowledgeable of and able to demonstrate compliance with AF standards, instructions and procedures, and the proper wear and use of basic AF uniforms and equipment.
- 8. Course Implementation** -- This course is deliberately organized to provide initial training to newly commissioned officers and develop competent AF leaders. These officers are instilled with the American warrior ethos through a 5-phase approach that aligns all curriculum and training events. The 5-phases of this course are:
 - 8.1** Culture
 - 8.2** Competence
 - 8.3** Commitment
 - 8.4** Confidence
 - 8.5** Character

The course also maps all curriculum and training events to the concepts of “Leadership” and “Officership”, and packages these concepts within an “Airmanship” application. This approach ensures officer trainees are specifically developed to model the AF ideal of a capable officer. Furthermore, the course aligns trainee progression through leadership, followership, and team building development.

9. Phases -- The following explains the progression of COT trainees through the 5-phases of leadership development.

9.1 Phase 1 (Culture) Training Day (TD)-1 to TD-5: Leadership development in this phase is focused around their new profession, the Profession of Arms. Academics focus on the Profession of Arms and the purpose and meaning of Officership. Additionally, trainees begin forming constructive relationships with their flight and are given tasks to accomplish requiring trainees to access each others strengths and weaknesses.

9.2 Phase 2 (Competence) TD-5 to TD-8: Now that the trainees have begun forming working relationships with their teammates, the focus moves towards effective teamwork. Phase 2 focuses on concepts and applications such as team building, followership, situational leadership principles, group conflict management, and a capstone event where no leader is designated. During this phase, conflict will arise among team members. The conflict in this phase, if managed correctly, will cause trainees to establish a working relationship with each other promoting efficient teamwork towards common goals for the team. By overcoming these conflicts through adherence to the team concepts, the trainees increase their competence as followers.

9.3 Phase 3 (Commitment) TD-8 to TD-13: In this phase of leadership development the trainees are forced to take leadership roles with the support of another team member. At this point the team has increased their followership competence. The leader must now manage his/her team to accomplish assigned missions. Through overcoming obstacles, and success in accomplishing the mission, trainees begin to show commitment to the leader/follower aspect of the Profession of Arms.

9.4 Phase 4 (Confidence) TD-13 to TD-18: The leadership development of the trainees during this phase is a transition from merely practicing leadership, as was done during the Commitment phase, to being full-time leaders. As followers the trainees are now applying the knowledge and skills learned in the previous phases further increasing their level of competence. Using this growing competence the trainees are becoming more effective team members. Trainees are required to use the leadership techniques they have previously learned to lead their team successfully. By utilizing the competence of their followers, trainees practice their leadership abilities, all awhile gaining confidence in their own abilities.

9.5 Phase 5 (Character) TD-18 to TD-23: During the final phase the trainees’ leadership development will be a test of their own leadership progression as they are asked to perform alone as the sole leader of their team. As followers each of the trainees will have learned all the knowledge and skills necessary to be successful officers and

therefore the trainees will have a high level of competence, and a renewed sense of commitment. The phase focuses on applying individual strengths and characteristics to the leadership techniques previously learned. Through honest feedback from staff and peers, trainees finish the course with an understanding of their individual leadership strengths, as well as areas of leadership they must work on.

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CHAPTER 2

COURSE ADMINISTRATION

Section A – Training Responsibilities

1. Holm Center/CR will:

- 1.1 Establish, develop, and maintain curriculum requirements established for initial officer training, in coordination with OTS/CC.
- 1.2 Administer and score consolidated written tests (CWT) IAW AFOATSI 99-1.
- 1.3 Administer OTS internal and external survey programs in accordance with established policies and directives IAW AUI 36-2312.
- 1.4 Train all incoming OTS Flt/CCs on basic Air Force classroom instruction requirements IAW AETCI 36-2201 and AFOATS 36-36-2201.

2. OTS/CC will:

- 2.1 Ensure all Holm Center training requirements are accomplished.
- 2.2 Provide direction on training philosophy and program emphasis.

3. OTS/CCV will:

- 3.1 Provide all incoming OTS Flt/CCs Initial Qualification Training and certify them to conduct training directed by this syllabus.
- 3.2 Maintain certification of all OTS instructors IAW OTS Instruction 36-2001.

4. 23d Training Squadron will:

- 4.1 Inform functional communities, as appropriate, regarding exceptional trainee issues.
- 4.2 Execute COT program in support of Air Force requirements.
- 4.3 Award AF Form 1256, Certificate of Training, to each trainee upon successful completion of COT.
- 4.4 Prepare an AF IMT 475, Education/Training Report, for each trainee IAW AFI 36-2406, Officer and Enlisted Evaluation Systems.
- 4.5 Prepare a letter of assessment for gaining unit/program manager identifying training deficiencies, as applicable.

5. 22d Training Support Squadron will:

- 5.1 Provide military personnel support to all active duty (AD) trainees. Personnel support will include in/out-processing and ID card issuance.
 - 5.1.1 Reserve and Guard trainees must contact their servicing MPF for all personnel and pay issues.
 - 5.1.2 All AD personnel will receive military ID cards after week 2.
- 5.2 Provide emergency medical care and treatment to injured and sick trainees.

- 5.3 Administer physical readiness training.
- 5.4 Schedule, coordinate and conduct presentations and activities for AEF skills development and field training operations in conjunction with the Flt/CCs.
- 5.5 Augment 23TRS instructors as needed.

6. Safety:

6.1 It is everyone's responsibility, to include all trainees and OTS faculty and staff, to develop safety awareness by emphasizing adherence to established operating procedures, discipline, professionalism, and judgment. OTS faculty and staff must use every training opportunity to stress the use of sound operational risk management principles while trainees are performing in both leader and follower roles.

6.2 Events Per Day: Trainees should not normally accomplish more than one field training syllabus event per day. The exception is an incomplete event due to maintenance problems or weather impacts that may not qualify as an accomplished event. The 23 TRS/DO is approval authority for more than one (not to exceed two) field training events per day.

Section B-- Entry/Exit Standards and Separation Policy -- All officers attending COT are direct-commissioned officers and must comply with applicable AF entry and exit standards IAW AFI 36-2022.

1. Entry Standards:

1.1 Weight Measurements and Body Mass Index: Trainees will not be disenrolled based on weight and body fat measurements, but will receive additional physical and nutritional training from the Physical Conditioning Instructors (PCIs) and the IDMTs.

1.2 Physical Demands: COT requires daily marching, running, lifting, climbing, calisthenics, two Air Force Physical Fitness Tests (Physical Fitness Baseline and Physical Fitness Assessment), and three days of field conditions. Officers who cannot participate in these activities will not attend COT without prior approval from 23 TRS/CC. If an officer is injured during training, medical personnel will determine physical limitations and the 23 TRS/CC will evaluate if the trainee can complete the program and make a recommendation to the OTS/CC.

1.3 Pregnant officers: Will not be scheduled to attend COT. If pregnancy is determined while at COT, medical personnel will determine an appropriate physical profile. The 23 TRS/CC will evaluate if the trainee can complete the program within the constraints of the physical limitations.

2. Exit Standards: If a trainee fails to meet standards in any area every attempt will be made by OTS staff to remediate the trainee and bring him/her up to standards. If a trainee cannot meet the COT training objectives after remediation, OTS/CC may recycle the trainee to a later class.

Depending on the case, remediation may require counseling and extra instruction from many levels (Flt/CC, Holm Center/CR, SS/CC, 23 TRS/DO, and/or 23 TRS/CC).

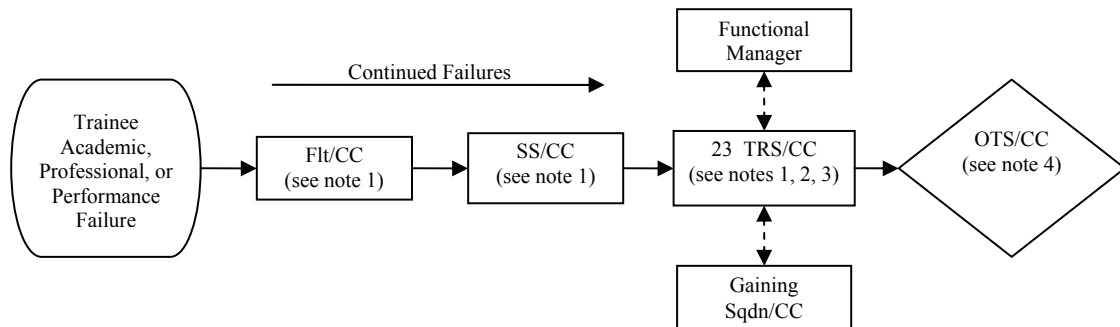
2.1 Academic Failures: In the case of a Consolidated Written Test (CWT) failure, the trainee will meet with Curriculum Area Managers (CAMs) for additional study time and assistance understanding course material. It will be the decision of the 23TRS/CC whether to allow the trainee to take a comprehensive re-test (CRT) or to be disenrolled from the program. If given the opportunity to take the CRT, and the trainee fails the re-test (< 80% score), the trainee will finish the program, however his/her AF IMT 475, Education/Training Report will be documented with a Course Non-Complete/test failure making it a referral report.

2.2 Professionalism or Performance Failures: If the trainee misses significant portions of the course either intentionally or by no fault of their own, the 23 TRS/CC will evaluate each situation on a case-by-case basis, consult with the functional manager and gaining squadron commander, and then make a recommendation to the OTS/CC. The OTS/CC will determine if the trainee should be recycled to a later class or disenrolled from the course. In all cases of failures, the 23 TRS/CC will advise the gaining unit commander via a letter of assessment and associated AF IMT 475. The AF IMT 475 will be annotated accordingly.

3. Disenrollment: The OTS/CC is the disenrollment authority for all trainees, if there is cause in his/her judgment to do so. Cause for disenrollment may include, but is not limited to: inability to obtain medical clearance to engage in the physical demands of training, absenteeism without prejudice (missing class through no fault or beyond the control of the trainee), lack of professionalism, lack of adaptability, military training deficiency, or upon recommendation from qualified medical personnel.

3.1 Disenrollment Procedures: Prior to disenrollment, every effort will be made to implement appropriate remedial and/or disciplinary actions. The level of these actions will be determined by the severity of the entry/exit standards deficiency and the trend of previous deficiencies (see Fig 2.1). The 23 TRS/CC will coordinate with the functional manager and gaining unit commander during disenrollment proceedings. If required and based upon various inputs, the 23 TRS/CC will make a recommendation to the OTS/CC for each case. The 23 TRS/CC will create all official recycle/disenrollment paperwork for OTS/CC signature. The OTS/CC is the final decision authority for all recycle and disenrollment cases. When appropriate, officers who for non-punitive reasons can not complete the course will be taught minimal uniform and military standards. The purpose of this remediation is to provide the trainee with basic knowledge of AF standards before he/she arrive at his/her first assignment. If the trainee is disenrolled from COT and is not discharged from the Air Force, functional managers and gaining unit commanders will schedule the officer for the next available COT class.

Figure 2.1 COT Remediation/Recycle/Disenrollment Process



Notes:

1. Documents failure/counseling session via grade sheet, memorandum for record, letter of counseling, etc.
2. 23 TRS/CC may execute non-judicial forms of punishment (Letter of Counseling/Admonishment/Reprimand, Article 15, etc.)
3. Based on inputs from 23 TRS Staff, functional manager, gaining squadron commander, JAG, chaplain and medical personnel, 23 TRS/CC may recommend remediation, recycle, or disenrollment to OTS/CC.
4. OTS/CC is final decision authority for remediation, disenrollment, or recycle.

4. Discharge: Holm Center does not conduct discharge proceedings for COT trainees. Air Force Instruction 36-3206, Administrative Discharge Procedures for Commissioned Officers, provides the guidelines for the involuntary discharge for officers on EAD orders. The 23 TRS/CC will notify the functional manager and gaining unit commander if it becomes necessary to discharge a trainee officer based on a mandatory situation (e.g., initial ineligibility, illegal drug use, falsifying information on application forms).

4.1 AD, ANG, USAFR Trainees Assigned to a Base: If the trainee has already been assigned to a parent wing, the Show-Cause Authority (SCA) for the discharge action is his/her home station chain of command (Wing Commander if he/she is in the grade of Brigadier General or the War Fighting Headquarters Commander). The trainee will be assigned to his/her home unit for discharge processing. Trainees in the Air National Guard or Air Force Reserve are returned to their gaining units or functional managers for action.

4.2 Trainees on Internship Status: If the trainee is attending COT and was scheduled to return to an internship or academic institution prior to assignment to his/her first duty station, the SCA is the first general officer who is also a court-martial convening authority in the trainees assigned unit chain of command. Per AFI 36-2022, the trainee will not return to the Air Force-sponsored internship or education program, but will be assigned to 42 ABW, Maxwell AFB, Alabama, until final actions under AFI 36-3206 are complete.

5. Special Monitoring Status Program: The COT Special Monitoring Status (SMS) program provides early detection and monitoring of trainees who have demonstrated difficulty meeting the standards required of OTS. Trainees identified for possible SMS by their Flt/CC will be counseled by their SS/CC and officially placed on SMS by the SS/CC through an Air Force Memorandum for Record. If a trainee is unable or unwilling to meet the guidelines set forth by the SS/CC, then the issue will be elevated to the 23 TRS/DO and/or the 23 TRS/CC for disenrollment consideration. Trainees may be enrolled in the SMS program based on the entry and exit standards set forth in AFI 36-2022. A trainee is removed from SMS status by their SS/CC once they have satisfied all of the requirements set forth in the Memorandum for Record.

6. Referral Training Reports: Referral reports will be conducted IAW AFI 36-2406. A trainee will receive a referral training report if his/her AF IMT 475 states “Does not meet standards” in any part or if there are comments that are derogatory in nature or directly refer to or imply a failure to meet minimum acceptable standards of performance, personal conduct, character, judgment or integrity, to include mention of disciplinary action.

Section C--Syllabus Management

1. Syllabus Interpretation: This syllabus is directive in nature. The 23d Training Squadron Director of Operations is the COT Syllabus Manager and is responsible for both managing the syllabus and ensuring that the intent of the syllabus is met. If no clear syllabus guidance exists, resolve the situation using the appropriate chain of command. If the logical course of action appears to conflict with other directives, the OTS/CC in coordination with Holm Center/CR will make the final decision on which course of action to follow and will direct the Syllabus Manager to provide the correct guidance in the syllabus.

2. Syllabus Waiver: Unless otherwise noted herein, an approved syllabus waiver is required for any planned exception to the syllabus caused by special or unusual circumstances. Permanent or blanket waivers are not authorized, but should be suggested as syllabus changes. Submit waiver requests electronically or in writing, on AETC Form 6, Waiver Request, through the 23 TRS/CC and forwarded to the OTS/CC and Holm Center/CR for review, and Holm Center/CC for approval.

3. Syllabus Changes: Permanent changes to this syllabus must be approved by the Senior Syllabus Steering Committee. The Committee convenes annually IAW Holm Center I 36-2301. Submit proposed changes to chapter 3 of this syllabus to Holm Center/CR. Submit all other proposed changes to 23TRS/DO. A Syllabus Coordination Working Group will convene to determine the validity of the proposed changes and if warranted, submit the proposed changes to the Senior Syllabus Steering Committee for their approval.

4. Syllabus Deviation: A syllabus deviation is any unplanned variation from syllabus requirements such as prerequisite flow or performance level requirements. Normal scheduling variations within less than a 5 training day window do not constitute a deviation as long as the syllabus prerequisite flow is maintained. All syllabus-directed training must be accomplished

unless a waiver request is approved. If unforeseen circumstances result in an omission of required training, the 23 TRS/CC in coordination with Holm Center/CR will determine if the omitted training can be accomplished later in the syllabus flow without adversely affecting the quality of the training. Syllabus deviations with 23 TRS/CC-directed corrective actions will be documented and forwarded to OTS/CC and Holm Center/CR for review.

5. End of Course Surveys: The Air University (AU) Commander stated that in order for AU to remain the intellectual and leadership center for the Air Force all resident and non-resident programs need a mechanism to measure their effectiveness. In response to this directive and in response to AUI 36-2312, which requires that all programs maintain a comprehensive “closed-loop” evaluation system all COT trainees will complete different critiques and surveys throughout the training period.

5.1 Flight Room/Auditorium Critiques: Trainee critiques will be completed on-line weekly for flight room academic blocks and auditorium lectures.

5.2 The end-of-course critique (EOC) feedback form is managed by Holm Center/CR, as they collect and compile results. Holm Center/CR will provide an EOC feedback report to Holm Center/CC and OTS/CC approximately 10 duty days after each class graduation. The OTS/CC will forward copies of the report to the Sq/CCs and CCV. Sq/CCs will provide CCV with proposed corrective/enhancement actions NLT 10 duty days after receiving the feedback report. CCV will coordinate with the appropriate Sq/CC concerning proposed actions, compile and forward them to OTS/CC NLT 14 duty days after receiving the feedback report. The OTS/CC will forward the report to Holm Center/CR and Holm Center/CC. Sq/CCs will provide proposed actions to any item OTS/CC identifies, as well as items with a combined “disagree” and “strongly disagree” response of 25% or higher.

5.3 Also online, all trainees will complete a flight commander survey during the last week of training.

Section D-- Graded Measurement Prerequisites

1. Testable Lessons

1.1 Testable Lessons for Comprehensive Written Test (CWT) #1:

- Profession of Arms
- Department of the Air Force
- Pay, Allowance, and Leave
- Principles of War
- Air and Space Functions
- Department of Defense
- Substance Abuse Control Program
- War & the American Military
- US Constitution

Problem Solving
Group Conflict Management
Motivation
Management Functions and Principles
Sexual Assault Prevention I
Sexual Harassment Awareness
AF MEO
Team Building
EOT Case Studies
Situational Leadership

1.2 Testable Lessons for CWT #2:

Uniform Code of Military Justice
Military Law
Civilian Personnel
Total Force
Joint Operations
Security Education
UPR
LOAC
Airpower Thru WWI
Airpower: End Of WWI Thru WWII Part I
Airpower: End Of WWI Thru WWII Part II
Airpower Thru The Cold War Part I
Airpower Thru The Cold War Part II
Airpower In The Post Cold War
Airpower Today: The Global War On Terror
Anti-Terrorism / Force Protection
Setting The World Stage
Followership
Effective Supervision
Performance Feedback
Enlisted Evaluation System
Corrective Supervision and Counseling
Counseling and Practicum
Officer Evaluation System
Leadership Authority and Responsibility
Environmental Awareness

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CHAPTER 3

ACADEMICS

Section A--Academic Overview

1. Content--This chapter outlines the material to be covered in each academic area of instruction with specific instructional objectives listed. OPR for this chapter is Holm Center/CR with input from 23 TRS/CC and Flight Commanders via the Syllabus Coordination Working Group process described in Holm Center Instruction 36-2301. *To ensure proper version control, this chapter may only be altered by Holm Center/CRD.*

2. Sequence -- Academic sequencing will progress in accordance with the flow of the 5-phased leadership development approach. Trainees must satisfactorily complete all academic modules prior to the end of the course.

ABBREVIATIONS

Syllabus Areas

AS—Assessments

CS—Communication Skills

ISS—International Security Studies

HU—Heads Up Display

LS—Leadership Studies

MS—Military Studies

PA—Profession of Arms

P—Preparation

Teaching Methods

B—Briefing

Case—Case Study

C—Coaching

CBT—Computer Based Training

DP—Demonstration Performance

FTV—Flight Room Television

GD—Guided Discussion

GE—Group Exercise

GL—Guest Lecture

IL—Informal Lecture

SM—Trainee Managed

IN—Interview

L—Lecture

PE—Practical Exercise

R—Reading

SP—Trainee Performance

TV—Television

VT—Video Tape

Section B--Academic Lessons

COMMUNICATION SKILLS (CS)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
CS-DL1	UNDERSTANDING PUBLICATIONS	SM	CBT	0.50	0.00
CS-2C	BULLET STATEMENTS WITH IMPACT	AUDITORIUM	IL	1.00	1.00
CS-DL2	T&Q OVERVIEW OF MILITARY CORRESPONDENCE	SM	CBT	0.50	0.00
CS-2A	BASICS OF BRIEFING & INFORMATIVE BRIEFING PREPARATION	AUDITORIUM	IL	1.00	1.00
CS-DL3	T&Q MILITARY BRIEFINGS	SM	CBT	0.50	0.00
CS-DL4	T&Q GRAMMAR AND WRITING MECHANICS	SM	CBT	1.00	0.00
CS-2B	BRIEFING REQUIREMENTS	FLIGHT ROOM	IL	0.00	1.00
CS-3C	INFORMATIVE BRIEFING MEASUREMENT	FLIGHT ROOM	PE	7.00	4.00
		TOTAL HOURS		11.50	7.00

MILITARY STUDIES (MS)/INTERNATIONAL SECURITY STUDIES (ISS)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
MS-1A	WAR & THE AMERICAN MILITARY	AUDITORIUM	IL	1.00	1.00
MS-1B	US CONSTITUTION	SM	R	1.00	0.00
MS-2A	AIRPOWER THRU WWI	AUDITORIUM	IL	1.00	1.00
MS-2B	AIRPOWER: END OF WWI THRU WWII PART I	AUDITORIUM	IL	1.00	1.00
MS-2C	AIRPOWER: END OF WWI THRU WWII PART II	AUDITORIUM	IL	1.00	1.00
MS-2D	AIRPOWER THRU COLD WAR PART I	AUDITORIUM	IL	1.00	1.00
MS-2E	AIRPOWER THRU COLD WAR PART II	AUDITORIUM	IL	1.00	1.00
MS-2F	AIRPOWER IN POST COLD WAR	AUDITORIUM	IL	1.00	1.00
MS-2G	AIR & SPACE POWER TODAY: GWOT	AUDITORIUM	IL	1.00	1.00
MS-2I	TERRORISM	AUDITORIUM	IL	1.00	1.00
ISS-2B	SETTING THE WORLD STAGE	AUDITORIUM	IL	1.00	1.00
		TOTAL HOURS		11.00	10.00

LEADERSHIP STUDIES (LS)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
LS-2H	SEXUAL ASSAULT PREVENTION I	AUDITORIUM	IL/CASE	2.00	2.00
LS-1D	MANAGING STRESS	SM	R	1.00	0.00
LS-1F	TEAM BUILDING	FLIGHT ROOM	IL	1.00	1.00
LS-2C	POWER AND INFLUENCE	SM	R	1.00	0.00
LS-1G	INTRO TO LEADERSHIP	SM	R	1.00	0.00
LS-1N	AFSO21	SM	R	1.50	0.00
LS-1A	HONOR CODE	FLIGHT ROOM	IL	0.50	1.00
LS-1O	PROBLEM SOLVING	FLIGHT ROOM	IL	1.00	1.00
LS-1E	MANAGING IN A DIVERSE WORLD	FLIGHT ROOM	IL	1.00	1.00
LS-1C	RELIGIOUS RESPECT	AUDITORIUM	IL	0.50	1.00
LS-1H	AIR FORCE LEADERSHIP	AUDITORIUM	IL	1.00	1.00
LS-1I	SELF ASSESSMENT (DISC)	AUDITORIUM	IL	1.00	1.00
LS-1Q	MANAGEMENT FUNCTIONS AND PRINCIPLES	FLIGHT ROOM	IL	2.00	1.00
LS-1M	CONFLICT MANAGEMENT	FLIGHT ROOM	IL	1.00	2.00
LS-2G	SEXUAL HARASSMENT AWARENESS	FLIGHT ROOM	IL/CASE/TV	1.00	1.00
LS-2E	AF MEO	SM	R	0.50	0.00
LS-2F	EOT CASE STUDY	FLIGHT ROOM	IL/CASE	1.00	2.00
LS-1K	MOTIVATION	AUDITORIUM	IL	1.00	1.00
LS-1R	SITUATIONAL LEADERSHIP	FLIGHT ROOM	IL	0.00	2.00
LS-1L	FOLLOWERSHIP	AUDITORIUM	IL	1.00	1.00
LS-3A	EFFECTIVE SUPERVISION	AUDITORIUM	IL	1.00	1.00
LS-3D	PERFORMANCE FEEDBACK	AUDITORIUM	IL	1.00	1.00
LS-3B	CORRECTIVE SUPERVISION	FLIGHT ROOM	IL	2.00	1.00
LS-3C	COUNSELING PRACTICUM	FLIGHT ROOM	IL	2.00	2.00
LS-3E	ENLISTED EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
LS-3F	OFFICER EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
LS-4J	OPERATIONAL RISK MANAGEMENT	SM	R	1.50	0.00
LS-4I	ENVIRONMENTAL AWARENESS	SM	R	1.00	0.00
LS-2B	LEADERSHIP AUTHORITY AND RESPONSIBILITY	FLIGHT ROOM	IL/CASE	1.00	2.00
LS-3G	DEVELOPING AIRMEN THROUGH COACHING AND MENTORING	FLIGHT ROOM	IL/CASE	1.00	1.00
LS-4F	LEADERSHIP ACCOUNTABILITY	AUDITORIUM	IL	1.00	1.00
LS-4G	ACCOUNTABILITY CASE STUDY	FLIGHT ROOM	CASE	1.00	1.00
LS-4A	LEADERSHIP & MGT CASE STUDIES	FLIGHT ROOM	CASE	1.50	2.00
LS-4B	JOINT ETHICS REGULATION	AUDITORIUM	IL	0.00	1.00
LS-1T	PEER EVALUATIONS I	FLIGHT ROOM	PE	1.00	1.00
		TOTAL HOURS		37.00	35.00

PROFESSION OF ARMS (PA)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
PA-1A	DRESS & GROOMING STANDARDS I	AUDITORIUM	IL	1.00	1.00
PA-1B	MILITARY CUSTOMS & COURTESIES	AUDITORIUM	IL/TV	1.00	2.00
PA-1D	PROFESSION OF ARMS	FLIGHT ROOM	IL	1.00	1.00
PA-1E	SUICIDE AWARENESS	AUDITORIUM	GL	0.00	1.00
PA-1F	DEPARTMENT OF THE AIR FORCE	FLIGHT ROOM	IL	1.00	1.00
PA-1C	OTS/CC WELCOME & CORE VALUES	AUDITORIUM	IL	1.00	1.00
PA-2D	DEPARTMENT OF DEFENSE	SM	R	1.00	0.00
PA-1H	AIRMEN'S CREED/CODE OF CONDUCT	FLIGHT ROOM	IL	1.00	2.00
PA-DL3	SUBSTANCE ABUSE CONTROL PGM	SM	CBT	1.00	0.00
PA-2F	DRESS & GROOMING STANDARDS II	AUDITORIUM	IL/TV	1.00	1.00
PA-2C	PRINCIPLES OF WAR	FLIGHT ROOM	IL	1.00	1.00
PA-2E	AIR & SPACE POWER FUNCTIONS	AUDITORIUM	IL	1.00	1.00
PA-2O	PAY, ALLOWANCES & LEAVE	AUDITORIUM/GL	IL/GL	1.00	1.00
PA-1I	UCMJ	SM	R	1.00	0.00
PA-2I	TOTAL FORCE	AUDITORIUM	IL	1.00	1.00
PA-4D	INFORMATION ASSURANCE	AUDITORIUM	IL	1.00	1.00
PA-4F	ETIQUETTE AND DECORUM	SM	R	1.00	0.00
PA-3D	LAW OF ARMED CONFLICT	SM	R	1.00	0.00
PA-2A	MILITARY LAW	AUDITORIUM	GL	1.00	1.00
PA-2B	MILITARY LAW CASE STUDIES	FLIGHT ROOM	GD/CASE	1.00	1.00
PA-2N	JOINT OPERATIONS	AUDITORIUM	IL	1.00	1.00
PA-4G	OATH OF OFFICE	AUDITORIUM	IL	1.00	1.00
PA-DL2	SECURITY EDUCATION	SM	CBT	1.00	0.00
PA-2H	CIVILIAN PERSONNEL	SM	R	1.00	0.00
PA-DL4	OFFICER FORCE DEVELOPMENT	SM	CBT	1.00	0.00
PA-2P	INTRO TO BUDGETING	FGO BREAKOUT	IL	1.00	1.00
PA-3B	PROF/UNPROFESSIONAL RELATIONSHIPS	AUDITORIUM	GL/TV	1.00	1.00
PA-3C	PROF/UNPROFESSIONAL RELATIONSHIPS CASE STUDIES	FLIGHT ROOM	CASE	1.00	1.00
PA-DL5	AF DOCTRINE CBT	SM	CBT	3.00	0.00
PA-DL1	AF COMPLAINT SYSTEM	SM	CBT	1.00	0.00
PA-4A	SNCO PERSPECTIVE	FLIGHT ROOM	R/PANEL	1.00	1.00
PA-4C	AEF	AUDITORIUM	IL	1.00	1.00
PA-4B	YOUR FIRST OFFICER ASSIGNMENT	FLIGHT ROOM	GD	1.00	1.00
PA-5A	ENFORCING STANDARDS (*runs concurrently with PA-2B)	FGO BREAKOUT	IL	0.00	1.00
		TOTAL HOURS		34.00	26.00

ACADEMIC ASSESSMENTS (AS)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
AS-1A	CWT #1	AUDITORIUM	SP	2.00	1.25
AS-1A	CWT #2	AUDITORIUM	SP	2.00	1.50
AS-1A.1	CWT REVIEW (1 EACH .75 HRS)	FLIGHT ROOM	GD	0.00	1.50
AS-4A	COMPREHENSIVE REVIEW TEST (CRT)*	FLIGHT ROOM	SP	3.00	1.00
	* CRT Scheduling coincides with other instruction hours				
		TOTAL HOURS		7.00	5.25

PREPARATION (PR)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
PR-1A	APT FOR CWTs	FLIGHT ROOM	TUTORING	0.00	2.00
PR-3B	COMPREHENSIVE REMEDIAL *	FLIGHT ROOM	TUTORING	0.00	0.00
	*Comprehensive Remedial scheduling coincides with other instruction hours				
		TOTAL HOURS		0.00	2.00

CR AREAS	STUDY HOURS	CLASS HOURS
CS	11.50	7.00
MS/ISS	11.00	10.00
LS	37.00	35.00
PA	34.00	26.00
AS	7.00	5.25
PR	0.00	2.00
HOURS	100.50	85.25

Section C--Academic Lesson Descriptions

Communication Studies (CS)

CS-DL1 Lesson Title: Understanding Publications TIME: 0.50

Lesson Objective: Know the purpose of the Air Force Publication System.

Description: Trainees will be introduced to the Air Force Publication System in accordance with *AFI 33-360V, Publications Management Program*. After becoming familiar with the purpose, origin, and criteria for publications, the trainees will learn about the various categories of publications and how changes are made to the publications.

CS-2C Lesson Title: Bullet Statements with Impact TIME: 1.00

Lesson Objective: Comprehend the importance of Military Style Writing.

Description: This lesson gives the trainees an introduction to military style writing, specifically writing accomplishment - impact bullet statements. This class is interrelated with the Enlisted Performance Report (EPR). The instructor will describe how to write a good bullet, basic formatting rules, and the two elements to a good bullet. As a final test of comprehension the trainees are shown three bullets and asked to determine if they are well written.

CS-DL2 Lesson Title: T&Q: Overview of Military Correspondence TIME: 0.50

Lesson Objective: Comprehend the use and formats for Air Force writing.

Description: Trainees will review types of formats for writing Air Force correspondence. *The Tongue and Quill (AFH 33-337)* provides excellent guidance in this area, including examples. Trainees are provided a personal copy of the Tongue and Quill and are encouraged to be familiar with the contents and apply its guidance.

CS-2A Lesson Title: Basics of Briefing/Informative Briefing Prep / Requirements TIME: 1.00

Lesson Objective: Comprehend how to develop, organize, and professionally deliver a military briefing. Comprehend that effective preparation for an informative briefing result in a more military brief.

Description: This lesson is designed to give trainees a game plan for preparing a military briefing. The lecture covers preparing the briefing, then effective planning, organizing, and implementing. Special emphasis is placed on the basics of delivery, emphasizing appearance, voice, eye contact, gestures, and movement. In addition, the instructor will review specific rules and grading procedures for the Informative Brief. The instructor will emphasize individual areas of importance as outlined on the Briefing Grade Sheet. Finally, the instructor will hold a question and answer session. The lesson is also designed to give trainees an understanding of the requirements for the Informative briefing. Here we'll provide the trainees specific information concerning the most effective patterns for organizing an informative briefing. A quick discussion concerning delivery techniques is next. After the delivery techniques are discussed, a quick review of the informative briefing grade sheet is presented.

CS-DL3 Lesson Title: T&Q: Military Briefings TIME: 0.50
Lesson Objective: Comprehend how to develop, organize, and professionally deliver a military briefing.
Description: Trainees will review guidance in the *Tongue and Quill (AFH 33-337)* for preparing an effective military briefing. Trainees are provided a personal copy of the Tongue and Quill and are encouraged to be familiar with the contents and apply its guidance.

CS-DL4 Lesson Title: T&Q: Grammar & Writing Mechanics TIME: 1.00
Lesson Objective: Comprehend the impact correct grammar and punctuation usages have on effective writing.
Description: Trainees will review basic grammar and writing mechanic guidelines. *The Tongue and Quill (AFH 33-337)* provides excellent guidance in this area to assist with military writing. Trainees are provided a personal copy of the Tongue and Quill and are encouraged to be familiar with the contents and apply its guidance.

CS-3C Lesson Title: Advocacy Briefing Measurement TIME: 4.00
Lesson Objective: Apply the concepts of a military briefing.
Description: The goal of the Advocacy Briefing is to alter or reconfirm the belief of the audience. Comprehensive feedback will be given directly following their brief and; grade sheets are also returned then.

Military Studies/International Security Studies (MS/ISS)

MS-1A Lesson Title: War and the American Military TIME: 1.00
Lesson Objective: Know the basic characteristics of war.
Description: The lesson outlines the characteristics and nature of warfare. Throughout the lesson, the instructor will cover the three enduring truths of war presented in *Air Force Doctrine Document (AFDD-1)*. After defining war, the lesson elaborates on the basic theme that war and politics are intertwined. Then the lesson explores conflict resolution and the four viewpoints on war. Next, we examine the seven elements of war. This part focuses on the different elements of analyzing war, such as methods employed in fighting the war or motives for going to war. This will ensure the trainees understand that the United States does not always fight in the same manner or for the same objectives.

MS-1B Lesson Title: The US Constitution TIME: 1.00
Lesson Objective: Know the developmental documents, key ideas, and distinct features of the US Constitution.

Description: This lesson is necessary to help the trainee gain a perspective on the document we've sworn to defend. The first main point will discuss the origins of the US Constitution. This main point should be presented as a chronological flow of how Locke's principals are embodied within the Declaration of Independence. The Declaration led to our first attempt at self-government with the Articles of Confederation. The introduction of Shays' Rebellion will illustrate one of the many weaknesses of the Articles that needed to be corrected with a stronger

federal government. The need to maintain a balance between the individual state rights and the need for a stronger federal government resulted in The Great Compromise. The second main point will highlight the general principles and provisions embodied in the US Constitution. The lesson will illustrate the stronger Federalism built into the US Constitution that corrected the problems from the Articles. To provide an initial check of federal powers, the instructor will describe how power had to be first enumerated. While a stronger central government was created, the instructor should show its power is additionally checked via a system of separation of power and checks and balances. The third main point will cover ways to amend the Constitution. The instructor should impress upon the trainee that the US Constitution is a living document that has enough flexibility built into it to keep up with changing times. Finally, the fourth point deals with the actual document itself and covers the Articles and Amendments.

MS-2A Lesson Title: Airpower thru WWI

TIME: 1.00

Lesson Objective: Know the importance of air and space power, the components that help describe it, and the significance of it through the end of WWI.

Description: The first portion is designed to give the trainees a very basic understanding of the terms being used throughout the history course, beginning with the definition of air and space power and doctrine in basic terms. The trainees will also be introduced to the Capabilities, Functions, and Doctrine (CFD) Model that will be used throughout the course. The model will help the trainee focus and track the development of air and space power throughout the last century by examining the capabilities, functions, and doctrinal emphasis of the US Air Force. The second portion of this lesson is designed to provide the trainees information and an appreciation for the early development of flight and provide a fast moving review of Airpower in WWI. This portion begins with the Wright Brothers' first successful heavier-than-air flight at Kitty Hawk, North Carolina. The lesson will then demonstrate the early uses of the airplane as a military weapon starting with the hostilities leading up to WWI and give the trainees an appreciation for the beliefs and ideas of the early airpower theorists. We also introduce the trainee to the concept of strategic bombing and provide the trainee examples of where the combatants used strategic bombing during WWI and the success of this approach to aerial warfare. The lesson then briefly examines the ideas espoused by early airpower advocates such as Douhet. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2B/C Lesson Title: Airpower: End of WWI through WWII TIME: 2.00

Lesson Objective: Know the significance of airpower from the end of WWI through the end of WWII.

Description: This lesson, which is subdivided into four parts, focuses on the development and personalities that contributed to the history of the United States Air Force between the end of World War I and the end of World War II. In part one of the lesson emphasis is placed on the efforts and beliefs of General Billy Mitchell, the Airman most influential during the interwar years and the Airman who contributed significantly to the quest for the Air Force's independence. Part two of the lesson moves on to familiarize the trainees with the significance and contributions of the Air Corps Tactical School in the development of Air Force doctrine to be employed during World War II. The lesson also briefly describes the significance of the Army Reorganization Act of 1920, the Air Corps Act of 1926, and the establishment of the General Headquarters Air Force in 1935. In the use of airpower during the Second World War,

the emphasis is on how we employed forces and the doctrine used throughout WWII. We begin this section with a discussion of how the United States planned to use airpower at the start of WWII. During this part of the lesson, emphasis will be on the bombing concept and the target list described in AWPD-1. Shifting to the use of airpower in the European Theater, the trainees learn that the allied nations designed a specific strategy for conducting WWII, which called for offensive action against Germany first and a defensive posture in the Pacific until Germany was defeated. The discussion then turns to the use of airpower in the North African campaign where the most valuable lesson was the employment of airpower in tactical situations. The second hour focuses on the strategic bombing campaigns against Germany, then move onto the use of airpower in the Pacific Theater. This section begins by describing the allied strategy to defeat Japan. The lesson describes how the airplane was primarily used in tactical missions—interdiction, air superiority, close air support—since few strategic targets existed. The lecture concludes by briefly describing the strategic bombing of Hiroshima and Nagasaki in August of 1945. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2D Lesson Title: Airpower through the Cold War I

TIME: 1.00

Lesson Objective: Know the impact that airpower and other key events played on the USAF and US policy during the Cold War.

Description: The lecture begins with a review of the circumstances leading up to the Berlin airlift. Overall, the trainees must gain an understanding for the magnitude of the Berlin airlift and the diplomatic significance of this event. The lesson looks at the accomplishments of General Curtis LeMay and his impact on the Air Force through his leadership as Commander, Strategic Air Command. Next, the lesson will turn toward an overview of events in the Korean conflict and the impact of airpower. The lesson continues with the development of Strategic Air Command (SAC) and a review of ballistic missile development. The trainees will gain an understanding for the magnitude of the Korean conflict and its contributions to the development of airpower, as well as the ongoing Cold War and its resulting build up of nuclear weapons. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2E Lesson Title: Airpower through the Cold War II

TIME: 1.00

Lesson Objective: Know the impact that airpower and other key events played on the USAF and US policy during the Cold War.

Description: The Cold War Part II lecture is designed to give the trainee knowledge of the major events of the Vietnam conflict such as the Gulf of Tonkin incident, Tet, graduated response strategy, Vietnamization, and the fall of South Vietnam. The instruction on Vietnam is designed to show the trainees how airpower was used over South and North Vietnam, especially highlighting Rolling Thunder, Linebacker I, and Linebacker II. The trainees should walk away from this lesson with three things—knowledge of the major events that occurred, knowledge of how airpower was employed effectively, and sometimes not so effectively, and knowledge of the lessons learned. The lecture concludes by covering the military operations that took place during the 80s: Grenada, Libya, and Panama. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2F Lesson Title: Airpower in the Post Cold War

TIME: 1.00

Lesson Objective: Know the key events of the Post Cold War Era and the impact of air and space power on the missions of that era.

Description: This lesson focuses on the United States military involvement in the Post Cold War; it begins with Operation DESERT SHIELD and ends in the former Republic of Yugoslavia. The first part of the lesson explains the historical perspective of Operation DESERT STORM and then briefly focuses on the theories of Colonel Warden and how they evolved into one of the most successful air campaigns in US History. The trainees must gain an understanding of the magnitude of the Gulf War and the significant impact airpower had on our victory. The lecture will continue in the Iraqi region and give the trainees an understanding of lessons learned in Operation DESERT STORM. The final hour of the block will shift focus to the military involvement in the former Republic of Yugoslavia. The objective is for each trainee to understand the involvement of airpower in the multiple conflicts in the Balkans. The lesson will examine the events in the region, in Bosnia and Kosovo that resulted in military action. It will also show how the military response was directed through the NATO alliance and involved the interaction of 19 different countries. In Kosovo, the Allied response centered almost solely on airpower. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2G Lesson Title: Air and Space Power Today: The Global War on Terrorism TIME: 1.00

Lesson Objective: Know the background causes for the Global War on Terror (GWOT) as well as the importance of lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM.

Description: The objective is for each trainee to know the major uses of air and space power, and emerging lessons learned from Operations ENDURING FREEDOM, IRAQI FREEDOM, and the overall Global War on Terror. This lesson reminds the trainees of their responsibility as Air Force officers to know the major issues in these conflicts because of the likelihood they will serve in the broad and continuing war on terrorism and in defending the US homeland. The final part of the lesson looks at some specific USAF lesson learned from the GWOT and the USAF response to those lessons, CONOPS. The closure ends the lesson by stating that these operations will be studied and analyzed for years to come and that changes to Air Force doctrine will be implemented in time, as the outcomes of these operations are more fully understood. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2I Lesson Title: Terrorism

TIME: 1.00

Lesson Objective: Know the impact of terrorism on US national policy.

Description: The lecture seeks to motivate the trainees by reminding them of President Bush's challenge to other nations concerning their position on terrorism, and reminds the trainee of the historical trend of military members as terrorist targets. The instructor first provides a quick historical review of terrorism that should lead into a discussion of the definition of terrorism. After this, the lesson explains the terrorist threat by looking at the main characteristics generally shared by terrorists, the objectives a terrorist group might try to achieve, and the tactics typically employed to achieve those objectives. Next, the instructor addresses the effect terrorism has had on US national and military policy, to include a brief look at how we employ force protection measures to help fill the gaps that counter/anti-terrorism can't cover. Finally, the lesson briefly looks to the target planning cycle of terrorism and possible future trends of terrorism.

ISS-2B Lesson Title: Setting the World Stage

TIME: 1.00

Lesson Objective: Know the threats that the United States must confront in the international arena.

Description: This lesson serves as an introductory lesson for regional studies and emphasizes the importance of being aware of the threats in the world and how the Air Force needs to be ready to deal with them. The overview outlines the two overarching themes of the lesson: transnational issues and religious and ethnic factors. The first part of the lesson focuses on transnational issues, with particular emphasis placed on the emerging trend of globalization and the challenges it presents. The final part of the lesson deals with religious and ethnic conflicts. The section on religious factors focuses on the connection between religion and conflict, specifically the Shia-Sunni conflict. The section on ethnic factors focuses on ethnic cleansing and the host of criminal offenses covered by the broad term “ethnic cleansing.” The summary presents some key points for the trainees to consider as they further explore their role as military professionals.

Leadership Studies (LS)

LS-1A Lesson Title: The Honor Code

TIME: 1.00

Lesson Objective: Comprehend the principles of the OTS Honor Code.

Description: The instructor presents a short overview of the Honor Code at OTS by reviewing the main points in OTOI 36-3, *The Honor Code* (about 20 minutes). In the last portion of the class, the trainees review cases and discuss whether or not an Honor Code or regulation violation has occurred (about 30 minutes). Each case presents a different view of the Honor Code and emphasize that Honor Code violations are different from regulations.

LS-1C Lesson Title: Religious Respect

TIME: 1.00

Lesson Objective: Know the importance of religious respect.

Description: This informal lecture is designed to familiarize the class with the Air Force’s policies and guidelines concerning free exercise of religion and the exercise of non-belief of religion.

LS-1D Lesson Title: Managing Stress

TIME: 1.00

Lesson Objective: Comprehend the importance of improving the management of stress.

Description: This reading presents an introduction to stress management that applies to students’ campus life as well as in the military. The reading starts by defining stress. The lesson then briefly analyzes how managers tend to react to stress, how the elements of stress cause reactions such as alarm, resistance and exhaustion, and how people exert defense mechanisms to stress-related situations. Significant narrative is devoted to discussing the differences and benefits of effective vs. efficient time management.

LS-1E Lesson Title: Managing in a Diverse World TIME: 1.00

Lesson Objective: Comprehend the importance of managing diversity.

Description: This lesson presents an introduction to diversity in the military. The lesson will start by defining the term “Managing Diversity.” The lesson then moves into describing the breadth of diversity in our culture. Based on this current cultural climate and historical context, the lesson describes why it is that the Air Force must manage diversity. The lesson moves on to address the benefits and potential issues associated with a diverse workforce, and some of the obstacles a diverse workforce can encounter.

LS-1F Lesson Title: Team Building TIME: 1.00

Lesson Objective: Comprehend the concept of effective team building.

Description: This lesson is designed to lay the foundation for an understanding of how teams are formed and work together. This lesson begins by introducing the four stages of group growth: forming, norming, storming, and performing. We start by defining the various stages and then showing what feelings, behaviors, and expectations are encountered for members at each stage. The lesson then examines the difference between groups and teams.

LS-1G Lesson Title: Introduction to Leadership TIME: 1.00

Lesson Objective: Comprehend the importance of leadership in the operation and success of any organization.

Description: This reader takes a basic look at leadership. The definition of leadership is explored along with the relationship between leadership and management. The reading also covers major research approaches, processes, and theories.

LS-1H Lesson Title: Air Force Leadership TIME: 1.00

Lesson Objective: Comprehend the principles of Air Force Leadership.

Description: This lesson is designed to help future leaders comprehend the concept of leadership. The lesson examines the principles of leadership, the leadership competencies of the Air Force, and how the Air Force core values tie into leadership.

LS-1I Lesson Title: Self- Assessment (DiSC) TIME: 1.00

Lesson Objective: Comprehend the DiSC human behavior Model.

Description: This lesson is designed to help trainees better understand their workplace behaviors and the behaviors of people around them. The lesson explores the DiSC behavior model and its four dimensions of behavior, which are dominance behaviors, influence behaviors, steadiness behaviors, and conscientiousness behaviors. The lesson concludes by examining the following aspects of each behavior; goals, fears, overuses, effectiveness, and how to relate to each behavior.

LS-1K Lesson Title: Motivation TIME: 1.00

Lesson Objective: Comprehend the concept of motivation.

Description: This auditorium lesson helps trainees understand the concept of motivating subordinates by looking at three motivation theories and gives them some guidelines to use when motivating subordinates. The reading goes into more detail on creating a proper environment for motivation.

LS-1L Lesson Title: Followership TIME: 1.00

Lesson Objective: Comprehend the traits and characteristics of the effective follower.

Description: This auditorium lesson examines the nature of effective followership. It begins by examining the Model of Follower Behavior and how to identify situations where followers are less than effective. It then clarifies what effective follower behavior means and ties in the core values. This lesson is designed to reinforce that to be good leaders; trainees should also be good followers.

LS-1M Lesson Title: Conflict Management TIME: 2.00

Lesson Objective: Comprehend the principles and concepts of conflict management.

Description: This lesson looks at an analysis of the nature of conflict within groups, including methods of managing conflict and situational considerations. With a background provided by the lecture and discussions, students will be able to apply some useful techniques to the Bomb Shelter exercise that lasts approximately 30 minutes. The exercise is designed to show that by approaching a conflict situation in a logical and constructive manner, the problem can usually be solved amicably.

LS-1N Lesson Title: AF Smart Operations TIME: 1.50

Lesson Objective: Comprehend principles of Air Force Smart Operations for the 21st Century (AFSO21).

Description: This reader provides students with a foundational understanding of AFSO21. Students learn the basics of identifying processes designed to improve existing organizational conditions and processes. Methods of improving organizational processes, implementing solutions, and measuring the impact of changes are also covered.

LS-1O Lesson Title: Problem Solving TIME: 1.00

Lesson Objective: Comprehend the eight-step problem solving process.

Description: This lesson provides practical understanding of the Eight-Step OODA (Observe, Orient, Decide, Act) Loop Problem solving Cycle. The four steps of the OODA loop are broken down and mapped to the AFSO21 Eight-Step Problem Solving Process.

LS-1Q Lesson Title: Management Functions and Principles TIME: 1.00

Lesson Objective: Comprehend management processes and principles.

Description: This lesson is designed to lay the foundation for students' comprehension of what a manager is and does, and to build their confidence and practical abilities to function as future Air Force managers and leaders. Use classroom activities to cause students to apply their reading to their goals for success as students and to look ahead to their roles as leaders in their future military careers. Optional scenarios are instructional springboards from the text into the real world of military leadership and allow you to supplement or add to the core lesson.

LS-1R Lesson Title: Situational Leadership

TIME: 2.00

Lesson Objective: Comprehend the concept of situational leadership.**Description:** This lesson examines the situational leadership model in which the most appropriate leader behavior is based on follower maturity or development. The lesson begins by examining the two types of leader behavior (task and relationship). After this, the lesson examines the variables that impact the leader in different situations. The lesson then progresses to Hersey and Blanchard's Situational Leadership Model I and describes the two key aspects necessary to evaluate follower development levels: ability and willingness. An exercise closes out the lesson where students can apply Situational leadership to scenarios.**LS-1T Lesson Title:** Peer Evaluations I

TIME: 1.00

Lesson Objective: Apply appropriate feedback techniques to evaluate your peers' performance.**Description:** This lesson has a dual purpose. First, it gives the student a chance to apply the rating process by rating their peers. Second, it shows the importance of evaluations as a means of self-improvement. All instructions for students to complete the peer evaluations are included in the study guide. Instructors should conduct feedback sessions with individual students regarding the information resulting from the peer evaluations.**LS-2B Lesson Title:** Leadership Authority & Responsibility

TIME: 2.00

Lesson Objective: Comprehend the concepts of military authority.**Description:** This flight room lesson begins with a lecture on the basic concepts and definitions, which will assist an officer in the correct execution of authority. It describes where an officer's authority comes from and how to distinguish legal from moral authority. The lesson also covers case studies from the reading regarding the proper application of military authority. The second half of the lesson involves case studies, which deal with the basic concepts of leadership responsibilities to the mission, higher headquarters, collateral units, unit welfare, individuals, yourself, and the civilian community (including media relations). Trainees discuss how to handle the situations and the appropriateness of their decisions based on the application of military responsibility.**LS-2C Lesson Title:** Power and Influence

TIME: 1.00

Lesson Objective: Comprehend the way leaders and followers use power and influence to accomplish tasks.**Description:** This reading is designed to introduce the trainees to the concept of power and how it affects the leadership process. While we usually think of power belonging to the leader, it is actually a function of the leader, the followers, and the situation. The reading examines the use of power, not only by the leader, but also by the follower. Researchers have identified four sources of power. Each one of these sources of power is looked at individually.**LS-2E Lesson Title:** Air Force Military Equal Opportunity

TIME: 0.50

Lesson Objective: Know the role of the Air Force Military Equal Opportunity Program.**Description:** This reading describes the mission of Military Equal Opportunity. The reading identifies the components of Military Equal Opportunity, the three key services, and key functions of Military Equal Opportunity.

LS-2F Lesson Title: Equal Opportunity and Treatment Case Studies TIME: 1.00

Lesson Objective: Comprehend how discriminating practices impact the Air Force mission.

Description: This class begins with a film on prejudice. The film helps the trainees honestly face the distressing elements of prejudice by offering perspectives on its causes and suggesting possible remedies. After the film, the trainees participate in a short guided discussion on the effects of discrimination and prejudice in the Air Force, and what they can do as officers to prevent them. The second portion of the class covers case studies. The cases used involve complaints by minority group members. This lesson develops an awareness of some of the typical problems supervisors may encounter in the equal opportunity and treatment arena.

LS-2G Lesson Title: Sexual Harassment Awareness

TIME: 1.00

Lesson Objective: Comprehend the concepts and consequences of sexual harassment.

Description: This lesson takes an in-depth look at the DoD definition of sexual harassment and the Air Force policies that relate to sexual harassment. The lesson divides sexual harassment into several key areas: commander/supervisory responsibility, forms of sexual harassment, effects of sexual harassment on the mission, relief from sexual harassment, and penalties associated with sexual harassment.

LS-2H Lesson Title: Sexual Assault Prevention I TIME: 2.00

Lesson Objective: Comprehend the problem of sexual assault from a leadership perspective.

Description: This lesson is designed to familiarize the class with the concept of sexual assault. The lesson explains the elements of sexual assault which are “sexual contact” and “without consent.” The lesson also explores behaviors that lead to being a victim or behaviors of a sexual assault perpetrator. The lesson also examines assertive behaviors that can minimize the risk of sexual assault, and the actions a victim can take to report a sexual assault. The lesson concludes with the responsibilities of the supervisor in sexual assault crimes.

LS-3A Lesson Title: Effective Supervision TIME: 1.00

Lesson Objective: Comprehend the concept of effective supervision.

Description: This auditorium lesson focuses on leadership accountability and helps trainees realize the responsibilities inherent in officership. It also addresses guidelines for effective supervision, delegation techniques, and time management tips including organizing and goal setting.

LS-3B Lesson Title: Corrective Supervision and Counseling TIME: 1.00

Lesson Objective: Comprehend the concept of corrective supervision.

Description: This lesson starts with the definition of corrective supervision and then goes into the four basic steps of corrective supervision. Steps for effective discipline are covered next followed by the student activity of turning aggressive statements into assertive statements. The class finishes up with case studies, where the students can apply corrective supervision and look at assertive counseling statements.

LS-3C Lesson Title: Counseling and Practicum TIME: 2.00
Lesson Objective: Apply appropriate counseling techniques to hypothetical situations.
Description: This lesson first introduces three methods of counseling (directive, nondirective, and eclectic) and the trainees learn about counseling traits. This flight room lesson gives the trainees the opportunity to apply counseling techniques in role play situations.

LS-3D Lesson Title: Performance Feedback TIME: 1.00
Lesson Objectives: Know the Air Force Feedback System/Process.
Description: This auditorium lesson focuses on the feedback process as well as the requirements for PFS and for completing the PFW on all Air Force members.

LS-3E Lesson Title: Enlisted Evaluation System TIME: 1.00
Lesson Objective: Know how the EES effects enlisted career progression.
Description: This auditorium class focuses on the EES. The trainees will learn the requirements for EPRs and how EPRs tie into the career progression of the enlisted force. The lesson will also cover the four different methods for the enlisted force to be promoted under.

LS-3F Lesson Title: Officer Evaluation System (OES) TIME: 1.00
Lesson Objective: Know the Air Force officer evaluation system.
Description: This auditorium class is an overview of the OES to include a review of the feedback process, the OPR, and promotion system.

LS-3G Lesson Title: Developing Airmen Through Mentoring and Coaching TIME: 1.00
Lesson Objective: Comprehend the importance of coaching and mentoring in the leadership arena.
Description: The lesson introduces the trainees to the importance of coaching and mentoring to effective leadership.

LS-4A Lesson Title: Leadership and Management Case Studies TIME: 2.00
Lesson Objective: Apply leadership and management theories and principles to a case study.
Description: This flight room lesson gives the trainees the opportunity to apply what they've learned throughout the course to case studies in leadership and management.

LS-4B Lesson Title: Joint Ethics Regulation TIME: 1.00
Lesson Objective: Summarize violations of DoD Directive 5500.7-R, *Joint Ethics Regulation*.
Description: This is the mandatory one-hour lesson for initial ethics training. The lesson must be conducted by a certified ethics official, which the JAG school provides. This lesson gives a basic introduction to DoD Directive 5500.7-R, *Joint Ethics Regulation*, gives a general overview of the 12 chapters in the regulation and covers some of the special rules that trainees need to know. There are several examples of DoD Directive 5500.7-R violations in the Study Guide trainees may want to discuss.

LS-4F Lesson Title: Leadership Accountability TIME: 1.00

Lesson Objective: Comprehend the concept of accountability as it pertains to the Air Force officer.

Description: The CAM or a guest lecturer presents this auditorium lesson. Trainees are reminded of the accountability their commission carries and how that impacts their everyday actions. Trainees will realize their role as leaders will be scrutinized in every aspect, and their commitment to the Air Force goes beyond just wearing a uniform.

LS-4G Lesson Title: Accountability Case Studies TIME: 1.00

Lesson Objective: Apply the concept of accountability to a case study.

Description: This lesson is taught in the flight room and covers a well known case, “The Black Hawk Shootdown,” and also presents Gen Fogleman’s video transcript addressing accountability. The focus of the lesson is on an officer’s responsibility to the Air Force’s Core Values and on the fact that they are accountable for their actions or lack of. Also, their actions must encompass the legal and moral authority that they are entrusted with.

LS-4I Lesson Title: Environmental Awareness TIME: 1.00

Lesson Objective: Know the environmental issues facing all Air Force personnel.

Description: This read only lesson highlights several environmental issues Air Force officers must deal with throughout their careers. The lesson explains the Air Force policy on environmental issues as well as possible punishments for violation of those policies.

LS-4J Lesson Title: Operational Risk Management TIME: 1.50

Lesson Objective: Know the significant elements of Operational Risk Management (ORM).

Description: This reading introduces the trainees to Operational Risk Management and provides trainees with a basic understanding of the six-step process. The lesson uses articles to discuss the importance of ORM and give examples of on and off duty use of ORM.

Profession of Arms (PA)

PA-1A Lesson Title: Dress & Grooming I TIME: 1.00

Lesson Objective: Know AF dress and grooming standards.

Description: This class taught by the MTI outlines basic military grooming standards as well as proper wear of the BDU.

PA-1B Lesson Title: Military Customs and Courtesies TIME: 2.00

Lesson Objectives: Know and apply AF customs and courtesies.

Description: This class taught by the Military Training Instructors (MTI), gives the trainees an introduction to military customs and courtesies. The class addresses issues such as saluting requirements, military protocol, and displaying the US flag.

PA-1C Lesson Title: OTS/CC Welcome and Core Values and the AF Member TIME: 1.00

Lesson Objective: Comprehend the importance of Core Values to AF members.

Description: This lesson, taught by the OTS/CC, distinguishes between ethical, personal, and AF Core Values. Additionally, the trainees recognize the role core values play in establishing professional trust and building a quality AF. Finally, the trainees are given a framework for selecting values.

PA-1D Lesson Title: Profession of Arms TIME: 1.00

Lesson Objective: Comprehend the military as a profession and the professional attributes and qualities of the AF Officer.

Description: This lesson uses Huntington's model to present the military as a profession. It looks at the responsibilities the military has to the United States. It also addresses why the trainees joined the military, what motivated them, and what will be expected of them.

PA-1E Lesson Title: Suicide Awareness TIME: 1.00

Lesson Objective: Comprehend the supervisor's role in preventing suicides within the AF.

Description: This class informs the trainees about the warning signs of suicide among subordinates. The class helps the trainees recognize the warning signs and take appropriate action to prevent suicides.

PA-1F Lesson Title: Department of the AF TIME: 1.00

Lesson Objective: Know how the AF is organized and how it prepares for war.

Description: The trainees will learn the functions of the Secretary of the AF and the USAF as well as the functions and organization of the Major Commands, Numbered AFs, Wing, Group, and Squadron. The lesson also familiarizes the trainees with AF components.

PA-1H Lesson Title: Airman's Creed/Code of Conduct TIME: 2.00

Lesson Objective: Comprehend the Principles of the Airman's Creed and the Code of Conduct.

Description: The overall intent of this class is to make a connection in the trainee's heart and minds about the spirit of warrior ethos exhibited throughout history and the expectations for the future. Trainees will learn the value of the Airman's Creed and applicability to their own Profession of Arms. The lesson will also reaffirm the Core Values and will require trainees to think about ownership of the concepts of honor and integrity of an Air Force Officer and the responsibility that comes with it. This will ensure all trainees know the formal standards of behavior expected of them as officers.

PA-1I Lesson Title: UCMJ TIME: 1.00

Lesson Objective: Know selected articles of the UCMJ and rights of the accused.

Description: This read only lesson is an introduction to the military justice system. The lesson focuses on 4 articles of the UCMJ (articles 2, 7, 15, and 31). These articles identify who is subject to the UCMJ, the authority afforded commanders, and the rights of an accused person. The reading is an introduction to the military law class.

PA-2A Lesson Title: Military Law TIME: 1.00

Lesson Objectives: Know the basic elements of the military justice system and the elements of the DoD policy on homosexual conduct.

Description: This class is an overview of the UCMJ as well as the military justice system. The lesson, taught by an instructor at the Judge Advocate General (JAG) school, defines the need for a separate military justice system. The trainees also learn the difference between the Uniform Code of Military Justice (UCMJ) and the Manual for Courts Martial (MCM). This class also explains DoD policy on homosexual conduct.

PA-2B Lesson Title: Military Law Case Studies TIME: 1.00

Lesson Objective: Comprehend an officer's responsibility in military justice situations.

Description: This lesson uses case studies to tie together information from the military law readings and lectures. During this period the trainees will apply the concepts learned to "real life" situations.

PA-2C Lesson Title: Principles of War TIME: 1.00

Lesson Objective: Know how the principles of war contribute to war plans.

Description: The lesson defines each principle of war and provides a brief description of its critical attributes from a warfighting perspective. The second part of the class is a video demonstrating the airman's perspective on the principles of war.

PA-2D Lesson Title: Department of Defense TIME: 1.00

Lesson Objective: Know the critical organizations and personnel in the Department of Defense.

Description: This reading identifies the role of the President and Secretary of Defense and describes the function of the Joint Chiefs of Staff. The lesson then defines Unified and Specified commands and gives their main purpose.

PA-DL3 Lesson Title: Substance Abuse Control Program TIME: 1.00

Lesson Objective: Know the Air Force substance abuse control program.

Description: This lecture covers some of the signs of substance abuse a supervisor can look for, as well as the methods used by the Air Force to identify substance abusers. The lecture also addresses the Air Force's Alcohol and Drug Abuse Prevention and Treatment (ADAPT) program.

PA-2E Lesson Title: Air and Space Power Functions TIME: 1.00

Lesson Objective: Know the AF Air and Space Functions.

Description: This lesson uses AFDD-1 as the framework to discuss the functions of counterair, counterspace, counterland (interdiction and close air support), countersea, strategic attack, counterinformation, and command/control (C2). This lesson includes the framework to discuss the functions of airlift, aerial refueling, special operations employment, space lift, intelligence, surveillance, reconnaissance, combat search and rescue, navigation/positioning, and weather services.

PA-2F Lesson Title: Dress & Grooming II TIME: 1.00

Lesson Objective: Know AF dress and grooming standards.

Description: This class, also taught by the MTI, covers the wear of all blue uniform combinations.

PA-2H Lesson Title: Civilian Personnel

TIME: 1.0

Lesson Objective: Know the AF civilian personnel system.

Description: This reading gives the trainee a brief overview of the AF civilian personnel system. The reading includes an explanation of why the AF employs civilians as well as an explanation of the civilian pay system. The reading also clarifies the issue of military grades versus civilian grades.

PA-2I Lesson Title: Total Force

TIME: 1.00

Lesson Objective: Know how the AF Reserve and Air National Guard contribute to our Total Force Policy.

Description: This lesson defines Total Force and gives a brief history of the policy. The reserves are broken down into categories and then the chain of command for the ANG and AFR are discussed. Finally, the trainees see the impact of the ANG and AFR by looking at specific percentages of crews and aircraft they provide to the active component.

PA-2N Lesson Title: Joint Operations

TIME: 1.00

Lesson Objective: Know the concept of joint operations.

Description: The lesson defines joint operations per Joint Pub 1 and discusses how doctrine strengthens our warfighting capabilities. An outline of the joint chain of command is given from the President to the individual services. Examples are given to show how joint warfare strengthens our overall effectiveness.

PA-2O Lesson Title: Pay, Allowances, and Leave

TIME: 1.00

Lesson Objective: Know AF pay, allowances, and leave.

Description: This auditorium lesson is an introduction to AF pay, allowances, and leave. The class breaks down the information found in each section of the Leave and Earning Statement (LES) one section at a time. Through this process the trainees learn the different types of entitlements, deductions, allotments, leaves, and how leave is accrued and used. The second portion of the class covers travel allowances and entitlements.

PA-2P Lesson Title: Intro to Budgeting

TIME: 1.00

Lesson Objective: Know the USAF budgeting process.

Description: This lesson introduces FGO trainees to basic AF finance and budgeting concepts.

PA-3B Lesson Title: Professional and Unprofessional Relationships (UPRs) TIME: 1.00

Lesson Objective: Comprehend that the negative impact of unprofessional relationships (UPRs) require officers to inherently accept the responsibility for promoting and maintaining professional relationships.

Description: This lesson explains the Air Force policy on Professional and UPRs, the responsibility of officers to avoid UPRs, and the punishments associated with UPRs. The lecture will describe the four types of UPRs; civilian/military, officer/officer, enlisted/enlisted, and officer/enlisted (fraternization). The class will also define fraternization and the five elements of fraternization as described in the Manual for Courts Martial (MCM).

PA-3C Lesson Title: Professional and Unprofessional Relationship Case Studies TIME: 1.00

Lesson Objective: Comprehend the consequences of Professional and Unprofessional relationships.

Description: This class reinforces the information taught in the Professional/UPR class.

The trainees are given cases describing possible UPRs. The trainees must determine if an UPR exist and what action should be taken to correct the situation. The instructor facilitates the discussion and interjects relevant information to help the trainees arrive at sound corrective decisions.

PA-3D Lesson Title: Law of Armed Conflict TIME: 1.00

Lesson Objective: Know the effects of law on war and their responsibilities under the LOAC.

Description: The lesson provides a historical background for the modern law of armed conflict. It covers the modern laws coming from The Hague Conventions and the Geneva Conventions. The lesson also covers what a military officer's professional responsibility is when a violation of the law of armed conflict occurs. Finally, the lesson covers what types of actions states may take in attempting to enforce the law of armed conflict.

PA-4A Lesson Title: Senior NCO Perspectives TIME: 1.00

Lesson Objective: Comprehend appropriate professional relations between officer and enlisted personnel.

Description: This lesson ties in, reinforces, and gives an overall perspective to the trainees of the professional relationship between officers and enlisted personnel. It brings together various concepts from readings and classes into actual expectations of day-to-day life as an officer. The guest lecturers will be Senior NCOs including Chief Master Sergeants where possible, who will talk on areas of their choosing, but suggested topics will cover officer qualities, professional relations, and expectations of the enlisted force regarding officers.

PA-4B Lesson Title: Your First Officer Assignment TIME: 1.00

Lesson Objective: Know what to expect at your initial assignment.

Description: This lesson is designed to prepare the trainees for their first assignment.

The class discusses travel arrangements and billeting, as well as what to expect when reporting to a new duty station and meeting your supervisor for the first time. The lesson closes with a discussion of base services and facilities available to military members and their families.

PA-4C Lesson Title: Air and Space Expeditionary Force TIME: 1.00

Lesson Objective: Know the advantages of AEF/EAF for Combatant Commander's and Airmen.

Description: This lesson is on the Expeditionary AF/Air Expeditionary Force.

The objective of this lesson is for each trainee to what the characteristics, advantages, and structure of an EAF/AEF.

PA-4D Lesson Title: Information Assurance and Computer Security TIME: 1.00

Lesson Objective: Know the fundamental characteristics of Information Assurance and Computer Security.

Description: The objective of the lesson is for the trainees to know the fundamentals of information awareness and computer security and respond to the importance of protecting

information systems. It challenges the trainee to take an active role maintaining computer system security. The lecture builds on the reading materials and provides practical examples of people who have used information for their personal gain and to the detriment of our country. Some of the examples are controversial and are intended to provide an opportunity for discussion. The movie “Solar Sunrise” is 18 minutes long and is intended to show trainees that this threat is real to the AF and that the consequences of lax security and authentication procedures can be far reaching and ultimately cause mission failure.

PA-4F Lesson Title: Etiquette and Decorum

TIME: 1.00

Lesson Objective: Know proper procedures for military social events.

Description: The reading is intended to educate officers about correct behavior, dress, and decorum. It is also designed to familiarize the trainee with the more common matters of protocol and etiquette at social events while on active duty. The trainees will learn how to conduct themselves both on a formal and informal basis when attending social events. The trainee will understand that their behavior and ability to interact socially is important to them as an AF officer.

PA-4G Lesson Title: Oath of Office and Commissioning

TIME: 1.00

Lesson Objective: Comprehend the significance of the Oath of Office and Commissioning.

Description: This lesson is designed to educate and motivate officers about the oath of office and their commissions. The lesson takes a line by line look at the oath of office and the responsibilities that go along with being a commissioned officer.

PA-DL1 Lesson Title: AF Complaint System

TIME: 1.00

Lesson Objective: Know the AF Complaint Programs.

Description: This reading gives the trainees general information on AF complaint programs. The reading focuses on the purpose and policies of complaint programs, notably the Inspector General (IG) complaint and Fraud, Waste, and Abuse (FWA) program, and the responsibilities of commanders and complaints. The AF IDEA Program is introduced as a way one can effect change.

PA-DL2 Lesson Title: Security Education

TIME: 1.25

Lesson Objective: Know the importance of AF Security.

Description: This reading provides the trainees with a basic understanding of the Air Force’s various security programs. The reading also discusses the trainee’s role in security of AF interests.

PA-DL4 Lesson Title: Officer Force Development

TIME: 1.00

Lesson Objective: Know how an officer manages professional development.

Description: This lesson is designed to prepare your trainees for what’s in store for them as officers. They need to be aware that their progression in the military is not solely dependent upon how well they excel in one particular area. As time moves on in their career, they will be expected to be well versed in many areas. This reading will introduce them to some of the various aspects they’ll encounter during their AF lives, such as promotions, promotion boards, the assignment system, and professional military education to name a few.

PA-DL5 Lesson Title: AF Doctrine TIME: 3.00
Lesson Objective: Comprehend that doctrine provides basic guidance for day-to-day military operations.
Description: This CBT allows the trainees to explore USAF doctrine from a historical perspective.

PA-5A Lesson Title: Enforcing Standards (FGOs Only) TIME: 1.00
(Runs concurrently with Military Law Case Studies)
Lesson Objective: Comprehend the importance of FGOs enforcing standards throughout the organization.
Description: This guided discussion, led by the 23TRS/DO or CC, allows our field grade trainees to learn about organizational standards and enforcement from a field grade officer.

Assessments (AS)

AS-1A Lesson Title: Consolidated Written Tests TIME: (1.25 for CWT #1; 1.50 for CWT #2)
Lesson Objective: None
Description: Two CWTs cover all academic material presented.

AS-1A.1 Lesson Title: Consolidated Written Tests Review TIME: (.75 each test)
Lesson Objective: None
Description: In class review of two CWTs.

AS-4A Lesson Title: Comprehensive Review Tests TIME: (1.25 each test) (Runs concurrent with other curriculum)
Lesson Objective: None
Description: Comprehensive tests for trainees who fail to achieve 80% on either CWTs.

Preparation (PR)

PR-1A Lesson Title: Academic Preparation Time TIME: 2.00
Lesson Objective: None
Description: Trainee time to prepare for CWTs and seek assistance from CAMs and FC.

PR-3B Lesson Title: Comprehensive Area Test Preparation Time TIME: 2.00
Lesson Objective: None
Description: Trainee time to prepare for comprehensive area test and seek assistance from CAMs and FC.

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CHAPTER 4

TRAINING

Section A --Training Overview

1. Content -- This chapter outlines the material to be covered in each training area of instruction. Specific instructional objectives are also listed. OPR for this chapter is 23 TRS/CC with input from AFOATS/CR.

2. Sequence--Training sequencing will progress in accordance with the flow of the course's 5-phased leadership development chart in this syllabus. All training will be completed prior to the end of the course.

ABBREVIATIONS

Syllabus Areas

AD--Administration

AEF--Air Expeditionary Force

DR--Drill and Ceremonies

FC--Flight Commander Time

PT--Physical Readiness Training

Teaching Methods (TM)

B--Briefing

Case--Case Study

C--Coaching

CBT--Computer Based Training

DP--Demonstration Performance

FTV--Flight Room Television

GD--Guided Discussion

GL--Guest Lecture

IL--Informal Lecture

IN--Interview

L--Lecture

PE--Practical Exercise

R--Reading

SP--Trainee Performance

TV--Television

Section B --Training Events

DRILL AND CEREMONIES (DR)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
DR-1A	DRILL PAD BLOCK I	DRILL PAD	DP	0.00	2.00
DR-1B	DRILL PAD BLOCK II	DRILL PAD	DP	1.00	2.00
DR-1C	DRILL PAD BLOCK III	DRILL PAD	DP	1.00	2.00
DR-9	BLUE LINE ACCOUNTABILITY FORMATION	AUDITORIUM	N/A	0.00	0.50
DR-22	TATTOO	AUDITORIUM	N/A	0.00	0.50
DR-32	AWARDS CEREMONY PRACTICE	AUDITORIUM	N/A	0.00	0.50
DR-34	AWARDS CEREMONY	AUDITORIUM	N/A	0.00	1.00
DR-35	CEREMONIAL DRILL	PARADE FIELD	N/A	0.00	2.00
DR-36	PARADE	DRILL PAD	N/A	0.00	7.50
		TOTAL HOURS		2.00	10.50

PHYSICAL READINESS TRAINING (PT)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
PT-1	PC PAD INSTRUCTION/LIGHT RUN	PT PAD	PE	0.00	1.50
PT-2	PFB DIAGNOSTICS	PT PAD	PE	0.00	1.50
PT-3	TEMPO RUN	PT PAD	PE	0.00	1.50
PT-4	LIGHT RUN	PT PAD	PE	0.00	1.50
PT-5	STRENGTH TRAINING	PT PAD	PE	0.00	1.50
PT-6	INTERVAL RUN	PT PAD	PE	0.00	1.50
PT-7	STRENGTH TRAINING	PT PAD	PE	0.00	1.50
PT-8	LIGHT RUN	PT PAD	PE	0.00	1.50
PT-9	LONG RUN	PT PAD	PE	0.00	1.50
PT-10	5K RUN	PT PAD	PE	0.00	1.50
PT-11	STRENGTH TRAINING	PT PAD	PE	0.00	1.50
PT-12	LIGHT RUN	PT PAD	PE	0.00	1.50
PT-13	PFA	PT PAD	PE	0.00	1.50
PT-14	MINI-MAC	PT PAD	PE	0.00	1.50
PT-15	LIGHT RUN	PT PAD	PE	1.00	1.50
		TOTAL HOURS		0.00	22.50

ADMINISTRATION (AD)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
AD-1	ARRIVAL DAY PROCESSING	BLDG 1489	N/A	0.00	4.00
AD-2	ADMINISTRATIVE TIME	AUDITORIUM	N/A	0.00	1.00
AD-4	ADO WELCOME	AUDITORIUM	N/A	0.00	0.25
AD-6	FLT/CC WELCOME	AUDITORIUM	N/A	0.00	1.00
AD-8	ADMINISTRATIVE IN-PROCESSING	FLIGHT ROOM	N/A	0.00	3.00
AD-10	MEDICAL INPROCESSING/WEIGH IN/BLOOD TYPING	BREAKROOM	N/A	0.00	4.00
AD-12	23D COMDR WELCOME	AUDITORIUM	N/A	0.00	0.50
AD-13	ACTIVE DUTY: FINANCE PROCESSING	AUDITORIUM	N/A	0.00	2.00
AD-14.1	ANG/AFRES: PAY, ALLOWANCE, AND LEAVE (1.50 hrs)	CONF CTR	N/A	0.00	1.50
AD-15	ACADEMIC ORIENTATION	AUDITORIUM	IL	0.00	1.00
AD-16.1	PERSONNEL ID CARDS	MAX BLDG 1487	N/A	0.00	0.50
AD-16.2	BDU/PC GEAR/BLUES/MESS DRESS	MAX BLDG 1420	N/A	0.00	4.00
AD-18	ACTIVE DUTY: PERSONNEL PROCESSING	AUDITORIUM	L	0.00	2.00
AD-19	TMO/SATO BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD-21	EDUCATION BRIEFING	AUDITORIUM	L	0.00	1.00
AD-23	SIGNING DD FORM 93	AUDITORIUM	N/A	0.00	1.00
AD-24	IMMUNIZATIONS	AUDITORIUM	N/A	0.00	2.00
AD-27	FLIGHT PHOTOS	AUDITORIUM	N/A	0.00	0.50
AD-28	TMO/SATO TURN-IN	AUDITORIUM	N/A	0.00	0.00
AD-29	SAFETY BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD-30	FINAL PERSONNEL OUT-PROCESS	FLIGHT ROOM	N/A	0.00	1.00
AD-35	RECEPTION/GRADUATION	FLIGHT ROOM	N/A	0.00	1.00
AD-36	CERTIFICATES/ORDERS	FLIGHT ROOM	N/A	0.00	1.00
		TOTAL HOURS		0.00	33.75

AIR EXPEDITIONARY FORCE COMBAT SKILLS (AEF)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
AEF-1	INTRO TO AEF/MED INTEL	AUDITORIUM	IL	0.00	1.00
AEF-3	COMBAT STRESS	AUDITORIUM	IL/TV	0.00	1.00
AEF-4	USAF MEDICAL SERVICE MISSION & DOCTRINE/CONOPS TIME	AUDITORIUM	IL/TV	0.00	1.50
AEF-5	THREAT & FUTURE BATTLEFIELD ENVIROMENT	AUDITORIUM	IL/TV	0.00	0.50
AEF-6	FIELD SITE SAFETY BRIEFING	FIELD	IL	0.00	0.25
AEF-8	CAMP SETUP	FIELD	DP	0.00	0.75
AEF-9	SHELTER ASSEMBLY	FIELD	DP	0.00	1.50
AEF-10	EMEDS SETUP	FIELD	DP	0.00	0.75
AEF-11	CASUALTY MOVEMENT	FIELD	DP	0.00	1.50
AEF-12	EMEDS EXERCISE	FIELD	DP	0.00	2.00

AEF-13	LEADERSHIP REACTION COURSE	FIELD	PE	0.00	5.00
AEF-14	LEADERSHIP REACTION COURSE	FIELD	PE	0.00	5.00
AEF-15	FUNCTIONAL DEPLOYMENT PANEL	AUDITORIUM	PANEL	0.00	1.00
AEF-16	ASSAULT COURSE	FIELD	PE	0.00	4.00
AEF-17	WOUND AND CASUALTY MANAGEMENT	FIELD	IL/PE	0.00	1.00
AEF-18	WINGMAN LEADERSHIP PROBLEMS (WLPs)	FIELD	PE	0.00	5.00
AEF-20	CBRNE DEFENSE & MEDICAL EFFECTS OF NBC WARFARE	AUDITORIUM	IL	0.00	1.00
AEF-21	IED/UXO ID/ REPORT/BASE DEFENSE	FIELD	IL	0.00	1.00
AEF-23	SERE FUNDAMENTALS	FIELD	IL/PE	0.00	0.50
AEF-24	MOBILITY LINE EXERCISE/MISSION BRF	FIELD	PE	0.00	1.50
		TOTAL HOURS		0.00	38.75

FLIGHT COMMANDER TIME (FC)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	LESSON HOURS
FC-1	FLIGHT COMMANDER DISCRETION - MULTIPLE	FLIGHT ROOM	IL	0.00	20.00
FC-3	LRC PREPERATION	FLIGHT ROOM	IL	0.00	0.50
FC-4	FINAL FEEDBACK	FLIGHT ROOM	IL	0.00	3.00
		TOTAL HOURS		0.00	23.50

CR AREAS	STUDY HOURS	CLASS HOURS
DR	2.00	16.00
PT	0.00	22.50
AD	0.00	33.75
AEF	0.00	35.75
FC	0.00	20.00
HOURS	2.00	128.0

Section C--Training Event Descriptions

Drill and Ceremonies (DR)

DR-1A Lesson Title: DRILL PAD BLOCK I

TIME: 2.00

Lesson Objective: Properly perform position of attention, parade rest, present/order arms, rest positions and forward march and flight halt. Guidon procedures, the four formations and DCID taught throughout each block.

Description: This lesson develops an awareness of drill and ceremonies. The lesson logically follows a sequential order and shows progression from one step to the next. The explanation and demonstration phases are combined because of the simplicity of the task. The lesson is started by gaining the attention of the trainees and then explanation of what the lesson is and why it is important to them. A whole impression or demonstration of what the movements are supposed to look like with particular action areas. The movements are then broken down step by step to insure proper instruction and understanding. The trainees will then perform the movements and receive constructive feedback. After trainees have completed the application portion of the class, they will practice on their own to perfect the mechanics of the movements. Class will be closed out by leaving the trainees with a clear purpose and reason for performing the movements correctly.

DR-1B Lesson Title: DRILL PAD BLOCK II

TIME: 2.00

Lesson Objective: Properly perform right face, left face, about face, and formations of the flight to include count off. Guidon procedures, the four formations and DCID taught throughout each block.

Description: This lesson develops an awareness of drill and ceremonies. The lesson logically follows a sequential order and shows progression from one step to the next. The explanation and demonstration phases are combined because of the simplicity of the task. The lesson is started by gaining the attention of the trainees and then explanation of what the lesson is and why it is important to them. A whole impression or demonstration of what the movements are supposed to look like with particular action areas. The movements are then broken down step by step to insure proper instruction and understanding. The trainees will then perform the movements and receive constructive feedback. After trainees have completed the application portion of the class, they will practice on their own to perfect the mechanics of the movements. Class will be closed out by leaving the trainees with a clear purpose and reason for performing the movements correctly.

DR-1C Lesson Title: DRILL PAD BLOCK III

TIME: 2.00

Lesson Objective: Properly perform column movements, flanking movements, mark time, half step, and to the rear. Guidon procedures, the four formations and DCID taught throughout each block.

Description: This lesson develops an awareness of drill and ceremonies. The lesson logically follows a sequential order and shows progression from one step to the next. The explanation and demonstration phases are combined because of the simplicity of the task. The lesson is started by gaining the attention of the trainees and then explanation of what the lesson is and why it is

important to them. A whole impression or demonstration of what the movements are supposed to look like with particular action areas. The movements are then broken down step by step to insure proper instruction and understanding. The trainees will then perform the movements and receive constructive feedback. After trainees have completed the application portion of the class, they will practice on their own to perfect the mechanics of the movements. Class will be closed out by leaving the trainees with a clear purpose and reason for performing the movements correctly.

DR-9 Lesson Title: Blue Line Accountability Formation TIME: 0.50

Lesson Objective: Give trainees the opportunity to express their commitment.

Description: Training day 1 begins with the Blue Line ceremony where trainees make their commitment to the Air Force and OTS.

DR-22 Lesson Title: Tattoo TIME: 0.50

Lesson Objective: Trainee group assumption of command.

Description: This ceremony explains the importance of the trainee group and what it stands for. At the culmination of the ceremony, the trainee group will assume command with the passing of the guidon.

DR-32 Lesson Title: Awards Ceremony Practice TIME: 0.50

Lesson Objective: Have trainees practice how the final ceremony will be conducted.

Rehearsal for group awards ceremony. Required for awards ceremony key personnel.

DR-34 Lesson Title: Awards Ceremony TIME: 1.00

Lesson Objective: Award exceptional trainees.

Description: OTS staff recognizes the accomplishments of the trainees as well as recognizes group accomplishments.

DR-35 Lesson Title: Parade Practice TIME: 1.00

Lesson Objective: Practice for graduation parade.

Description: This lesson allows trainees to practice parade. Military Training Instructors will lead the practice.

DR-36 Lesson Title: Parade TIME: 1.00

Lesson Objective: Formal graduation ceremony teaching them the pass in review.

Description: This is the trainees culminating graduation that all trainees will march in. They will also give the commissioning oath.

Physical Readiness Training (PT)

PT-1 Lesson Title: PC Pad Instruction/ Light Run TIME: 1.50

Lesson Objective: Explain the PC Pad Instructions and the banded PT program to the trainees.

Description: This period of instruction is used to explain to the class the rationale behind physical conditioning exercises. The PCIs will describe opening and closing procedures, warm-up exercises, rotations, stretches, muscular strength, endurance exercises, PFB/PFA. The instructors will briefly cover the interval, tempo, long run, and light runs.

PT-2 Lesson Title: Physical Fitness Baseline (PFB) Diagnostics TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Fitness Assessment procedures/exercises.

Description: Discuss the steps for completing components (push-ups, crunches, and 1.5 mile run) for the Air Force fitness initial diagnostic. Explain the sequence of events and proper form for each component. Trainees will perform each component and be evaluated.

PT-3 Lesson Title: Tempo Run/PFB Remake TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees run for 3 miles. The sequence of events for this exercise is run one lap, walk the one lap. Sequence continues until trainee reaches 3 miles.

PT-4 Lesson Title: Light Run TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees jog for 20-40 minutes. This allows trainees to get acclimated to running while increasing their distance.

PT-5 Lesson Title: Strength Training TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Explain Push Ups/Sit Ups Calisthenics– Exercises consisting of the following: Regular push-ups, regular sit-ups, wide grip push-ups, twisting sit-ups, diamond grip push-ups, supine bicycle, regular push-ups, crunches, and push-ups on knees. Each exercise is performed in formation for 20-60 seconds each following a rest period between each exercise ranging from 15-30 seconds. Two sets are performed with a two-minute hydration/rest break followed by another two sets.

PT-6 Lesson Title: Interval Run TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees alternate between jogging and modified sprinting for 30 minutes.

PT-7 Lesson Title: Strength Training TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Explain Push Ups/Sit Ups Calisthenics—Exercises consisting of the following: Regular push-ups, regular sit-ups, wide grip push-ups, twisting sit-ups, diamond grip push-ups, supine bicycle, regular push-ups, crunches, and push-ups on knees. Each exercise is performed in formation for 20-60 seconds each following a rest period between each exercise ranging from 15-30 seconds. Two sets are performed with a two-minute hydration/rest break followed by another two sets.

PT-8 Lesson Title: Light Run TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees jog for 20-40 minutes. This allows trainees to get acclimated to running while increasing their distance.

PT-9 Lesson Title: Long Run TIME: 1.50

Lesson Objective: Instill teamwork in the trainees and make them realize that their individual efforts either positively or negatively impact the team's results.

Description: Trainees jog for 30-45 minutes. This allows trainees to get acclimated to running while increasing their distance.

PT-10 Lesson Title: 5K Run TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: This is a timed run. The times from all flight members will be recorded to determine the fastest flight. Additionally, in the event of a tie for the athletic award, the times from the 5K run will be used as a tie breaker.

PT-11 Lesson Title: Strength Training: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Explain Push Ups/Sit Ups Calisthenics— Exercises consisting of the following: Regular push-ups, regular sit-ups, wide grip push-ups, twisting sit-ups, diamond grip push-ups, supine bicycle, regular push-ups, crunches, and push-ups on knees. Each exercise is performed in formation for 20-60 seconds each following a rest period between each exercise ranging from 15-30 seconds. Two sets are performed with a two-minute hydration/rest break followed by another two sets.

PT-12 Lesson Title: Light Run TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees jog for 20-40 minutes. This allows trainees to get acclimated to running while increasing their distance.

PT-13 Lesson Title: Physical Fitness Assessment (PFA) Diagnostic TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Fitness Assessment procedures/exercises.

Description: Discuss the steps for completing components (push-ups, crunches, and 1.5 mile run) for the Air Force fitness assessment. Explain the sequence of events and proper form for each component. Trainees will perform each component and be evaluated.

PT-14 Lesson Title: Mini-Mac

TIME 1.50

Lesson Objective: Instill teamwork in the trainees and make them realize that their individual efforts either positively or negatively impact the team's results.

Description: The purpose of the Mini-Mac is to increase Training Group esprit de corps with healthy competition between flights. The format is similar to the Joint Military Athletic Competition (JMAC), which is a competition based off points from individual events: pull-ups, sit-ups, push-ups, and a relay race. Each member of the flight must participate.

PT-15 Lesson Title: Light Run/PFA Remake

TIME: 1.50

Lesson Objective: Trainee must respond in a positive manner to performing proper Physical Conditioning exercises.

Description: Trainees jog for 20-40 minutes. This allows trainees to get acclimated to running while increasing their distance.

Administration (AD)

AD-1 Lesson Title: Arrival Day Processing

TIME: 4.00

Lesson Objective: In-process new trainees to COT.

Description: This time period is to handout the trainees' dorm room keys, canteen, web belt, and familiarize them with the facilities. The COT staff at this time document arrival and begin to account for all trainees that have arrived.

AD-2 Lesson Title: Administrative Time

TIME: 1.00

Lesson Objective: In-process new trainees COT.

Description: This time period is for the trainees to study their operating instructions and wait for the final number of trainees to arrive at COT.

AD-4 Lesson Title: Assistant Director of Operations Welcome

TIME: 0.25

Lesson Objective: Introduce the Course Director for the COT class.

Description: This time period is to inform the trainees who the course director is, and for the course director to give the expectations of the class.

AD-6 Lesson Title: Flight Commander Welcome

TIME: 1.00

Lesson Objective: Flight Commander's first meeting with Flight.

Description: This lesson is used to introduce the flight to their Flight/CC for the first time. During this lesson the Flt/CC will give his/her expectations for the next 4.5 weeks of training. The Flt/CC will begin by introducing him/herself and then move on to covering the OTS Mission, the 23 TRS Mission. Following the mission statements the Flt/CC will briefly cover the OTS Honor Code, the AF Core Values, and the AF Policy on Sexual Harassment. The Flt/CC will sum up the lesson by explaining the responsibilities of the Flight/CC and the flight's responsibilities.

AD-8 Lesson Title: Administrative In-processing TIME: 3.00

Lesson Objective: In-process new trainees COT.

Description: This time period is to inform, educate, and gather pertinent documentation necessary for new trainees to be accessed in various systems.

AD-10 Medical In-processing TIME: 4.00

Lesson Objective: Complete OTS-required items and HHQ-directed items for all new trainees.

Description: Trainees go through five stations, Demand Reduction, Blood Draw, Height/Weight/body tape measurement and Wet Foot Test, DD Form 93 and Military Clothing. Demand reduction is mandated by Secretary of Defense, Height/Weight/body tape are mandated by the Physical Fitness Baseline test and the wet foot test ensures trainees have proper running shoes for physical training requirements, blood draw is for mandatory DNA sample and screening for vaccination requirements, DD Form 93s ensure next of kin are notified in case of an emergency, and Military Clothing is where trainees purchase their uniforms.

AD-12 Lesson Title: 23 TRS/CC Welcome TIME: 0.50

Lesson Objective: Introduce 23 TRS Commander to the COT class..

Description: This time period is for the 23 TRS Commander to welcome the class to the squadron. The Commander will then explain the 23TRS mission and the responsibilities of the trainees and staff.

AD-13 Lesson Title: Active Duty: Finance Processing TIME: 2.00

Lesson Objective: In-process new trainees COT.

Description: This time period is to inform, educate, and gather pertinent documentation necessary for new trainees to be accessed in finance system.

AD-14.1 Lesson Title: ANG/AFRES: Pay, Allowance, and Leave TIME: 1.50

Lesson Objective: Instruct ANG and AFRES on pay, allowances, and leave programs.

Description: This time period is for a guest expert on ANG and AFRES pay, allowance, and leave programs to explain the differences and special situations that may be experienced by the ANG and AFRES officer trainees.

AD-15 Lesson Title: Academic Orientation TIME: 1.00

Lesson Objective: Familiarize the COT trainees with the Academic Requirements.

Description: This time period is for the COT trainees to be instructed on what the academic requirements of the COT program and how to successfully accomplish their academic goals while training at COT.

AD-16.1 Lesson Title: Personnel ID Cards TIME: 1.00

Lesson Objective: In-process new trainees COT.

Description: This time period is to ensure new trainees have proper military identification before they depart to their gaining base.

AD-16.2 Lesson Title: ABU / PC Gear Blues/ Mess Dress Issue TIME: 4.00
Lesson Objective: Allow trainees the ability to purchase their uniforms.
Description: This time period is to ensure new trainees have the proper uniform and give them time to have alterations made.

AD-18 Lesson Title: Active Duty: Personnel Processing TIME: 2.00
Lesson Objective: In-process new trainees COT.
Description: This time period is to inform, educate, and gather any missing/further documentation necessary for building new trainees military records.

AD-19 Lesson Title: TMO/SATO TIME: 1.00
Lesson Objective: To brief the trainees on the services provided by the Traffic Mgt Office.
Description: This time period is for the Traffic management Office and SATO travel office to come and brief the trainees the services they provide and the trainees' responsibilities in order to take advantage of these services.

AD-21 Lesson Title: Education Briefing TIME: 1.00
Lesson Objective: To brief the trainees of the services provided by the Education Office.
Description: This time period is for the education office to come and brief the trainees on the benefits that they are entitled to as Officers and also the many services that the Education office offers.

AD-23 Lesson Title: Signing DD Form 93 TIME: 1.00
Lesson Objective: Sign important DD Form 93.
Description: This time period is used to complete a data locator card which is used to contact family members in the event of an emergency.

AD-24 Lesson Title: Immunizations-Cluster I TIME 2.00
Lesson Objective: Give trainees all their required cluster I vaccinations.
Description: Trainees will be vaccinated against Measles, Mumps, Rubella, Varicella and Meningitis based on history and lab results. Their immunization record is updated and filed in the trainee's medical record.

AD-27 Lesson Title: Flight Photos TIME: 1.00
Lesson Objective: To take pictures of the trainees within their Flight.
Description: This time period is for the flight to get their picture taken professionally.

AD-28 Lesson Title: TMO/SATO TIME: 0.00
Lesson Objective: To return paperwork already completed by the trainees.
Description: This time period is for the Traffic management Office and SATO travel office to come and return the required paperwork to the trainee prior to departure for their permanent station.

AD-29 Lesson Title: Safety briefing TIME: 1.00
Lesson Objective: To brief the trainees on required safety items before departure from COT.
Description: This time period is for the squadron safety officer to brief the trainees on the required safety topics before they depart to their permanent stations. The topics can range from weather to proper driving techniques, etc.

AD-30 Lesson Title: Final Personnel Out-Process TIME: 1.00
Lesson Objective: Out-process graduating trainees COT.
Description: This time period is to take all gathered pertinent documentation necessary for graduating trainees to proceed to the gaining base.

AD-35/36 Lesson Title: Reception/Graduation Certificates/Orders TIME: 1.00
Lesson Objective: To give the trainees their graduation certificates.
Description: This time period is for the Flight commander to meet family and friends of the graduates, hand out the trainees' certificates, and Airman's coin.

Air Expeditionary Force (AEF)

AEF-1: Intro to AEF/Med Intel TIME: 1.00
Lesson Objective: Provide details on Medical Readiness Indoctrination Course content.
Description: This lesson lays the foundation for MRIC course. It begins with discussion of AFI 41-106 which governs medical readiness AF-wide and continues with activities at the Blue Thunder (BT) expeditionary training site. The course also provides details for deploying members with regards to the required activities before a deployment to include safety concerns, family care plans and available support agencies. Finally, it includes valuable information for members with regards to post-deployment expectations. The second portion of this lesson defines medical intelligence, how and where it's obtained, and how the information is valuable for medical operations. It also discusses the medical threats and countermeasures at deployed locations to include endemic diseases, environmental hazards, hazardous insects, plants and animals, food and water precautions, and field sanitation and hygiene.

AEF-3: Combat Stress TIME: 1.00
Lesson Objective: Learn to identify/manage combat stress and how it affects the mission.
Description: This lesson discusses the contributing factors, treatment and prevention measures for combats stress or Post Traumatic Stress Disorder. It also identifies how leadership, communication, unit morale and cohesion and individual psychosocial stressors can be contributing factors before, during and after a deployment.

AEF-4: USAF Medical Service Mission & Doctrine/CONOPS TIME: 1.50
Lesson Objective: Show the value & importance of the USAF Medical Service mission.
Description: This lesson starts with a video depicting an actual Air Force Theatre Hospital in action. This video will give the trainees a base of reference for the terms defined and concepts discussed later in the lesson. Furthermore, the lesson details the AEF medical support system

(EMEDS) and the building blocks that make up this phased healthcare system. It also defines the echelons of care and the capabilities that they provide.

AEF-5: Threat & Future Battlefield Environment TIME: 0.50

Lesson Objective: Learn how future weapon systems and technology will change the nature of battlefield casualties.

Description: Lesson covers areas of imminent danger, future weapons systems such as lasers, particle beams, bio-terrorism, and how these weapons will shape the medical care required.

AEF-6: Field Site Safety Briefing TIME: 0.25

Lesson Objective: Respond positively to the importance of safety in the simulated deployment location.

Description: Discuss off limits areas, evacuation procedures, fire alarms, fire extinguishers, and weather warnings.

AEF-8: Camp Set-up TIME: 0.75

Lesson Objective: Teach the ground rules for field site operations as well as the location of camp supplies.

Description: Trainees are instructed on how to set up their sleep tents and are informed that tents/field site will be restored to their original condition before departing the site. Items to be discussed are: storage facilities, admin hut, trash, and latrines.

AEF-9: Shelter Assembly TIME: 1.50

Lesson Objective: Know how to set-up and tear down an Alaskan Shelter Tent.

Description: Trainees are guided through step-by-step instructions on how to set-up/tear down an Alaska Shelter.

AEF-10: EMEDS Setup TIME: 0.75

Lesson Objective: Trainees are provided the opportunity for hands-on with the EMEDs facility, to include its capabilities.

Description: Trainees enter the EMEDS facility to learn the location of all supplies and prepare a manning chart to be used during their exercise. They are also allowed to practice medical operations before their exercise.

AEF-11: Casualty Movement TIME: 1.50

Lesson Objective: Value and importance of safe movement of patients without injuring themselves or their patient.

Description: Teach proper lifting and patient movement by using various litter carries. Course will include basic litter carries, manual litter carries, casualty loading/unloading, and casualty evacuation. Course may include the demonstration and performance of vehicle loading/unloading procedures and/or a litter obstacle course.

AEF-12: EMEDS Exercise TIME: 2.00

Lesson Objective: Challenge for the trainees to put all their knowledge/skills together to participate in a mock exercise with patients

Description: Trainees will be working within the EMEDS facility treating patients, responding to alarm signals, retrieving patients from the field, treating them, and ensuring their facility is running effectively

AEF-13: Leadership Reaction Course TIME: 5.00

Lesson Objective: The purpose of this training is to instill the “fly, fight, and win” mentality.

Description: Trainee’s will demonstrate their ability to implement leadership skills learned throughout COT by completing one of the Leadership Reaction Course obstacles leading a small 5-person team. While trainees are expected to demonstrate and implement elements of leadership and team building skills the emphasis of this course is on mission completion.

AEF-14: Leadership Reaction Course TIME: 5.00

Lesson Objective: The purpose of this training is to instill the “fly, fight, and win” mentality.

Description: Trainee’s will demonstrate their ability to implement leadership skills learned throughout COT by completing one of the Leadership Reaction Course obstacles leading a small 5-person team. While trainees are expected to demonstrate and implement elements of leadership and team building skills the emphasis of this course is on mission completion.

AEF-15 Lesson Title: Functional Deployment Panel TIME: 1.00

Lesson Objective: The objective of this lesson is to familiarize the trainees with their military career field.

Description: This period of instruction is a time for the trainees to interact with a field grade officer from within their own career field. This officer gives them an unbiased opinion on what they can expect when they get to their first assignment.

AEF-16: Confidence Course, High Ropes Course, Rappel Tower TIME: 4.00

Lesson Objective: By negotiating the obstacles trainees will build confidence and athleticism

Description: The trainees are briefed on how they are to accomplish each obstacle and as a flight they negotiate the obstacles together. The confidence course has a variety of different types of obstacles to challenge all personnel.

AEF-17: Wound and Casualty Management TIME: 1.00

Lesson Objective: Identifies the importance of field wound management and how it differs from care given in the MTF and the purpose and concept of triage. This lesson gives the trainees enough information to handle a simulated mass casualty scenario during their deployment exercise

Description: Instructor explains the rationale for personnel to know how to do field wound management, treatment and the procedures for triage and mass casualty team assignments. Instructor will demonstrate different bandaging and splinting using those materials that might be found in a field environment. Trainees are given an opportunity to practice bandage and splinting procedures within the EMEDS facility.

AEF-18: Wingman Leadership Problems (WLPs) TIME: 5.00

Lesson Objective: The objective is to teach team building and leadership skills with an emphasis on the Wingman concept.

Description: Trainees will be paired-up with a partner (their wingman). The pair will then lead a team through a leadership problem. Trainees will be graded using the Leadership Competence Evaluation form on their ability to work as a team to accomplish the given mission.

AEF-20: CBRNE Defense & Medical Effects of NBC Warfare TIME: 1.00

Lesson Objective: Know the importance of protection/identification of NBC agents.

Description: Course will discuss the signs and symptoms of exposure to NBC agents as well as those procedures that we can use to protect and treat ourselves and our casualties.

AEF-21: C3ISR, IED/UXO ID & EOR/Report/Base Defense TIME: 1.00

Lesson Objective: Learn value of the information in Airmen's manual for deployment survival and AEF field exercise.

Description: Instructor will emphasize that without proper Command/Control the mission will fail. Alarm signals/force protection measures and EOR will be discussed also. Along with EOR the reporting procedures will also be taught using the 4 R's.

AEF-23: SERE Fundamentals TIME: .50

Lesson Objective: Familiarize the trainees with the basic concepts of Survival, Evasion, Resistance, Escape (SERE).

Description: Trainees will receive familiarization training on survival in a hostile environment, evading the enemy and detection, resisting interrogation, and escaping captivity.

AEF-24: Mobility Line Exercise/Mission Brief TIME: 1.50

Lesson Objective: Familiarize the trainees with how a mobility line works and initial notification "N-Hour" sequence.

Description: Trainees will receive familiarization training on basic mobility line and the N-Hour Mission Brief by going through a mock mobility line prior to departing for AEF. The mobility line will include basics like equipment checks, legal requirements, medical records review, and receive the mission brief for their training.

Flight Commander Time (FC)

FC-1: Flight Commander Discretion TIME: 20.00

Lesson Objective: Time used by the Flight Commander.

Description: This period of instruction will be used by the Flt/CC to cover any information that hasn't been sufficiently covered in previous administrative time periods.

FC-3: LRC Preparation

TIME: 0.50

Lesson Objective: The objective of this lesson is to familiarize the flight with the Leadership Reaction Course.

Description: This period of instruction will be used by the Flt/CC to explain the requirements for the flight concerning the LRC. The Flt/CC will give instructions on safety, mission requirements, and completion of LRC obstacles. The Flt/CC will explain the responsibilities of the safeties, leader, and participants.

Lesson Title: Final Feedback

TIME: 3.00

Lesson Objective: Provide overall feedback for the trainee to use as an officer.

Description: This period of instruction will be used by the Flt/CC to give trainees feedback on how they have done in the program as well as what to work on in the future.

CHAPTER 5

COURSE TRAINING STANDARDS

Section A--Graded Measurements

1. Purpose -- Provide trainees with a clear understanding of how they will be evaluated for all graded events:

1.1 Physical Fitness Assessment: Trainees will be provided a baseline (PFB) and an assessment (PFA) during the COT program. (**NOTE:** Trainees will execute the baseline assessment on TD-3 which provides them with feedback on their current fitness level.) The PFA will occur on TD-18. Trainees must meet minimum AF PT standards as per AFI 10-248 Fitness Program. If a trainee fails to meet minimum AF standards, the trainee's gaining unit commander will be notified through official memorandum and their AF Form 475 will be annotated. The PFA score for trainees will be input into the AF Portal as their official score.

1.2 Consolidated Written Tests (CWT): CWT #1 is administered on or about TD-9 and CWT #2 is administered on or about TD-14. Trainees must achieve an 80% or better on all academic tests. If a trainee does not achieve a cumulative score of 80% on both CWTs, he/she will take a Comprehensive Review Test (CRT) on TD-18. If the trainee fails the CRT then his/her gaining unit commander will be notified through official memorandum and OTS/CC and 23 TRS/CC will determine other punitive action. Earning a cumulative score lower than 80% after the remake tests will also result in a course non-complete annotated on the AF IMT 475.

Section B -- Evaluations

1. Purpose -- In addition to being graded on the above events, trainees will be evaluated on the events that follow and the goal in this section is to provide trainees with a clear understanding of how they will be evaluated:

1.1 Project X: Trainees will be required to compete in at least one event at the Project X Course. This event will occur on TD-7. The trainees will be evaluated on how well they perform as a team using the evaluation sheet in Figure 5.1.

1.2 Wingman Leadership Problems: This event will occur on TD-11. Trainees will be required to lead at least one Wingman Leadership Problem with a partner. The trainees will be evaluated on how well they problem solve, manage, and lead their teams using the evaluation sheet in Figure 5.2.

1.3 Informative Briefing: Trainees will be required to give an Informative Brief on or about TD-12. Trainees will be evaluated on how well they present the information using the evaluation sheet in Figure 5.3.

1.4 Leadership Reaction Course: Trainees will execute the Leadership Reaction course on TD-19 and TD-20. Trainees will be evaluated on how they lead their team and their ability to accomplish the mission they are given using the evaluation sheet in Figure 5.2.

Figure 5.1 (Project X Worksheet)

PROJECT X WORKSHEET		Exercise:	
Needs Major Improvement		Needs Improvement	
Needs Little Improvement			
Clear Team Goals	Did everyone in the team know what the team was trying to accomplish or achieve? (mission or goal)		
Frequent switches in direction, Frustration at lack of progress, Most did not understand the plan/task	Moderate progress, Some indecision, Some did not understand	Agrees on task, has a clear vision, Progresses well, Everyone understood the task	
Clear Plan	Did the team have a clear and understood plan in place before starting on the task?		
Incomplete plan, Few members understood overall plan, Confusion	Partial plan, Most members understood overall plan	Clear and concise plan, Everyone understood the plan	
Defined Roles	Did everyone understand their role and responsibility in accomplishing the task?		
Poor use of resources, Members not utilized properly, Lack of attention to detail	Some discussion of how to proceed and use individuals, Hesitance	Fully utilized resources and skills of team members	
Communication	Did the flight communicate with each other?		
Silence, Not listening, Ignoring, Interrupting	Simultaneous talking and listening, Certain people ignored	Actively listening, Not interrupting, Exploring other's ideas	
Team Behavior	Were beneficial team behaviors shown by the flight members?		
Fighting among members, One member dominates group discussion, Certain members ignored	Compromise Moderate participation	Group discussion, Seeking information and opinions, Everyone is involved	
Group Atmosphere	Did the team work well together?		
Conflict, Defensive, Members withdraw, Anger, Irritation, Frustration	Complacent, Bored, Apathetic	Excited, Enthusiastic, Acceptance, Cooperation	
Decision-Making	Did the team make decisions together?		
One person decides, Carry out decision without talking to others	Majority of group agrees, Vote and majority wins, Compromise	Unanimous agreement, Discussion if one disagrees, Consensus, Collaboration	

Figure 5.2 (LCE-Front)

HOLM CENTER LEADERSHIP COMPETENCY EVALUATION												
STUDENT NAME	SO/FLT	EVALUATOR NAME	LEADERSHIP EXERCISE	DATE								
A. LEADERSHIP COMPETENCIES					INSTRUCTOR COMMENTS:							
MANDATORY REQUIREMENTS												
I. CLEARLY RECOGNIZED THE MISSION/OBJECTIVE			Y	N								
II. MAINTAINED COMMAND OF TEAM MEMBERS			Y	N								
			U	S						O		
1. Developed trust, credibility, and commitment through words and actions			1	2						3	4	5
2. Delegated authority when appropriate <i>(DID NOT ABDICATE COMMAND, see II above)</i>			1	2						3	4	5
3. Displayed accountability for areas of responsibility, operation of team, and personal actions			1	2						3	4	5
4. Demonstrated flexibility by adapting to changes			1	2						3	4	5
5. Displayed military bearing, self-discipline, self-control, & confidence under pressure			1	2						3	4	5
6. Articulated ideas and intent in a clear and concise manner			1	2	3	4	5					
7. Promoted free flow of communication and solicited feedback			1	2	3	4	5					
8. Motivated and inspired team to achieve objective			1	2	3	4	5					
9. Maintained focus and intensity			1	2	3	4	5					
10. Developed team by fostering cohesiveness and cooperation			1	2	3	4	5					
Score												
B. DECISION ANALYSIS			U	S	O							
1. OBSERVE			1	2	3	4	5					
2. ORIENT			1	2	3	4	5					
3. DECIDE			1	2	3	4	5					
4. ACT			1	2	3	4	5					
Score												
OBSERVE Recognized the correct problem Clearly stated the problem Gathered data			ORIENT Defined required performance levels Used brainstorming guidelines									
ACT Set plan into action Monitored implementation of the plan Corrected deviations from the plan Develop contingency plan(s) when needed Standardize best practices as appropriate			DECIDE Tested solutions against established criteria Considered the feasibility or effectiveness of the solutions Determined necessary tasks, standards, responsibilities, and milestones.									

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PREVIOUS EDITION(S) ARE OBSOLETE.

Figure 5.2 (LCE Back)

C. MISSION COMPLETION		Y	N	Overall Grade				
Score		3	0	U	M	S	H	O
Completion Time				Outstanding		>64		
LEADERSHIP COMPETENCY SCORE				High-Satisfactory		50-63		
A. Leadership Competencies				Satisfactory		32-49		
B. Decision Analysis				Marginal		23-31		
C. Mission Completion				Unsatisfactory		<22		
OVERALL SCORE								
I have read and understand the comments regarding my performance. I do/do not wish to make a written statement.				INSTRUCTOR SIGNATURE				
STUDENT INITIALS		DATE						
INSTRUCTOR/STUDENT COMMENTS:								

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PREVIOUS EDITION(S) ARE OBSOLETE.

Figure 5.3 (Briefing Grade Sheet-Front)

BRIEFING GRADE SHEET											
TO BE COMPLETED BY STUDENT											
NAME OF STUDENT			DATE			<input type="checkbox"/> Advocacy Briefing		<input type="checkbox"/> Informative Briefing			
CLASS			FLIGHT			<input type="checkbox"/> Practice Briefing		<input type="checkbox"/> Remake Assignment			
SOURCES		1			2						
TO BE COMPLETED BY EVALUATING OFFICER											
CONTENT	INTRODUCTION	U	S		O		U	S	O		
		No greeting; failed to introduce self; didn't state topic/position and main points	Stated topic/position and main points; may have introduced self or greeted audience		Greeted audience, introduced self; stated topic/position and overview of MPs						
							0	1	2		
CONTENT	BODY	U	LS	S	HS	O	U	LS	S	HS	O
		Little or no information; poor of main points; inaccurate information; awkwardly used; inadequate sources (less than 2 sources)	Adequate development; basic information; supports main points; adequate sources (title/date)		Comprehensive development; extensive information; strong support for main points; skillfully incorporated sources						
							0	2	4	6	8
CONTENT	ADVOCACY (If Required)	U	LS	S	HS	O	U	LS	S	HS	O
		Argument unclear or unconvincing, reasons lacked credibility or validity, conclusion doesn't follow reasons	Credible and valid reasons, conclusion follows directly from reasons, argument clear and easy to follow		Compelling and convincing reasons, argument extremely clear and direct, opposing arguments anticipated and refuted						
							0	1	2	3	4
CONTENT	CONCLUSION	U	S		O		U	S	O		
		Failed to state topic/position and main points; introduced new information or rebriefed; didn't say, "this concludes my briefing, are there any questions?"	Restated topic/position and main points; may have asked for questions or concluded briefing		Stated topic/position and main points; closed by stating, "this concludes my briefing, are there any questions?"						
							0	1	2		
DELIVERY	VERBAL EXPRESSION	U	LS	S	HS	O	U	LS	S	HS	O
		Articulation or pronunciation problems; several vocalized pauses; grammar errors; too soft/loud; monotone; lacked emphasis; no variety; too slow/fast; artificial; lacked confidence	Some articulation or pronunciation problems; some vocalized pauses; good volume; pitch varied, good rate; appropriate emphasis and variety; confident		Good articulation and pronunciation; no vocalized pauses; appropriate volume; spontaneous pitch; varied rate; dynamic emphasis; extremely confident						
							0	2	4	6	8
DELIVERY	MOVEMENT/ GESTURES/ ANIMATION	U	LS	S	HS	O	U	LS	S	HS	O
		Inappropriate movement; rocking, swaying; nervous; consistently gripped or leaned on lectern, mechanical; inappropriate gestures; planned or mechanical gestures, or lack of gestures; "dead pan" or overly contorted expression hindered presentation	Movement coordinated with dialogue; natural; some appropriate gestures; sided presentation; appropriate facial expression		Used movement to aid presentation; captured attention or added emphasis; appeared natural and comfortable; gestures appeared natural and spontaneous; consistently supported verbal message with hand and arm gestures and good facial expression						
							0	1	2	3	4
DELIVERY	EYE CONTACT	U	LS	S	HS	O	U	LS	S	HS	O
		Missing; looked over heads, looked down or ignored listeners, darted, stared; focused on visual-aids or notes	Inclusion of most listeners; few reference to notes; evenly distributed		Direct and impartial throughout; inclusion of all listeners; no distracting references to notes (exception-- quotes); sided delivery and enhanced credibility						
							0	1	2	3	4
ORGANIZATION	CLARITY	U	LS	S	HS	O	U	LS	S	HS	O
		Main points are not related to purpose and each other; organization not clear; lacking or weak transitions; less than 2 main points	Main points related to purpose and each other; organization was adequate; used mechanical transitions; adequate number of main points		Skillfully related the main points to the purpose and each other; organization sided listeners understanding and retention; used good transitions throughout which aided flow and helped listener						
							0	1	2	3	4
ORGANIZATION	SLIDES	U	LS	S	HS	O	U	LS	S	HS	O
		Inappropriate color, font, pictures, graphics; multiple or major slide errors; distracted listeners	Some appropriate color, font, pictures, graphics to aid listeners; minor slide errors		Kept audience focused; color, font, pictures, graphics contributed to the listener's understanding of subject; no slide errors including spelling, and grammar						
							0	1	2	3	4

Figure 5.3 (Briefing Grade Sheet-Back)

MANDATORY REQUIREMENTS		U	S	OVERALL GRADE				
MET OBJECTIVE (Presented information in a factual manner, did not advocate a position [Info Brief], advocated position [Advocacy Brief])				Informative Briefing				
TIME _____ : _____ (5-9 minutes for Info/Advocacy Brief)				U	LS	S	HS	O*
PREPARED BRIEFING (IAW AFH 33-33T P.122)				0-7	8-14	15-25	26-30	31-36
PROFESSIONAL CONDUCT (Prepared, appropriate comments/language, maintained composure)				Advocacy Briefing (if required)				
OVERALL GRADE				U	LS	S	HS	O*
				0-9	10-16	17-27	28-34	35-40
EVALUATING OFFICER COMMENTS								
* To obtain an overall OUTSTANDING, the total points must include a minimum of SATISFACTORY in each category								
EVALUATING OFFICER SIGNATURE		DATE		REVIEWING OFFICER SIGNATURE (IF REQUIRED)			DATE	
EVALUATING OFFICER SIGNATURE BLOCK		REVIEWING OFFICER SIGNATURE BLOCK (IF REQUIRED)						
I have read and understand the comments regarding my performance. I do <input type="checkbox"/> / do not <input type="checkbox"/> wish to make a written statement.				STUDENT'S INITIALS			DATE	

Section C -- Awards

1. Purpose -- To explain the trainee awards and the criteria used by the staff to determine award winners.

2. Distinguished Graduate (DG) -- Trainees whose performances place them in the top 10 percent of the graduating trainee group are designated distinguished graduates. Each trainee must pass every graded measurement and complete every aspect of the PFB and PFA (1.5 mile run, sit-ups, and push-ups) for that score to count. Each DG receives a certificate of recognition. Their AF IMT 475, Education/Training Report (prescribed by AFI 36-2406, Officer and Enlisted Evaluation Systems) is annotated accordingly. The following criteria and weights are used to determine DGs:

2.1 Academics: 50 percent (CWT at 40 percent and SPT at 10 percent).

2.2 Athletics: 35 percent (PFB at 10 percent and PFA at 25 percent).

2.3 Flt/CC Rating: 10 percent.

2.4 Leadership Position: 5 percent (5 percent maximum as determined by group leadership position and staff assessment)

3. Top Graduate Award -- The Top Graduate is chosen from the DG(s) as the trainee who showed the best leadership throughout the course. The Top Graduate Award winner receives a trophy of recognition. Their graduation certificate and AF IMT 475 are annotated accordingly. The selection of the Top Graduate is as follows:

3.1 Student Squadron Commander: With input from Flight Commanders, will choose a DG from their squadron to compete for the Top Graduate award.

3.2 23 TRS/CC: The candidates for each trainee squadron will then be forwarded to the 23 TRS/CC who will decide on the Top Graduate. The 23 TRS/CC may seek further input from the Staff Student Squadron Commanders, the 23 TRS/DO, and the 23 TRS/ADO.

4. Academic Excellence Award -- The trainee(s) with the highest test score average is the Academic Excellence Award winner. The Academic Excellence Award winner receives a plaque of recognition. In the event of a tie, the score from the Informative Brief will be used to determine the winner. Their AF Form 475 is annotated accordingly.

5. Athletic Award -- The Athletic Award is presented to the male and female trainee who achieves the highest combined point total from the PFB and PFA during training. To be eligible, the trainee must complete the PFB and PFA in their entirety (i.e. 1.5 mile run, push-ups, & sit-ups). The trainee with the highest combined point total from the PFB and PFA will earn the Athletic Award. In the case of a tie, the trainee with the lowest time on the 5K run will win the award. The Athletic Award winner receives a plaque of recognition. Their AF Form 475 is annotated accordingly.

6. Honor Flight -- The Honor Flight Award is awarded to the flight with the highest overall scores within the trainee group. The winning flight receives a streamer designating them as the “Honor Flight.” Additionally, each member of the Honor Flight receives a certificate of achievement and has their AF IMT 475 annotated accordingly. The following criteria and weights are used to determine Honor Flight:

6.1 Academics: 40 percent (CWT at 30 percent and SPT at 10 percent).

6.2 Athletic: 40 percent (PFB at 5 percent, Mini-Mac at 10 percent, 5K run at 10 percent, and PFA at 15 percent).

6.3 Leadership: 20 percent (LRC completions).

7. Honor Squadron -- The Honor Squadron is awarded to the squadron with the highest overall scores within the trainee group. The criteria are the same as for Honor Flight. The winning squadron receives a streamer designating them as the “Honor Squadron.” Additionally, each member of the Honor Squadron receives a certificate of achievement and has his/her AF IMT 475 annotated accordingly.

CHAPTER 6

MISSION / LEADERSHIP TRAINING

Section A--Management

1. Performance Evaluation: COT instructors will use the performance grading scales and gradesheets referenced in Chapter 5 to measure the trainee's ability on each task as required for each graded measurement.

2. Objective Interpretation: This section contains statements of requirements for specific mission tasks and overall mission objectives for mission/leadership training. The following definitions should be used to interpret the objectives themselves.

2.1 Introduce: Indicates it is the first time the trainee is exposed to the task or subtask under specific conditions.

2.2 Practice: Grade Level 1 performance is acceptable, unless proficiency has been attained in early missions. Then the previously attained grade level must be maintained. In the event that a trainee regresses during subsequent missions, those tasks must be brought back to standards through additional instruction.

2.3 Demonstrate Proficiency: Indicates the trainee must meet standards in task performance. There are a few instances where the trainee is introduced to a task and must demonstrate proficiency in the same event. These instances are clearly indicated on the event description with an "Introduce and Demonstrate Proficiency" statement.

Note: These mission objectives are not necessarily in chronological order. Each instructor, therefore, can use discretion in deciding the appropriate chronological order to ensure each objective is performed based on mission parameters.

Section B—Basic Expeditionary Combat Skills / Field Training Exercises

1. Assault Course

1.1 Training Objectives

Build flight teamwork and cohesion

Inspire self confidence and enable opportunity to overcome limitations

Instill warrior ethos

1.2 Specific Tasks

Attempt to complete all obstacles on the course

2. High Ropes / Tower Course

2.1 Training Objectives

Build flight esprit de corp and cohesion

Inspire self confidence and enable opportunity to overcome limitations.

Instill warrior ethos

2.2 Specific Tasks

Attempt to complete all obstacles on the course

Section C--Mission Training / Evaluations

1. Project X

1.1 Mission Objectives

- 1.1.1 Introduce “missions”
- 1.1.2 Build teamwork and flight cohesion
- 1.1.3 Reinforce problem solving process and group conflict management

1.2. Specific Tasks

- 1.2.1 Introduce mission procedures
 - 1.2.1.1 Learn standard field mission formations and procedures
 - 1.2.1.2 Participate in flight commander briefs
 - 1.2.1.3 Introduce safety procedures
- 1.2.2 Interpret and use information given in “problem”
 - 1.2.2.1 Assign roles to team members
- 1.2.3 Observe strengths and weaknesses of individual team members
- 1.2.4 Accomplish mission
 - 1.2.4.1 Adhere to rules of engagement
 - 1.2.4.2 Apply 8-step problem solving process
- 1.2.5 Introduce debriefing process and standards
 - 1.2.5.1 Participate in mission debriefing
 - 1.2.5.2 Identify valid lessons learned

1.3 Special Instructions

During this training the trainee is introduced to the LRC, concepts and standards. Emphasize teamwork, adherence to ROEs, safety procedures, and application of the problem solving process and management functions and principles.

2. WLPs

2.1 Mission Objectives

- 2.1.1 Effectively lead the flight teaming up with another leader using learned leadership tools and management principles.

2.2 Specific Tasks

- 2.2.1 Brief team with rules of leadership problem
- 2.2.2 Walk team through leadership problem
- 2.2.3 Assign roles to team member
- 2.2.4 Apply 8-step problem solving process
- 2.2.5 Use the management functions and principles to see plan through

3. LRC

3.1 Mission Objectives

- 3.1.1 Effectively apply and demonstrate small unit leadership skills and competencies

- 3.1.2 Build teamwork and flight cohesion
- 3.2.3 Correctly apply 8-step problem solving process
- 3.2.4 Correctly apply management functions and principles
- 3.2.5 Lead a small unit displaying leadership competencies

3.2 Specific Tasks

- 3.2.1 Apply safety procedures
- 3.2.2 Interpret and use information given in “problem”
- 3.2.3 Attempt to accomplish mission

4. AEF / MRIC

4.1 Mission Objectives

- 4.1.1 Introduce trainees to medical readiness AF-wide and activities at a deployed site; utilizing the Blue Thunder (BT) expeditionary training site

4.2 Specific Tasks

- 4.2.1 Apply safety procedures
- 4.2.2 Apply all lessons of leadership, problem solving, and management functions and principles

CHAPTER 7

GROUP STRUCTURE

Section A--Officer Trainee Group Structure

1. Purpose -- To establish the structure and responsibilities for the Officer Trainee Group (OTG) during Commissioned Officer Training (COT).

2. General -- The OTG fulfills those command and staff responsibilities authorized by the 23 TRS/CC. The OTG is a leadership laboratory where trainees exercise and develop leadership skills and techniques. In the classroom, the trainees learn the AF mission; in the OT organization, they gain insight into working relationships and responsibilities of individual officers and the group structure. Trainees learn AF customs and courtesies, traditions and drill while they develop their skills in following orders and working as team members.

3. Organization -- Trainees are chosen to serve as OTG Commander (OTG/CC), OTG Deputy Commander (OTG/CD), or three OT Squadron Commanders (OT SQ/CC), and other staff positions. The OTG/CC, OTG/CD, and three OT SQ/CCs are considered the “Top 5” leaders of the OTG. Figure 6.1 outlines a typical trainee group organizational structure. This structure is based on a standard AF chain-of-command. The structure is set up this way to orient trainees toward military organization, discipline, chain-of-command, span of control and functional management philosophy. The squadrons consist of two or more flights. The flights consist of a Flight Officer in Charge (FOIC) and 12-15 flight members. The group will also be responsible for a number of additional duties. Figure 6.2 outlines the additional duties of a trainee group organization. The additional duties are not limited to those enumerated and may be added to by the 23 TRS staff as needed.

4. Removal from Duties -- Trainees who have problems meeting graduation requirements, are unable to perform their duties, or are guilty of misconduct may be removed from their leadership position. Final approval for removal of a trainee from their OTG position rests with the 23 TRS/CC.

5. Rank, Precedence and Command

5.1 A trainees authority is determined by the trainees position and the amount of responsibility that goes with the position and rank.

5.2 Trainees guide, instruct and maintain good order and discipline over those trainees under their command. They must always set the proper example. The senior trainee present is responsible for maintaining good order and discipline.

5.3 Seniority is determined by rank, then by date of rank, then by time in service and finally age.

Figure 7.1 (COT OT Organizational Chart)

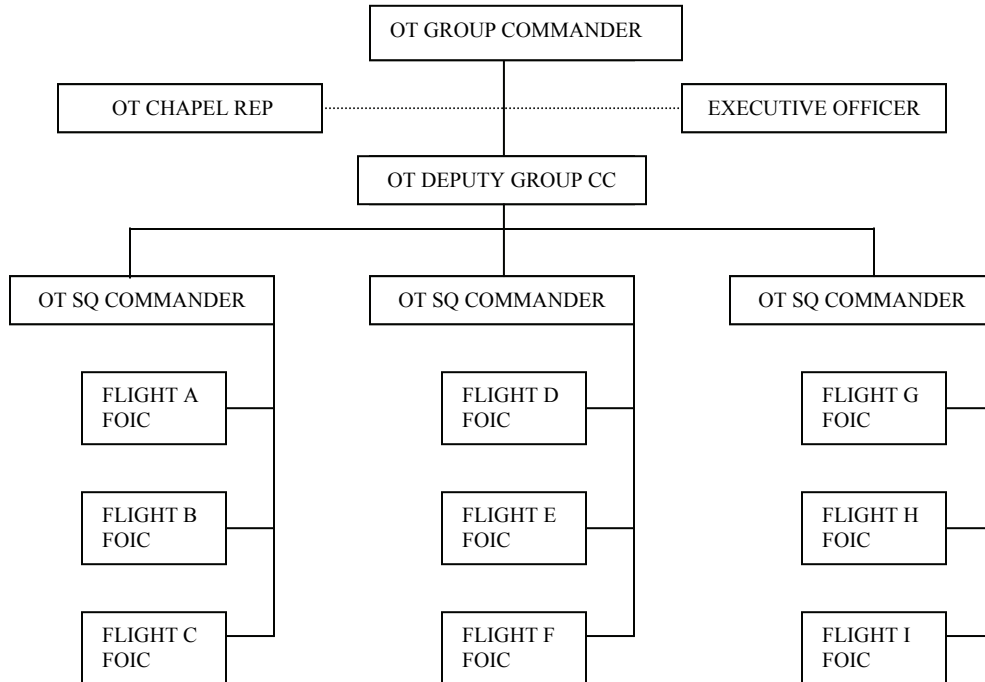


Figure 7.2 (Additional Group-level Duties)

ACADEMIC OFFICER	COMPUTER OFFICER	LOGISTICS OFFICER
ADMIN OFFICER	DINING IN OFFICER	SAFETY OFFICER
AEF OFFICER	POSTAL OFFICER	SOCIAL OFFICER
ATHLETIC OFFICER	PHOTO OFFICER	GRADUATION OFFICER
FINANCE OFFICER		

Section B--Officer Trainee Group Structure Responsibilities

- 1. Officer Trainee Group Commander (OTG/CC)** -- This trainee is directly responsible to the 23 TRS/CC and is advised by the ADO or a Staff Phase Manager. They oversee the OT group organization and administer all trainee programs within the scope of their authority.
- 2. OTG Deputy Commander (OTG/CD)** -- The OTG/CD is directly responsible to the OTG/CC. He or she assists the OTG/CC and serves as commander in their absence.
- 3. OTG Executive Officer (OTG/CCE)** -- The OTG/CCE is appointed by the OTG/CC and is directly responsible for administrative functions within the group.
- 4. OTG Chapel Representative (OTG/HC)** -- The OTG/HC is appointed by the OTG/CC and is directly responsible for matters concerning the morale of the OT group and implementation of the OT Chapel Program.
- 5. OT Squadron Commanders (OT SQ/CC)** -- The OT SQ/CCs are directly responsible to the OTG/CC for all functions delegated to members in their squadron in support of the mission. The OT SQ/CCs are also directly responsible for all functions supporting the mission of their OT squadron. Each OT SQ/CC is also responsible to the corresponding squadron faculty staff advisor for the efficient operation of their squadron.

ACRONYMS

AAFES -- Army/Air Force Exchange Service
ADO -- Assistant Director of Operations
AEF -- Air & Space Expeditionary Force
AETC -- Air Education Training Command
AF -- Air Force
AFDD -- Air Force Doctrine Document
AFI -- Air Force Instruction
AFR -- Air Force Reserve
ANG -- Air National Guard
CAM -- Curriculum Area Managers
CBRNE -- Chemical, Biological, Radiological/Nuclear, Explosive
CC -- Commander
CCV -- Standardization / Evaluations Office
CD -- Course Director OR Deputy Commander
CFD -- Competencies, Functions, and Doctrine
COT -- Commissioned Officer Training
CQ -- Charge-of-Quarters
CR -- Curriculum
CWT -- Consolidated Written Test
C3ISR -- Command, Control, Communication, Intelligence, Surveillance, & Reconnaissance
DG -- Distinguished Graduate
DO -- Director of Operations
DoD -- Department of Defense
EAD -- Extended Active Duty
EOR -- Explosive Ordnance Reconnaissance
EPR -- Enlisted Proficiency Report
FOIC -- Flight Officer In Charge
IAW -- In Accordance With
ID -- Identification
IED -- Improvised Explosive Device
LCE -- Leadership Competency Evaluation
LRC -- Leadership Reaction Course
MAC -- Military Athletic Competition
MTI -- Military Training Instructor
NBC -- Nuclear, Biological, Chemical
NCO -- Non-Commissioned Officer
OI -- Operating Instruction
OPR -- Officer Performance Report OR Office of Primary Responsibility
OTG -- Officer Trainee Group
OT -- Officer Trainee
OTS -- Officer Training School
PFA -- Physical Fitness Assessment
PFB -- Physical Fitness Baseline
PT -- Physical Training

SCA -- Show-Cause Authority
SPT -- Student Publications Test
SQ -- Squadron
SS -- Student Squadron
T&Q -- Tongue and Quill (Air Force Handbook 33-337)
TD -- Training Day
TRS -- Training Squadron
UCMJ -- Uniform Code of Military Justice
UXO -- Unexploded Ordnance
WLP -- Wingman Leadership Problem

TRAINING DAY		6		7		8		9 (Phase III – Commitment)		10	
Physical Training	PT-5 Strength Training	PT-6 Interval Run	PT-7 Strength Training	PT-8 Light Run	PT-9 Long Run						
Mission Training		Project X									
Expeditionary Skills Training	Project X prep										
Military Training	Lunch Tattoo Practice (Key Personnel)*	.5									
Academics	PA-2C Principles of War LS-1H AF Leadership LS-11 Self-Assessment (DISC) LS-1Q Management Functions & Principles LS-1M Conflict Mgt Exercise LS-2G Sexual Harassment Awareness	1.0 1.0 1.0 1.0 2.0 1.0	DR-22 Tattoo Practice DR-22 Tattoo Ceremony	1.0 1.0 2.0 1.0	LS-1R Situational Leadership CS-2A Basics of Briefing/Informative Briefing Prep CS-2B Briefing Requirements PA-20 Pay, Allowance & leave	2.0 1.0	AS-1A CWT #1 AS-1A.1 CWT Review MS-2A Airpower Thru WWI MS-2B WWI-WWII Part I CS-2C Bullet Statements LS-1L Followership	1.25 0.75 1.0 1.0 1.0 1.0	LS-3A Effective Supervision LS-3D Performance Feedback MS-2C WWI-WWII Part II PA-2I Total Force PA-2N Joint Operations LS-3B Corrective Supervision LS-3C Counseling & Practicum	1.0 1.0 1.0 1.0 1.0 2.0	
Other	FC-1 Flight Commander Discretion	1.0	FC-1 Flight Commander Discretion	1.0	AD-19 TMO Brief AD-21 Education Briefing PR-1A APT CWT #1 FC-1 Flight Commander Discretion	1.0 1.0 1.0 1.0	AD-16.1 ID Cards / AD-24 Immunizations FC-1 Flight Commander Discretion	2.0 1.0	FC-1 Flight Commander Discretion	1.0	
Self Study/CBT	LS-2E AF MEO CS-DL3 Military Briefings		CS-DL1 Understanding Publications		CS-DL2 Military Correspondence		PA-II UCMJ		CS-DL4 Grammar/Writing Mechanics PA-4F Etiquette and Decorum		
Training Hours		9.5		9.0		9.0		9.0		9.0	

TRAINING DAY	11	12	13	14 (Phase IV – Confidence)	15
Physical Training		PT-10 5K Run	PT-11 Strength Training	PT-12 Light Run	PT-13 PFA
Mission Training					
Expeditionary Skills Training	AEF-18 WLPs 5.0		AEF 1 1.0	AEF-2 CONOPS AEF-4 USAF Med Mission/Doctrine AEF-5 Threat/Future Battlefield 1.0 1.0 .5	AEF-3 Combat Stress AEF-6 Site Safety Brief AEF-8 Camp Set Up AEF-17 Wound and Casualty Management AEF-20 CBRNE AEF-24 Mobility Line 1.5 2.0
Military Training		*PA-5A Enforcing Standards W/ PA-2B (FGOs Only) 1.0			
Academics	LS-3E Enlisted Evaluation System LS-3F Officer Evaluation System MS-2D Airpower thru Cold War I MS-2E Airpower thru Cold War II 1.0 1.0 1.0 1.0	CS-3C Informative Briefings MS-2F Airpower in Post Cold War PA-2A Military Law *PA-2B Military Law Case Studies ISS-2B Setting the World Stage 1.0 1.0 1.0 1.0	MS-2G Air and Space Power Today MS-2I Terrorism LS-2B Leadership Authority & Responsibility PR-1A APT CWT#2 PA-3B Professional/UPR PA-3C Professional/UPR Case Studies 1.0 1.0 2.0 1.0 1.0 1.0	AS-1A CWT #2 AS-1A.1 CWT #2 Review LS-3G Developing Airmen LS-4F Leadership Accountability LS-4G Accountability Case Studies 1.2 5 .75 1.0 1.0 1.0	
Other	FC-1 Flight Commander Discretion 1.0	**CC Lunch FC-1 Flight Commander Discretion 1.0	FC-1 Flight Commander Discretion 1.0	AD-27 Flight Photos FC-1 Flight Commander Discretion 1.0 1.0	Height/Weight Measurements FC-1 Flight Commander Discretion 1.0 1.0
Self Study/CBT	PA-3D LOAC LS-4I ORM PA -2H Civilian Personnel ISS-2A Introduction to Cultural Studies	PA-DL2 Security Education LS-4I Environmental Awareness	PA-DL4 Officer Force Development	PA-DL5 Doctrine CBT	
Training Hours	10.	9.0	9.0	9.5	12.2 5

* Runs Concurrently

TRAINING DAY	16	17	18	19 (Phase V – Character)	20
Physical Training					PT-14 Mini-Mac
Mission Training					
Expeditionary Skills Training	AEF-9 Shelter Assembly AEF-10 EMEDS Setup AEF-11 Casualty Movement* AEF-12 EMEDS Exercise AEF-17 Wound and Casualty Management AEF-21 IED/UXO/Reports/Base Defense* AEF-23 SERE Fundamentals	AEF-26 Ropes/Rappel Tower Course AEF-11 Camp Clean-up	AEF-13 LRC	AEF-14 LRC	
Military Training			DR-35 Ceremonial Drill*	DR-36 Parade Practice	DR-36 Parade Practice DR-36 Parade Practice
Academics			PA-4C Air & Space Expeditionary Force	LS-4A Leadership & Mgt Case Study PA-2P Intro to Budgeting (FGOs only)*	CRT LS-4B Joint Ethics LS-1T Peer Evaluations PA-4D Information Assurance
Other		LRC Prep	O7Club Orientation FC-1 Flight Commander Discretion*	AD-29 Safety Brief FC-1 Flight Commander Discretion*	FC-1 Flight Commander Discretion* 2.0
Self Study/CBT					
Training Hours	12.2	10.0	12.0	11.0	9.0

* Runs Concurrently

TRAINING DAY	21	22	23	N/A	N/A
Physical Training	PT-15 Light Run/PFA Remake				N/A
Mission Training					
Expeditionary Skills Training	AEF-15 Functional Deployment Panel 1.0				
Military Training	DR-36 Parade Practice 1.5	DR- 36 Parade Practice 1.5			
Academics	PA-4A SNCO/1st Sgt Perspective 1.0 PA-4G Oath of Office & Commissioning 1.0	PA-4B First Officer Assignment 1.0			
Other	AD-30 Final Out processing 1.0 DR-32 Awards Ceremony Practice .5 GO Perspective 1.0 FC-1 Flight Commander Discretion 1.0 Dining Out Prep 1.0	OTS/ CC Feedback 1.0 DR-34 Awards Ceremony 1.0 AD-29 Safety Brief .5 AD-30 Final Outprocessing 2.5 Dining Out 4.0	DR-36 Graduation Parade 1.0 AD-35 Reception/Graduation 1.5 AD-36 Certificates/Orders 1.0 **OTS Tours/Spouses Orientation 2.0		
Self Study/CBT					
Training Hours	9.0	11.5	5.5		